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## "Make Air-India a Quality Airline" - Brijesh Kumar

**"W**e must work together to see Air-India once again emerge as a quality airline," exhorted **Mr Brijesh Kumar**, Managing Director, Air-India, in his address to employees at a function held in Mumbai on August 1, 1996, in the Inflight Service auditorium at Sahar to publicly recognise and appreciate the stalwarts of the airline whose devotion, sincerity and loyalty had contributed towards improvement in various sections of the company.

"I know, in our hearts, all of us want our services to be liked. We want the people of India to be proud of the national carrier. This can only be possible if each one of us takes pride in whatever work we do - however high or low it may be," he said.

While congratulating the recipients of Merit Awards and Long Service Mementoes, Mr Kumar said, occasions such as these provided an opportunity to reflect about the company to which we belong - to think of what we had attained in the past few years and what we should do in the future - for ultimately the company would become what we air want it to become.

In a service industry such as aviation, people are the company's most important asset and have a very important role to play, he said. Keeping this in mind, Air-India had organised an ambitious training programme which had focussed on attitudinal change. The response to the programme - one of the biggest in the country - had been encouraging, he remarked.

The Management had, by and large, been fair in its dealings with employees, said the Managing Director. Accelerated promotions were now available to employees and salaries of staff had been enhanced and linked to productivity. Although many amongst us felt we would not be able to deliver the goods, these efforts, he said, had resulted in substantial upgradation of the Air-India product.

### On-time Performance

On-time performance, which had been a major factor for passengers turning away from Air-India, had improved considerably and was now comparable with that of other major international airlines. This remarkable achievement of which we could all be justifiably proud,

Air-India had thus started on the right course, observed Mr Kumar, and the message was percolating to the trade and elsewhere. He informed the gathering about a new advertising campaign being launched to announce the various improvements and hoped that these improvements would not be a flash in the pan, but would continue to be sustained.

Air-India was now in a far stronger position to compete in the market place, nevertheless a lot more was needed to be done, he said. "There is no cause for complacency," he averred. "Although Indians may criticise our airline, there is affection in the minds of all Indians towards Air-India. In that lies our strength," he said.



Seated on the dais at the annual awards function in Mumbai (L to R) are : Mr T.R. Sundararajan, Director of Finance; Mr N.S. Rajan, Director-Human Resources Development; Mr J.N. Gogoi, Director of Engineering and Civil Works & Properties; Mr P.B. Kumar, Director of Engineering (Engine Overhaul); Mr N.C. Padhi, Deputy Managing Director; Mr Brijesh Kumar, Managing Director; Mr S.V.N. Ranga Rao, Deputy Managing Director; Mr D.S. Amist, Director-Security; Capt. K. Mohan, Director of Operations; and Mr S. Vishwanathan, Director-Stores & Purchase.

he declared, had been possible only because of the concerted efforts of employees working at the airport. Although inflight service had been of high standards, it had improved still further, and ground services too had become better, he added.

### Team Members

No department could prosper on its own, he added. Each one of us is a team member - whether

(Contd on page 8)

## Chicago to Become Online

**A**ir-India is set to commence operations to Chicago effective November 30, 1996 to further expand its worldwide network.

With the introduction of the services to Chicago, passengers travelling from India will now be able to travel directly to/from Chicago instead of having to change planes at New York.

With the addition of Chicago, the number of destinations served by Air-India will rise to 45. Flights to five new stations - Perth, Manchester, Amsterdam, Entebbe and Tel Aviv - were earlier added to Air-India's route network between March 1995 and February 1996 as part of Air-India's growth programme.

The twice weekly services will be operated with state-of-the-art Boeing 747-400s, two more of which are due for delivery in October and November 1996. The flights AI-1577/1576 and AI-1571/1570 will operate via Frankfurt and will depart from Mumbai on Thursdays and Saturdays.

Chicago, which has a large

Indian population, will be Air-India's second gateway in the USA, after New York which became online on May 14, 1990. Air-India had, at the time, become the first airline of an Asian country to schedule flights across the Atlantic to the east coast of the United States.

Air-India also has a code-sharing agreement with United Airlines whereby the airline has blocked seat arrangement for Los Angeles on the eastbound and Washington on the westbound round-the-world 14 weekly services through Delhi. Under a special marketing agreement with Continental Airlines, passengers can travel from Mumbai/Delhi to Frankfurt by Air-India on any one of its five weekly services and connect with Continental to Newark International Airport, New York. From Newark, the airline's second largest hub, Continental provides more than 300 connecting flights to over 50 cities in the U.S.A. Likewise, passengers travelling from USA can fly to Frankfurt by Continental and connect with Air-India's flights to Mumbai/Delhi.

## Two More 747-400s to Join A-I Fleet

**T**wo more state-of-the-art Boeing 747-400 aircraft will join Air-India's fleet in October and November 1996. These aircraft, like the earlier four Boeing 747-400s, which joined Air-India's fleet between August 1993 and June 1994, will be christened after tourist generating areas of India. While one will be named 'Agra', the other will

Executive Class situated in the upper deck, and 359 seats in the Economy Class. Two entire zones in the Economy Class will have nine-abreast seating instead of the usual 10, making for extra space and more comfort.

The new aircraft will be equipped with all the latest inflight gadgetry viz. telephones, personal televisions in First and Executive



be called 'Velha Goa' (meaning Old Goa). Both Agra and Goa are India's leading tourist receiving destinations.

The 417-seater passenger aircraft, will be similar to the earlier four named 'Konark', 'Tanjore', 'Khajuraho' and 'Ajanta'. Like these aircraft, 'Agra' and 'Velha Goa' too will have 16 seats in the First Class, 42 in the

Class, airshow equipment to keep passengers abreast with outside temperature, distance from originating point and to destination, altitude, etc.

The aircraft's spacious cargo hold will accommodate approximately 3,400 pieces of baggage, all of which will be loaded or unloaded in just seven minutes.

## Milestones

**A**ir-India recorded an on-time performance of 91.06 per cent in July 1996 and 90.67 per cent in August 1996. These figures are an improvement over the figures recorded in the previous months.

While Air-India had recorded an on-time performance of 83.01 per cent in April 1996, the punctuality rate improved to 87.64 per cent in May and to 90.64 per cent in June 1996.

Efforts are on to improve the on-time performance still further in the coming months.

### A-I Crosses 10,000 Passenger Mark

For the first time in its history, Air-India achieved the distinction of carrying over 10,000 passengers on a single day. This occurred on two consecutive days viz. August 1 and 2, 1996.

Air-India carried an average of 8,400 passengers each day in

July 1996, substantially higher than the previous month. The airline carried approximately 6,600 passengers per day in April, 6,700 in May and 7,400 passengers per day in June this year.

With this rate of growth, Air-India is set to carry over three million passengers in the current financial year. The airline ferried a record 2.8 million passengers in 1995-96 as compared to 2.27 million in 1994-95 an unprecedented rise of 23 per cent.

## Old Timers Remember Bobby Kooka

*S. K. Kooka was a multi-faceted personality. His contribution to Air-India was only second to that of late J. R. D. Tata, the founder of Air-India and the father of Indian Civil Aviation. There were numerous people who worked closely with him. Each one was fascinated by some quality of his or the other. We asked some of them to narrate their experience with him.*

Mr Nari Dastur, former Deputy Managing Director (Commercial), says **Kooka inspired affection, loyalty, respect and unqualified admiration of his subordinates.** "He was most pleasant to work with, full of fun and humour, and yet could be very firm and decisive. I learnt a lot from him and was proud to be chosen to succeed him," reminisces Mr Dastur. "Working with him was never dull. It was full of surprises, mostly pleasant ones, and if painful, made pleasant," he says.

Mr Dastur was posted to Geneva in 1948. Just days before his departure, he was told by Mr Nikka Qadir, his boss, that his posting was cancelled because he was needed in Bombay. Mr Qadir pleaded with Kooka on behalf of Mr Dastur saying that it was unfair that his posting had been cancelled at, so to say, the last minute. He also mentioned that, all this apart, Nari had undergone a lot of expenses in buying warm clothes, new heavy suits, etc. Kooka, never at a loss for words and ever ready with a prompt and impish reply, told Mr Qadir, "Inform Nari we will put his new suits to very good use. Find an airconditioned cabin for him so that he can utilise all his warm suits in great comfort." Two years later, having enjoyed the airconditioned office, Mr Dastur did get his posting to Geneva!

Of the many questions Kooka asked Mr Inder Sethi, former Commercial Director, who later became Dy Managing Director (Commercial), during his interview, he vividly remembers one. "Young man, what is your ambition?" Kooka had asked. "Your chair," replied Mr Sethi. "A great deal of credit goes to Kooka for my occupying his chair 20 years later. Kooka groomed me, taught me and at the same time, occasionally brought me down to earth," says Mr Sethi.

**Kooka always welcomed and encouraged initiative,** remarks Mr Sethi who feels that without Kooka's support he could not have sold the idea of the \$ 450 round trip excursion fare from New York to India to top Management and the Government of India. What a success that fare was — not only did we reduce the competition to shambles, but also generated a huge new market for the airline, he remembers with pride.

Kooka was the man who gave wings to Air-India, says Mr M.S. Bala Subramanian, former Director of Engineering. He was upright in thoughts and deeds, tolerant, a legend in his lifetime. Above all, he was a good human being whom his colleagues admired and adored.

**Kooka insisted on high standards of work and promptly acknowledged good work. He gave credit even to the juniormost person,** says Mr S.V.N. Ranga Rao, Deputy Managing Director, adding a new dimension to his personality.

One Monday morning in November 1962, there was a small slip of paper in Kooka's handwriting on Mr Ranga Rao's table which stated "Will the officer dealing with Charters please see me at 9 a.m. positively?"

Mr Ranga Rao, at that time a junior officer, was surprised to see this note from the Commercial Director.

It transpired that all his seniors at five different levels were absent on the day. When Mr Ranga Rao went into Kooka's office, he was informed that J.R.D. Tata, then our Chairman, was critical of Air-India's policy regarding operation of charters and wanted it to be reviewed and re-issued. Mr Ranga Rao had a 5-page draft policy which he had prepared on

became a passenger carrier, instead of an appendage to the General Post Office. Aeroplanes bigger than any operated until then (with as many as 21 seats on board!) were to join Air-India's fleet and Kooka had been given carte blanche on recruitment for the coming expansion by Tata and Mr B. W. Figgins, then General Manager.

Although Ms Chellaram had heard, she had not read the advertisement which stipulated that married women and those

a day, there was an exceptionally heavy workload at the counters which were manned by about 21 Receptionists of different nationalities. At peak hours in the midst of such chaotic situations Kooka's 'blue notes' would be received reminding the staff that they should look their best at all times and not like 'death warmed up!' This would invariably result in an exodus to the ante room, adjacent to the counters, where cups of black coffee would be hurriedly gulped

in Tata Airlines.

Subsequent to the induction of Boeings in Air-India's fleet, Kooka asked him to take over systemwide cargo promotion. Mr Hansoti, who only had a nodding acquaintance with air cargo at the time, recalls "There was no facility then for training in the air cargo field, and a person had to pick up the tricks of the trade the hard way, on one's own with intelligence and business sense. "It was a question of the survival of the fittest." Kooka's backing, however, paved the way for subsequent all round expansion of cargo facilities and Air-India was able to face intense competition from foreign operators, including integrators in the USA.

**Kooka was not only humorous, but efficient and disciplined.** His motto was to provide the best possible services to the travelling public. Kooka made commendable improvements in passenger services and Air-India progressively spread its wings all over the world under his tenure, says Mr N.P. Lazarus, former Controller of Communications, who joined the airline around the same time as Kooka.

Whether it was a departmental heads meeting, a seminar or an annual conference of foreign station heads, Kooka always enlivened the proceedings with his wit, wisdom and occasional sarcasm.

Mr A.S. Banavalikar, former Personnel Manager and founder Editor of Magic Carpet, remembers the day when, because of the incursion of No.2s and other invitees, there was a confused rush for chairs at a meeting. Kooka promptly interjected: "When this room was furnished, we did not have a Lok Sabha in mind!" At one of the meetings, J.R.D. Tata produced a short memo addressed to him by Kooka in which he used the expression "kindly and/or very kindly" eight times. Tata returned the note to him with the remark "Bobby, your kindness is killing!" Undoubtedly, states Mr Banavalikar, **Bobby Kooka was kind and generous — sometimes to a fault.**

Mr T.K. Kannan, Secretary to Kooka for four-five years in the sixties, says in his pursuit for excellence Kooka insisted that **Managers met their targets** and thus earned their salaries. "He would not hesitate to give a shot in the arm if a station's selling was not up to the mark," he says. At the same time, he would fight for their allowances and facilities with the Management, he adds.

Kooka made an indelible impression on all those who came in contact with him. He was popular with our travel agents and commercial contacts. Kooka had a solution to almost every problem and was easily accessible. Even the juniormost employee in Commercial Headquarters could go to Kooka with a problem, confident that he would be heard. He found time out of his busy schedule to attend staff functions which boosted their morale and endeared him to his subordinates. He will be missed immensely.



Bobby Kooka with J.R.D. Tata... and at a conference with Mr B.R. Patel.



his own. He showed it to Kooka who, after reading the first two pages, took him to Mr B.R. Patel, then Vice Chairman & General Manager, and informed him that Mr Ranga Rao was the author of the draft.

In 1970, Kooka formed a small group of four-five officers and called them his "Think-Tank". Mr Ranga Rao was part of the Think-Tank which met regularly every Saturday. (Saturdays were 'unpaid' holidays in those days!) At these meetings, "Kooka would provoke even the juniormost person like me to express my thoughts although they were at times at variance with those put forward by my seniors. He not only respected our views, but also encouraged a different point of view being expressed," recalls Mr Ranga Rao.

Kooka put tremendous pressure on people who he felt had the potential and could produce good work for the organisation. In fact, all members of the Think-Tank, even after Kooka retired, continued to rise in the organisation on their merit. This proves his judgement of human beings and their potential, states Mr Ranga Rao.

**Kooka was a great motivator.**

"The sheer force of his personality and his staggering reputation within the Company induced among his junior colleagues the right mix of commitment, hard work and fear so as to generate the highest level of individual productivity in each of them," says Mr M. P. Mascarenhas, Dy Managing Director.

**Kooka had an instinct for people. In building his team, he chose individuals for their strengths and was always willing to experiment.** Ms C. Chellaram, who retired as Dy Commercial Director - Administration in 1981, first met him in 1946, just before Air-India

wearing spectacles were not eligible. She walked into Esplanade Mansions, where Air-India's Commercial Department was located at that time, confident of being selected for a job. She was, however, told in no uncertain terms that she did not qualify since she was married, had a baby and wore spectacles. But, before she could make a hasty retreat, a kind gentleman asked her to wait and see Kooka. Kooka was most cordial, kind and soft spoken. He questioned Ms Chellaram about her family, education, work experience etc. and suddenly asked when she could join. "I was surprised and blurted out that as per the advertisement, I did not qualify, to which he smilingly responded that in certain cases exceptions

down and generous dabs of make up applied and we would emerge looking as fresh as daisies!, recalls Ms Chellaram.

Mr M. A. S. Dalal, former Regional Director - U.K., the first Air-Indian to go to London in 1948 to start our office there from scratch, acknowledges with sincere gratitude the considerable support he received from Kooka who was then Traffic Manager. In those early days it was not easy. There were many very basic and important matters to be sorted out which today are taken so much for granted, he says.

Both Kooka and Mr Dalal physically tramped the streets of London for many miles, and for many weeks, looking at possible office premises, hoping to secure the right ones. Ultimately, they decided on 56 Haymarket for the Booking Office and 35 Curzon Street for the Administrative Office.

At the same time as they were doing this part of the day, they spent the remainder of the day at London Airport where they were allocated a caravan which was parked behind the old Control Tower. There was no road and the only way to get to our 'office' then was through thick mud, recalls Mr Dalal.

Kooka visualised the importance of air cargo traffic to Air-India in the long run and played a key role in the commencement of freighter services. **He was an excellent judge of calibre in his subordinates.** His practice, usually, was to place them at the deep end of a pool in order to test their ability to keep their heads above water.

Although a hard taskmaster, he encouraged and supported them whenever the need arose, says Mr M.C. Hansoti, Commercial Manager - Cargo (Retd), who was selected by Kooka in 1946 as a junior officer



Cabin Crew and a model selected by S.K. Kooka for a publicity assignment to announce the arrival of Air-India's first Boeing 747-200 aircraft in April 1971 (photograph courtesy Mr L. Charles, Check Flight Purser-Retd., who is on the extreme left)

could be made!" recalls Ms Chellaram.

**Himself always immaculately attired, Kooka abhorred sloppiness and was extremely critical about personal appearances.** He would personally handpick Receptionists and Air Hostesses, some of whom later married top industrialists in the country.

In the early days most instructions and warnings were conveyed to Sections and individuals by way of the famous 'Blue Notes'. Ms Chellaram remembers during Partition, when Air-India operated several flights

## Air-Indians Mourn Bobby Kooka

Rich tributes were paid to **Sorab Kaikhushroo Kooka**, former Commercial Director of Air-India, who passed away on July 3, 1996, at a condolence meeting held in the airline's Auditorium in Mumbai.

Condoling the death, **Mr Brijesh Kumar**, Managing Director, Air-India, described Kooka as the architect of the Commercial Department of Air-India and the creator of



Mr Brijesh Kumar, Managing Director, Air-India, condoling the death of Bobby Kooka.

Air-India's mascot, the Maharajah. At Nariman Point and Kemp's Corner in Mumbai stood Kooka's show windows, the giant hoardings where the Maharajah spilt the latest 'gag', he said. Mr Kumar said because of originality the hoardings had become a topic of discussion in the city during his time. "Let's see what's up at Kemp's Corner," was an oft-heard phrase amongst motorists and Air-India wedged itself into the consciousness of the potential flier, he added.

"While having an irrepressible, puckish humour, Kooka," he said, "was also a creator, an organiser, a team leader, a tough negotiator, the publicity genius, and incorruptible public servant whose dedication to Air-India was so largely responsible for the worldwide prestige and success of Air-India then." Although he is no longer in our midst, he would always remain a source of inspiration and encouragement to

all Air-Indians. "The best homage to him will be our renewing the pledge and commitment to maintain the traditions and high standards that he had established," he added.

Mr Sohrab Godrej, noted industrialist and environmentalist, as well as a relative of Kooka, stated that **J.R.D. Tata** and Kooka through Air-India had put India on the world map. "No airline gave such personal service as Air-India," he said. "We were proud to be Indians and preferred travelling by Air-India."

Mr Salim Ahmedullah, a relative of Kooka, said that his uncle took to criticism fairly well and disliked pomposity. He spoke of his innate toughness. "For a small man he stood very tall," he added.

Speaking on behalf of the Air-India 25 Year Club **Mr N.P. Lazarus**, former Controller of Communications, said that Kooka would always be remembered as the man who built air travel in India. Mr Lazarus spoke of Air-India's early days. Kooka, he said, controlled the Traffic Department (as the Commercial Department was known then) very effectively. Passenger services during his tenure were commendable. Kooka was instrumental in spreading the wings of Air-India all over the world. His book "Foolishly Yours" depicting the Maharajah as a host was a source of entertainment for passengers.

**Mr Bakul Khote**, ex Air-Indian, who worked very closely with Kooka, spoke of his high leadership qualities, professional courage and human relations which he said should be emulated. Referring to Kooka as a visionary, the creator and mentor, Mr Khote said the spirit of Air-India was personified in Kooka.

**Mr H.S. Uberoi**, Commercial Director, spoke of the indelible impression left behind by Kooka. He recalled Kooka's wit, humour and mischief. Air-Indians would miss him, he said.

*Late S. K. Kooka, was one of the greatest luminaries that Air-India has had in its 64 years of existence so far. His death has indeed left a big void. Soon after he passed away, the little Maharajah, who won plaudits for him and for Air-India the world over, was depicted shedding a tear on the hoarding at Nariman Point. We reproduce below an advertisement that was also published in leading Indian newspapers on the occasion.*



### I've lost my voice.

But I know you can hear me.

As I silently say thank you.

For the wit. The wisdom.

The mischief.

The unforgettable lines that you spoke through me.

I'll miss you.

So, spread your wings.

And stay close to me.

I'll be listening.

Good night, sweet prince.

Farewell. Bobby Kooka.

7 November, 1912-3 July, 1996.

*उड़ते रहिये AIR-INDIA*

*Mr S.K. Rao, Duty Officer-Traffic (Retd), Mumbai, who earlier worked in Commercial Headquarters, wrote the following tribute to S.K. Kooka while he was in service. The poem could, however, not be published in Magic Carpet then because Kooka himself happened to be the Editor/Publisher of the magazine at that time.*

### VERSE ON A VERSATILIST

Air-Indians, you're privileged you have an upright C.D.  
For whom all smoking is taboo, leave alone a bidi

His is a name to reckon with,  
in the corporation, Mr S.K. Kooka  
Who, nevertheless, doesn't deny  
his Maharajah the pleasure of a hooka

His sobriquet is Bobby,  
hunting is his hobby  
Unlike many an equal,  
he loathes being snobby

He is such a humourist and a witticist  
That he has hardly a rival, for me to list

He is by instinct, a humanitarian  
No wonder that he is a Rotarian

His other virtues, they are manifold  
But alas, space forbids me to unfold.

**"All the good work put in  
by a booking office in  
securing a passenger, by a  
Cargo salesman in putting  
a consignment on board  
could be negated by a  
poor handling job, a poor  
passenger relations job at  
an airport."**

- Kooka in his opening address at the Airport Managers' conference held at Commercial Headquarters in March 1964.

## S.K. KOOKA

**Late S.K. Kooka** was Air-India's Commercial Director from July 1955 to November 1972. He was also Chairman, Air-India Charters Limited; Director, Air-India Board and Director of the Hotel Corporation of India Limited, a wholly-owned subsidiary of Air-India.

Born in Rangoon on November 7, 1912 (the year the Titanic hit an iceberg), he did his schooling at St. Peter's York, England, and obtained a degree in Modern History from Brasenose College, Oxford. He returned to India to join his father's film-exhibiting business in Mumbai and subsequently in 1938, joined the Aviation Department of Tata Sons Limited as Air-India was then known.

He was the architect of the Commercial Department of Air-India and was responsible for its growth worldwide. Bobby Kooka was chosen the "Advertising Man of the Year" by the Indian Society of Advertisers for "his original, outstanding and solid contribution to advertising in India in 1959" and became the first recipient of the Society's gold medal in 1960.

Bobby Kooka's alter ego, the little Maharajah who was conceived 50 years ago, won for him and for Air-India plaudits all over the world. While

speaking at the World Advertising Conference in London in June 1967, Kooka informed the delegates "We have an emblem, this is him - our symbol, our mascot. I'd prefer to avoid the term, corporate image, it's too pompous and I don't think he'd approve. We call him our Maharajah, for want of a better description. But his blood isn't blue. He may look like Royalty, but he isn't royal."

When Kooka was not turning out gags for his Maharajah, he was busy roughing out speeches and commentaries on his chosen field.

In an industry steeped in the idiom of load factors, image building and complicated tariffs, Bobby Kooka's approach to merchandizing air travel was earthy. "We didn't need an astrologer to tell us, three decades and more ago, that we'd never be the world's most experienced airline, the world's largest, or one with the biggest route mileage. We weren't the first to fly the Atlantic, Lindbergh was never on our payroll, no aircraft manufacturer tailor-made a ship to our specifications."

Kooka was the author of "Better Acquainted", "Foolishly Yours" and "This Makes No Sense!" His colourful chapter in Air-India came to an end on November 7, 1972.

## Maharajah Mia

**Ms Meher H. Moos**, Manager-Correspondence, Western India, Mumbai, who was formerly one of our hostesses, is a poetess. She wrote this poem while on a flight between Addis Ababa and Mumbai on October 29, 1972, and gave it to Kooka on the same flight

Your saucy smile and benign bow,  
Has got me smitten quite somehow;  
Sportive Cupid with his dart,  
Must have trained you in his art.

No matter what your garb or gear,  
You set the trend and style each year;  
Dazzling all with change of robe,  
As you girdle round the globe.

In any clime — on any stage,  
You triumph — become the rage;  
Hero, villain or damsel fair,  
All roles you play with equal flair.

On the local front you oft display,  
The burning topic of the day ...  
And score a bull's eye every time,  
Man of few words, you just need mime.

The wander — lust to all you bring,  
As wonders of the world you sing;  
Bestride your speedbird up on high,  
With 'majesty' you skirt the sky.

Upon the clouds you prance and dance,  
With gay abandon you entrance;  
All travellers along their way,  
And with your sparkle light their day.

With winsome ways you wooed and won,  
Acclaim, applause, from everyone;  
Like the Hamlyn 'piper' of yore,  
Child and adult you charm to your door.

"Maharajah Mia" ... oh! marvel man,  
Into your crystal — ball I scan;  
And see your future bright with fame,  
The world resounding with your name.

## MORTAL CREATOR IMMORTAL CREATION

*I was born in Nineteen Forty Six,  
The brainchild of a master creator,  
To adorn his letterheads I was affixed,  
And became a symbolic character.*

*Life was then infused in me,  
As I stepped out of paper,  
A living expression I came to be,  
Of humour, wit and caper.*

*My airline's mascot I soon became,  
As I travelled both far and wide,  
Earning for my country and people a name,  
And a place in their hearts to abide.*

*My mortal creator, though now no more,  
Will be forgotten-never,  
As his creation, from days of yore,  
He'll live on, with me, for ever.*

*I thank him for what I am today,  
It was he who brought me here,  
And though he's gone so far away,  
For me, he'll always be near.*

—Shariar Karim,  
Deputy Manager,  
Inflight Service,  
Mumbai.

## Kooka's Comments on the State of the Industry

**L**ate S.K. Kooka was an orator par excellence. A much sought after speaker, he regaled his audiences with his brand of subtle humour, putting across the most serious matters in a light vein, yet creating the desired impact.

Kooka was a keen observer of national and racial characteristics. Some of his views – brought out in his irrepressible witty style – appear so very relevant even today, speaking volumes of his professional brilliance and vast knowledge of the aviation industry.

There was perhaps no one of Kooka's stature in the industry, with the result he was invited to speak at Conventions of travel agents and hoteliers year after year. No speech of Kooka was, however, repetitive as is evident from the extracts of some of his speeches reproduced below :

**....At the Convention of the Travel Agents Association of India at Srinagar on April 17, 1962....**

There is an old chestnut concerning the airline business which says that you don't have to be nuts to work for an airline, but if you are – it helps. I may be prejudiced. But there are few occupations in the world that are as dynamic, as challenging, as full of heartbreak and frustration as the job of flying your fellow beings at 40,000 ft. at 600 miles an hour from one end of the world to another.

Gentlemen, it is a matter of relief to find that my problems are your problems. For you, my agent friends and you my brother carriers, for better or for worse, share my bed of joy or sorrow. And if the pillows are hard, both of us shall complain – and if the bed creaks, both of us shall lose our sleep. What hurts one, hurts the other. We are bound hand and foot – we the airlines, you my agent friends and our colleagues in Government, whose job it is to make our lot a little easier.

Air-India is not a monopoly. I am anxious to emphasise this fact of life. We do not operate like the offices of the Director General of Posts & Telegraphs. Nor do we resemble the Indian Railways. We do not manufacture a product which the public of India have to buy – whether they like it or not. We have to struggle for our existence and the ulcers and insomnia that go with competition are the benefits the public derives.

**....Speaking to hoteliers in Srinagar on September 2, 1962 on "The Importance of the Hotel Industry as a Foreign Exchange Earner"....**

....we want the tourist. He does not want us. Bluntly put, we want his money – in his currency, and since he who plays the piper usually calls the tune – could we please get off our sanctimonious high horse and get down to basics.

In other words, give the tourist what he wants – when he wants it, where he wants it – the way he wants it.

**....Addressing the travel agents at the Convention of the Travel Agents Association of India at Hyderabad on March 8, 1963....**

Countries far more advanced than we are, Governments far richer than ours will ever be, peoples whose industrial experience exceeds ours by a

hundred years, where the standard of living is another world, all have learned that good, foreign exchange can be earned out of tourism. Even the USA, the richest country in the world, has now realised that she needs the tourist. What greater proof do we need of the necessity for a planned programme of establishing tourism as an industry?

...let us not expect the visitor from abroad to derive the same joy as we do from our bed of



spikes. He comes to India with money to spend, the colour of which brings joy to our hearts. The visitor desires certain standards of comfort when he is in our midst, and he objects very strongly, when these basic essentials are not forthcoming in India, particularly so when Tokyo, Hong Kong, Bangkok, Singapore, Egypt, Australia, etc. provide him with what he is looking for.

The country and the trade – i.e. you, can no longer afford to stooge along as you have been doing until now. For the crisis is upon us – the crisis of our foreign exchange bankruptcy and a crisis that is nearer home – your own financial survival.

The international passenger is now a sophisticated individual who objects to the presence or outmoded propellers hanging on to his aircraft. The travelling public has tasted blood, jet blood, and now resents flying at half the speed, with twice the noise and treble the vibration – for the same fare !

**....Speaking at the Annual Convention of the Association of British Travel Agents at Bournemouth, England, on October 29, 1963....**

If you run through the balance sheets of the IATA carriers you'll know what a bankruptcy court looks like, with a list of outstandings that could hold their own against the war debts of medium-sized nations. For world aviation is the deep end of the pool on a gala night. It is glamorous and exciting, when you dive off the top board before a vast crowd of admiring spectators and streak across that Olympic pool at 600 mph. It is sad and depressing when you leap off the top and find yourself struggling for dear life, to keep that bewildered head above water.

Everyone knows that the sickness of airlines is over capacity, for every nation must have its reactor, a dam and national carrier, not necessarily in that order !....

In 1962-63 there were 2 1/2 million airline seats on the North Atlantic that made no contact with the human body. At the same time, as all of you know, there's a peak season on that same ocean from East to West and another

from West to East....

I don't have to tell you that peak season is in reality a niggardly quantum of six weeks in a Siberian winter that lasts for the rest of the year.... So what do the airlines do? For over ten months of the year, their armies of salesmen pester you for more business and cut one another's scraggy throats....

You and yours have been familiar with my country for generations. To ask you to discover us is like asking an Englishman in the USA to come and see Ann Hathaway's cottage.

But I do wish you energetic gentlemen would do something to persuade more of your countrymen to visit India. To witness an immortal tomb that a great emperor made for his queen, to visit the land of Kipling, to visit the mess where a young subaltern named Churchill first discovered the joy that is brandy. To rediscover a land to which a man by the name of Thomas Cook used to take his groups. If that immortal realised that India was a good bet, you don't have to take my word for it !

**....Addressing hoteliers at the 6th Convention of the Federation of the Hotel & Restaurant Association of India at New Delhi on February 2, 1964....**

The tourist situation in our country is a part and parcel of our lives and livelihood. We have a patient on our hands, who is near and dear to us – a patient whom



we cherish. Unfortunately, the medicine needed to make this ailing soul a man of strength and wealth and vigour is not in our hands but in the hands of Government.

Tourism in this country is sick. Sick because it is neglected. Sick because it is not appreciated. Sick because it is not taken seriously, due to an apathy born of ignorance, obstinacy, and a refusal to see the light – the glorious light of progress, prosperity and international goodwill, direct and immediate descendants of Tourism.

The Ad Hoc or Jha Committee on Tourism has produced a summary of their conclusions and recommendations... Mr L. K. Jha and his Committee have in their report mentioned the weaknesses, the glaring weaknesses and deficiencies that exist in our country today. They have taken note of the trouble spots, the sores on the fair face of India – where tourism is concerned. But gentlemen, acne cannot be cured with vanishing cream. The treatment must have teeth in it. An infection that is deep rooted, chronic and inveterate calls for "action stations". It needs the warning wail of a siren, long drawn and insistent, if the powers are to

be shaken from their lethargy and made to realise that our house is on fire and that tap water from a wash basin is no remedy.

The wording – "to cater to the tourist it is not necessary to provide luxury standards which may be beyond our resources !" Let's avoid the word 'luxury' for it makes no sense. What Tokyo, Hong Kong, Bangkok, Australia and Egypt provide today is what the average tourist expects and gets – in the shape of good hotel accommodation, good entertainment, good food, good automobiles and good roads. The tourist pays enough in India – he wants fair value for his money. What we provide him with is so pathetically short of required standards – let's not fool ourselves with the loose and misleading term – luxury. We've a long way to go before we can use that word. There is the helpful suggestion that all-India liquor permits should be introduced quickly, and in Delhi for instance, hotels should have a room set apart where food and liquor should be served. This has been talked about so long that the rooms must have grown beards by now.

Have you been a witness to the shambles each evening at Palam when an Air-India Boeing disgorges 130 passengers and their baggage into a terminal building designed for Dakota handling?... You don't need high-powered Committees to put such things right. The trouble is we're insensitive to squalor and dirt....

Transportation has an important impact on the visitor – for after all – he's a traveller and the major portion of his time he spends on the move. The motor cars he sees in Bombay, Calcutta and Madras are a sorry collection of mobile derelicts. The taxis of India must be the worst in the world. The service on our so-called deluxe airconditioned trains a shambles, the lavatories on board a mess, and the food service appalling.

An American travel expert described India as a sleeping giant where tourism is concerned. There is evidence to prove that the giant will be asleep for another decade. We don't need a Committee to tell us what has to be done. If India is to prosper from tourism – we must stop talking, and stop setting up Committees. Government must name a man with the authority to bash heads – only then will there be action.

The people of India and our beautiful country are the best ambassadors we have.... We need the tourist, for he is our prosperity, and he will not come to us unless we make our land and our regulations happy to receive him....

**....Speaking to travel agents at the 13th Annual Convention of the Travel Agents' Association of India at Agra on February 15, 1964....**

....remember there are Conventions, Conferences and a million Associations' Association of India at Agra on February 15, 1964....

India is screaming for new hotels. The granaries of our hoteliers are full. The loss is not theirs, it's ours and the country's, if the present, grinding stand-still continues where new hotels are

concerned. Now gentlemen, much as we love our hotelier friends, I'm sure they'd be the first to agree with us that where the quality of our hotels is concerned, with a possible exception of two or three in this country, they're flying Dakotas and Skymasters and the odd Viscount, when the rest of the world are flying big jets.

A world famous international hotel Corporation, in fact the largest in the world, has been having talks with our Government for eight years to open shop in this country in a big way. Their skill, their efficiency, their expertise are what this country needs, so that your tourists and our passengers can come from Tokyo, Hong Kong, Rome, Teheran, Cairo, Kuala Lumpur and Singapore and get the service and quality they are used to, so that we don't have to spend the days of our lives saying 'No' to Conventions, Conferences and Tour Groups. A fleet of new hotels of international standing can only bring wealth and prosperity to you travel agents, to us airlines, to our shops, our handloom emporiums, in fact, to India. New hotels bring new business, I don't have to tell you that.

It's time the Indian Hoteliers faced a little competition. It will do them a world of good. Academic questions such as who'll manage the hotel, who'll participate in the equity capital are red herrings. Progress and prosperity should not be baulked by vested interests, 19 crores have to be a 100 crores, let's get on with the job.

....hard-headed, progressive, affluent nations like England, Japan, France and Italy are smart enough to realise that tourism can wipe out a nation's adverse trade balance. Australia, Japan, Hong Kong, Egypt, Thailand and Tahiti are vying for the tourist dollar and deutsche mark. A tourist doesn't have to come to India, India has to stretch out and grab him from other eager and efficient hands.

Unfortunately for you, there are people of high import in our land, who are convinced that our culture and our monuments can take the place of first class hotels, clean linen, good roads, good automobiles, the abolition of our miserable slums, particularly on roads frequented by tourists. Their philosophy is, there's only one India and he, who doesn't come to us, is the loser. And so, we continue to earn 19 sad crores of cultured rupees, year after year,



with the rest of the world streets ahead of us.

Realisation will come. It's bound to come. You and I may be underground by then, on a subway that never comes back, but it's our duty to get up on our soap boxes and entreat those in power to see the light.

## Foolishly Yours

One of the greatest tributes to **Bobby Kooka** for his creativity came from Mr Ray Bloomfield, Convener of the World Advertising Conference, London, in June 1967. He said, "What I want to say about Bobby Kooka can best be done by saying something about Air-India. If any of you have not travelled on this celebrated airline, you should make good this sad oversight at the first opportunity, because it provides an experience which, in my opinion, is unique. Other airlines may offer you equal luxuries and perhaps equal gastronomical delights...."

"...But no airline in the world provides such an exquisite feast of wit and entertainment as Air-India does in its travel literature. The most boring requirements of immigration, customs, health authorities and the like are explained to you in the most urbane, tactful and amusing manner imaginable. All is written in elegant, witty and fastidiously worded English prose to help you while away your journey. And all this comes from the pen of none other than Bobby Kooka."

Mr Bloomfield was, of course, referring to the book "Foolishly Yours" penned by him, of which millions of copies were printed and distributed. Here are some extracts :

### Free Baggage

Your free baggage allowance is 30 kilos or 66 lbs. for First class and 20 kilos or 44 lbs for Economy



class. If you have a half ticket, i.e., if you're not yet 12 years old, your free baggage allowance is still the same. So you're not fooling us on the baggage but only on the half fare. If you're not more than two years old and are travelling on only 10% of the fare, you are not entitled to any free baggage allowance but you are permitted to carry your portable cot. A gentle reminder to the enterprising adult accompanying an infant, please refrain from carrying the little one on your lap and loading the carry-cot with articles of clothing which the infant will not require for the next seventeen years. The airline business has been built on trust, but this will not prevent our boys from going

through your infant baggage with a zest that sometimes frightens us.

What can you carry free over and above your allowance of 30 kilos? An overcoat, a rug, an umbrella, a walking stick, binoculars, a small camera and a reasonable amount of reading matter for the flight. Brief and attache cases, small handbags, packages and typewriters will be weighed as part of your baggage. Your co-operation in this respect will be deeply appreciated.

### False Bottoms

What red is to the bull, the undeclared is to the Customs



official. So, please sir, and particularly you, madame, ponder well before you sign on the dotted line that you only have personal effects and no gifts for nobody. You will recollect that it took seconds for the benign Jekyll to become an interesting fiend, and the Indian Customs Inspector operates on the same schedule when he locates items not intended for his eyes. It makes it very awkward for us, because, though your plight may be pitiable, our hands are tied.

### Currency

Gold in India costs twice what it does abroad. So, you would be crazy not to bring some in with you. Except that it is easier for a camel to transit the eye of a needle!

But you can bring in all the travellers cheques in the world, my friend, the bulkier your wad the finer

your reception.

### Lap Strap

We're partial to strangers from paradise breathing heavily down our necks, but it's the old story of one man's meat being the other's



cyanide. Be a comrade and fasten your seat belt when you're told to do so.

## A-I Employees Honoured and Presented Awards

1,171 Air-India employees were proud recipients of Merit Awards and Long Service Mementoes in Mumbai and other stations on Air-India's network, on August 1, 1996, which marked the 43rd anniversary of the Nationalisation of the Air Transport Industry in India.

This year, the annual awards function was organised regionwise - at Mumbai, Delhi, Calcutta, Madras and Thiruvananthapuram. Since there were 866 recipients, besides five Suggestion Award and five Special Award winners in Mumbai, the airline's headquar-

ters, the function was held in four sessions. Merit Awards and Long Service Mementoes were also presented at Air-India's overseas offices the same day.

156 employees received Merit Awards instituted to promote excellence and devotion to duty. The award winners were selected for their outstanding on-the-job performance during the year 1995-96.

While in the past Long Service Mementoes were presented to employees with 25 and 30 years service and Air Hostesses with 10 years service, this year

presentation of mementoes to those with 35 years service was revived and, for the first time, employees with 40 years service and Air Hostesses with 25 and 30 years service were also recipients of Long Service Mementoes.

The scroll of honour included three employees with 40 years service, 294 with 35 to 39 years service, 245 employees (including one Air Hostess) with 30 years service, 421 employees (including 22 Air Hostesses) who had completed 25 years service and 52 Air Hostesses who had completed 10 years service.



Recipients of Long Service Mementoes in our New York Office with **Mr S. Ghose**, Regional Director-U.S.A. and Canada who made the presentation, and their Managers.

### Mementoes for Employees with 40 Years Service

Three Air-Indians - all of them at our overseas offices - received 40 years Long Service Mementoes this year. They are: **Mr S. Veeraiyan**, Sr Office Helper, Singapore; **Mr F. G. Roetters**, Airport Manager, Frankfurt; and **Mr A. A. Dharamsey**, Sales Manager, Geneva, who retired on May 31, 1996.



**Mr A. K. Sarwal**, Manager - Singapore, presenting the 40 years Long Service Memento to **Mr S. Veeraiyan**.

### Suggestion Awards

Five Air-Indians - all of Engineering Department - were the recipients of Suggestion Awards at the Annual Day function held in Mumbai on August 1, 1996: **Mr K. Sridharan**, Dy Chief Aircraft Engineer; **Mr K. V. R. Rao**, Sr Aircraft Engineer; **Mr B. B. Naik**, Master Technician; **Mr M. M. Khan**, and **Mr Sangram Patil**, Sr Aircraft Technicians. These awards are presented to employees who put forward innovative ideas which help Air-India to save money, improve performance and enhance productivity in their fields of activity.

Mr Sridharan and Mr Khan, using existing test set-up supplied by Messrs TCAIR, jointly developed four software programmes to test all A310 indicators, thus eliminating the need to procure 6571 Airne Signal General/Reader at a cost of Rs. 4,26,420/- plus applicable Customs duty. The test time has, moreover, been reduced by 7 1/2 hours per unit. Since 20 units are required to be tested each year, the innovation will result in saving of 150 man-hours. In terms of cost, this works out to

approximately Rs. 82,500/- annually.

Mr Sridharan, together with Mr Patil, also developed the software for testing the multi input printer installed on the Boeing 747-400 aircraft, using existing resources. Mr Sridharan and Mr Patil have not only complied with every requirement of the components manual, but added additional features as well. Their suggestion, which has helped save approximately US \$ 12,500/-, besides applicable customs duty, will obviate the need to send the units to vendors for testing/repairs.

Two harnesses used in the Line Maintenance and Materials Management Division were in the process of being scrapped. These were however, modified and put back into operation by Mr Rao and Mr Naik, resulting in a one-time saving of Rs. 80,000/-.

While Mr Sridharan received Rs. 8,500/- for both his suggestions, Mr Rao and Mr Naik received Rs. 2,500/- each, and Mr Khan and Mr Patil were presented cash prizes of Rs. 5,000/- and Rs. 3,500/- respectively.

### Special Awards

Five employees - four for bringing glory to Air-India by winning prizes in drama competitions organised by the Maharashtra State Government/ Public Sector Undertakings, and one for his outstanding performance in the field of sports, were presented Special Awards at the function held in Mumbai on August 1, 1996.

**Mr Satish Chaubal**, Sr Aircraft Technician, Line Maintenance Division, and **Ms Shilpa Gupte**, Progress Clerk, Engineering Department, won the Best Acting Awards for their performance in "Anubandha", the Marathi drama staged by the Air-India Sthaniya Lokadhikar Samiti, at the 35th Maharashtra State Drama Competition held on November 11, 1995. **Mr Suhas Pai**, Sr Office Assistant, Airport Services Department, was adjudged Best Actor for his role in the Marathi play "Kirtant", held

at the 34th Maharashtra State Drama Competition during 1994-95.

**Ms S. P. Gajalkar**, Sr Office Assistant, Advertising & Special Promotions Division, Commercial Department, won the "Best Stage Setting Award" for "Athetheya", the Hindi play performed at the Public Sector Undertakings Drama Competition.

Each of the recipients received a cash prize of Rs. 1,000/- and a certificate.

**Mr Ashok D. Shinde**, Asst Flight Purser, Inflight Service Department, was presented a Special Award of Rs. 2,500/- and a certificate for being conferred the "Arjuna Award" by the Ministry of Human Resources Development, Department of Youth Affairs & Sports, Government of India, for excellence in Kabaddi.

IF WE DO NOT  
TAKE CARE OF  
OUR  
CUSTOMERS,  
SOME ONE ELSE  
WILL.  
\*\*\*  
THE CUSTOMER  
IS THE PROFIT,  
EVERYTHING  
ELSE IS  
OVERHEAD.

## MERIT AWARDS

## CALCUTTA

## Airport Services

Mr F.C. Naik

## Commercial

Mr A.K. Ghosh

Mr Nathu Behera

## DELHI

## Airport Services

Mr M.S. Rishi

Mr Amar Dev

Mr Z.D. Fouzdar  
Mr C.R. Choudhary  
Mr C.E. Nirbhavane  
Mr H.S. Surti  
Mr S.K. Poojari  
Mr S.R. Kunjir  
Engine Overhaul  
Mr R. Sood  
Mr A.V. Rao  
Mr A.K. Pawar  
Mr S.S. Naik  
Mr S.E. Mani

## BAHRAIN

## Commercial

Mr D.B. Ghaswala

## BEIRUT

## Finance &amp; Accounts

Mr E. Majdalani

## BANGKOK

## Commercial

Mr R.N. Dhople

## CALCUTTA

## Airport Services

## LONDON

## Commercial

Mr G.J. Lalwani

## Operations

Late P.V. Krishna Rao

## Stores &amp; Purchase

Mr A.M. Bhawe

Mr S.T. Ranade

## LOS ANGELES

## Commercial

Mr M. Bharathan

Mr S.B. Shere  
Mr P.G. Tambe  
Mr M.D. Bhajnik  
Mr J. Bhula  
Mr S.J. Fernandes  
Mr D.G. Hindalekar  
Mr D.M. Jangam  
Mr D.S. Kalyani  
Mr K.R. Khaire  
Mr M.K. Kishenlal  
Mr A.W. Abdul Majid  
Mr N.R. More  
Mr V.V. Pandit  
Mr R.S. Pednekar  
Mr A.G. Vowal  
Mr G.J. Golam  
Mr V.L. Menon  
Mr D.V. Tambat  
Mr J.C. Nandgaonkar  
Mr J.G. Revaskar  
Mr P.B. Surti  
Mr A.G. Setlur

## Engine Overhaul

Mr M.B. Deole

Mr P.C. Kale

Mr B.R. Mungekar

Mr S.R. Savardekar

Mr V.G. Mordekar

Mr C. Gomes

Mr J.L. Patel

Mr S.D. Keshikar

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Mr S.Y. Bondse

Mr Krishna Chari

Mr P.T. Kajolkar

Mr M.B. Karadia

Mr C.V. Krishnan

Mr N.D. Menon

Mr S.K. Naik

Mr N. Nambodiri

Mr P.M. Olpadwalla

Mr H.B. Pardiwalla

Mr S.H. Sagar

Mr S.D. Sarkari

Mr R. Devji Subbu

Mr M.F. Surti

Mr A.P. Gupta

Ms Janaki Karam

Mr S. Parameswaran

Mr T.S. Sankaran

Mr E.N. Venkateswaran

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Mr S. Sivaraman

## Human Resources Development

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Mr R.J. Patel

Mr B.S. Pathare

Mr A.N. Rathod

Mr K.G. Kutty

Ms K.A. Sabnis

Mr R.R. Pande

Mr M.P. Tambe

## Infliht Service

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Mr G. Fernandes

Mr N.N. Harda

Mr S.A. Merchant

Mr S.S. More

Mr I. Neves

Mr A.A.J. Pinto

Mr S.R. Pochkhanwala

Mr K.A. Rathod

Mr J.S. Reuben

Mr R. Samu

Mr D. Santara

Mr S.P. Suchita

Late B.K. Waingankar

Mr P.J. Worlikar

Mr M.A. Bharucha

Mr R.R. Gonsalves

Mr T.S. Naganathan

Ms S.G. Naik

Mr N.R. Nayak

Mr F. Noronha

Mr A.R. Pereira

Mr Prem Sahu

Mr N.V. Tamhane

Mr T.D'Mello

Mr A.M. Rodrigues

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Ms S.S. Navalkar

Mr N.G. Pisat

Mr K. Balasubramanian

Ms K.M. Harda

Ms S.B. Kelkar

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Mr A. Hariharan

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Mr S.B. Joshi

Mr A.S. Kaikini

Mr T.S. Sankarnarayanan

Mr V.S. Redkar

Mr R.D. Satpute

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Mr K. Sethumadhavan

Late S.S. Tamhane

Mr C.W. Bambardekar

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Mr T.H. Ramachandran

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## ROME

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Mr G. Mormile

Mr S. Bracciosi

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Ms Jeanne K.K. Jen

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Mr M.G. Havalidar  
Mr D.D. Jadhav  
Mr D.D. Lagade  
Mr K.B. Mer  
Mr F.N. Mistry  
Mr H.R. Pal  
Mr B.J. Pande  
Mr J.D. Patel  
Mr V.S. Pawar  
Mr R.N. Pednekar  
Mr M.N. Rajak  
Mr G.G. Shirke  
Mr B.C. Solanki  
Mr H.N. Surti  
Mr P.T. Tambe



Mr Pratap Singh  
Mr Jagmohan Meena  
Mr Gobind Ram  
Mr Vijay Mathan

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Mr Rajendra Kumar

## Headquarters (Vigilance)

Mr Yoginder Singh

## Infliht Service

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Mr Rajinder Singh

Mr Suresh

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Mr A. Sayal

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Mr V. Elangovan

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Mr V. Rajamathu

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Mr S.F. Lepcha

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Ms R. Padmanabhan

Ms S. Raman

Mr J. Dalal

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Mr N.B. Patil

Mr A.B. Vanmali

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Ms J.J. Vernekar

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Ms N. Laxmi

Mr A.L. Ugale

Ms R.R. Giddu

Mr G.S. Salap

Mr G.H. Dewoolkar

Mr A.R. Kamble

## THIRUVANANTHAPURAM

## Airport Services

Mr A.A. Kamalakaran

## Commercial

इस अंक में

पृष्ठ 2

ए. ई. कर्मचारी सम्मानित  
और पुरस्कृत

पृष्ठ 3

एस. के. कूका

पृष्ठ 4

स्वतंत्रता दिवस संपन्न

# मैजिक कार्पेट

वर्ष 40 अंक 5

एअर इंडिया

सितम्बर - अक्टूबर 1996

## एअर-इंडिया को एक बेहतरीन एअरलाइन बनाएं - बृजेश कुमार

## शिकागो ऑनलाइन होगा

“हम सबको मिल-जुल कर काम करना होगा, ताकि एअर-इंडिया एक बार फिर एक बेहतरीन एअरलाइन के रूप में उभर कर आ सके” - ये शब्द एअर-इंडिया के प्रबंध निदेशक, श्री बृजेश कुमार ने सहार स्थित उड़ानगत सेवा विभाग के ऑडिटोरियम में 01 अगस्त, 1996 को आयोजित एक समारोह में एअरलाइन के उन निष्ठावान कर्मचारियों की सार्वजनिक रूप से पहचान और प्रशंसा करते हुए कहे, जिनकी निष्ठा, ईमानदारी और वफादारी की वजह से कंपनी के विभिन्न क्षेत्रों में सुधार हुआ है।

उन्होंने कहा, “मैं यह जानता हूँ कि हम सभी अपने दिल से यही चाहते हैं कि हमारी सेवाएं पसंद की जाएं। हम चाहते हैं कि भारत के लोग इस राष्ट्रीय वाहक पर गर्व करें। यह केवल तभी संभव हो सकता है, जब हम में से हर एक व्यक्ति अपने काम को करने में गर्व महसूस करे - यह काम चाहे कैसा भी हो, कितना भी छोटा या कितना भी बड़ा क्यों न हो।”

श्रेष्ठता पुरस्कारों और दीर्घ सेवा-समिति चिह्नों के प्राप्तकर्ताओं को बधाई देते हुए श्री कुमार ने कहा कि इस प्रकार के अवसर हमें अपनी कंपनी के बारे में यह सोचने का मौका प्रदान करते हैं कि पिछले कुछ वर्षों में हमने क्या हासिल किया और भविष्य में हमें क्या करना चाहिए, क्योंकि अंततः कंपनी वैसी ही बनेगी जैसाकि हम उसे बनाना चाहते हैं।

उन्होंने कहा कि विमानन जैसे सेवा उद्योग में व्यक्ति कंपनी की सर्वाधिक महत्वपूर्ण संपत्ति होते हैं और उन्हें एक अत्यंत महत्वपूर्ण भूमिका का निर्वाह करना होता है। इसे ध्यान में रखते हुए एअर-इंडिया ने एक महत्वाकांक्षी प्रशिक्षण कार्यक्रम आयोजित किया था,

### समय पर निष्पादन

समय पर निष्पादन एक ऐसा प्रमुख कारण था, जिसके फलस्वरूप यात्री एअर-इंडिया से विमुख हो रहे थे, इसमें काफी सुधार हुआ और अब यह अन्य प्रमुख अंतरराष्ट्रीय एअरलाइनों के मुकाबले की हो गई है। उन्होंने यह घोषणा की कि इस महत्वपूर्ण उपलब्धि पर गर्व का अनुभव होना हम सभी के लिए स्वाभाविक है, यह एअरपोर्ट पर कार्य करने वाले कर्मचारियों के गहन प्रयासों के फलस्वरूप संभव हो सका है। उन्होंने यह भी बताया कि हालांकि उड़ानगत सेवा का स्तर उच्च था, यह और अधिक अच्छा हो गया है और ग्राउंड सेवाओं का स्तर भी बेहतर हुआ है।

श्री कुमार ने बताया कि इस प्रकार एअर-इंडिया सही दिशा में चल रही है और इस बात कि भनक व्यापार और अन्य क्षेत्रों को लग गई है। उन्होंने उपस्थित लोगों को बताया कि विभिन्न सुधारों की घोषणा करने के लिए एक नया विज्ञापन प्रचार शुरू किया जा रहा है और उन्होंने यह आशा व्यक्त की कि ये सुधार पानी के बुलबुले की तरह क्षणिक नहीं होंगे, बल्कि नदी की धारा की तरह सतत चलते रहने वाले होंगे।

उन्होंने कहा कि अब एअर-इंडिया  
शेष पृष्ठ 2 पर



दीप जलाकर कार्यक्रम का विधिवत उद्घाटन करते हुए श्री बृजेश कुमार, प्रबंध निदेशक, चित्र में उनके साथ खड़ी हैं हमारी विमान परिचारिका श्रीमती ऑडेट जोश

जिसमें रवैये में परिवर्तन पर बल दिया गया था। उन्होंने कहा कि यह देश में आयोजित एक बहुत बड़ा कार्यक्रम था, जिसका प्रतिसाद उत्साहजनक रहा।

प्रबंध निदेशक ने कहा कि प्रबंध तंत्र ने कर्मचारियों के साथ अपने व्यवहार में कमोबेश उचित रुख अपनाया है। अब कर्मचारियों को पदोन्नतियां तेज रफ्तार से उपलब्ध होती हैं और स्टाफ के वेतन में वृद्धि की गई है तथा उसे उत्पादकता से संबद्ध किया गया है। उन्होंने कहा कि यद्यपि हममें से बहुतों का यह विचार था कि हम काम करके नहीं दिखा सकेंगे, परंतु इन प्रयासों के फलस्वरूप एअर-इंडिया के उत्पाद की क्वालिटी में भारी सुधार हुआ है।

## एअर-इंडिया के बेड़े में दो और 747-400 विमान शामिल होंगे

एअर-इंडिया के बेड़े में दो और अत्याधुनिक बोइंग 747-400 विमान अक्टूबर और नवम्बर, 1996 में शामिल होंगे। अगस्त, 1993 और जून, 1994 के बीच एअर-इंडिया के बेड़े में शामिल किए गए पहले के चार बोइंग 747-400 विमानों की तरह इन विमानों के नाम भी भारत के उन शहरों के नामों पर रखे जाएंगे, जहां पर्यटक अधिक संख्या में आते हैं। इनमें से एक का नाम “आगरा” रखा जाएगा तो दूसरे का नाम “वेल्ला गोवा” (अर्थात् पुराना गोवा) रखा जाएगा। आगरा और गोवा दोनों ही ऐसे प्रमुख गंतव्य हैं, जहां

पर्यटकों की संख्या अधिक रहती है।

417 सीटों वाले ये विमान पहले के “कोणार्क”, “तंजौर” “खजुराहो” और “अजंता” जैसे ही होंगे। इन विमानों की तरह “आगरा” और “वेल्ला गोवा” में भी ऊपर के डेक पर स्थित प्रथम श्रेणी में 16 सीटें, एग्जीक्यूटिव श्रेणी में 42 सीटें होंगी तथा इकोनॉमी श्रेणी में 359 सीटें होंगी। इकोनॉमी श्रेणी में दोनों ही जोनों में सामान्य रूप से उपलब्ध 10 सीटों के स्थान पर नौ चौड़ी सीटें होंगी, जिससे अधिक स्थान और अधिक आराम मिलेगा।

नए विमान सभी नवीनतम उड़ानगत सुविधाओं अर्थात् प्रथम श्रेणी और एग्जीक्यूटिव श्रेणी में टेलीफोन, पर्सनल टेलीविजन तथा यात्रियों को बाहर के तापमान, मूल स्थान से दूरी और गंतव्य तक की दूरी, ऊंचाई आदि के बारे में ताजा जानकारी देने के लिए एअर शो उपस्कर से सज्जित हैं।

विमान का कार्गो होल्ड काफी बड़ा है, जिसमें लगभग 3,400 नग रखे जा सकते हैं और इन सभी को मात्र सात मिनट में चढ़ाया या उतारा जा सकता है।

एअर-इंडिया अपने विश्वव्यापी नेटवर्क का और अधिक विस्तार करने के लिए 30 नवंबर, 1996 से शिकागो के लिए परिचालन शुरू करने वाली है।

शिकागो के लिए सेवाएं शुरू किए जाने से भारत से यात्रा करने वाले यात्री अब न्यूयॉर्क में विमान बदलने के बजाय शिकागो को/से सीधे यात्रा कर सकेंगे।

शिकागो के शामिल हो जाने से एअर-इंडिया द्वारा सेवाएं प्रदान किए जाने वाले गंतव्यों की संख्या बढ़कर 45 हो जाएगी। इससे पहले, एअर-इंडिया के विकास कार्यक्रम के एक अंश के रूप में मार्च, 1995 से फरवरी, 1996 के बीच एअर-इंडिया के रूट नेटवर्क में पांच नए स्टेशनों अर्थात् पर्थ, मैनेचेस्टर, एम्सटर्डम, एन्टवर्प और तेल अवीव के लिए उड़ानों को शामिल किया गया था।

सप्ताह में दो बार चलाई जाने वाली इन सेवाओं के परिचालन के लिए अत्याधुनिक 747-400 विमानों का उपयोग किया जाएगा - ऐसे दो और विमानों की सुपुर्गी अक्टूबर और नवम्बर, 1996 में प्राप्त होगी। एआई-1577/1576 और एआई 1571/1570 उड़ानें फ्रैंकफर्ट होते हुए परिचालित की जाएंगी और ये हर गुरुवार और शनिवार को मुंबई से प्रस्थान करेंगी।

शिकागो में भारतीय लोगों की संख्या बहुत अधिक है और 14 मई, 1960 को न्यूयॉर्क यूएसए में एअर-इंडिया का पहला ऑनलाइन स्टेशन था, जबकि

शिकागो अब दूसरा स्टेशन होगा। उस समय एअर-इंडिया किसी एशियाई देश की पहली ऐसी एअरलाइन बन गई थी, जिसकी उड़ानें अटलांटिक के पार से लेकर यूनाइटेड स्टेट्स के पूर्वी तट तक परिचालित होती थीं।

एअर-इंडिया ने यूनाइटेड एअरलाइन्स के साथ एक कोड-शेयरिंग करार भी किया हुआ है, जिसके अनुसार एअरलाइन ने पूरे विश्व में दिल्ली होकर जाने वाली इस अमरीकी मेगा वाहक की 14 साप्ताहिक उड़ानों में पूर्व की ओर जाने वाली उड़ानों पर लॉस एंजलिस के लिए और पश्चिम की ओर जाने वाली उड़ानों पर वाशिंगटन के लिए सीटें ब्लॉक करने की व्यवस्था की है। कॉन्टिनेन्टल एअरलाइन्स के साथ किए गए एक विशेष विपणन करार के तहत यात्री एअर-इंडिया की पांच साप्ताहिक सेवाओं में से किसी भी सेवा पर मुंबई/दिल्ली से फ्रैंकफर्ट तक की यात्रा एअर-इंडिया से कर सकते हैं और नेवार्क इंटरनेशनल एअरपोर्ट, न्यूयॉर्क के लिए कॉन्टिनेन्टल एअरलाइन से जुड़ सकते हैं। नेवार्क कॉन्टिनेन्टल एअरलाइन का दूसरा सबसे बड़ा केंद्र है, जहां से यह एअरलाइन यूएसए में 50 से अधिक नगरों के लिए संबद्ध उड़ानें उपलब्ध कराती है। इसी प्रकार, यूएसए से यात्रा करने वाले यात्री फ्रैंकफर्ट तक कॉन्टिनेन्टल एअरलाइन से यात्रा कर सकते हैं और वहां से मुंबई/दिल्ली के लिए एअर-इंडिया की उड़ान से यात्रा कर सकते हैं।

## उपलब्धियां

एअर-इंडिया का समय पर निष्पादन जुलाई, 1996 में 91.06 प्रतिशत था और अगस्त, 1996 में यह 90.67 प्रतिशत रहा। ये आंकड़े पिछले महीनों के आंकड़ों की तुलना में सुधार दर्शाते हैं।

एअर-इंडिया का समय पर निष्पादन अप्रैल, 1996 में 83.01 प्रतिशत रहा था और समयबद्धता की दर सुधरकर मई में 87.64 प्रतिशत और जून, 1996 में 90.64 प्रतिशत हो गई थी।

आगामी महीनों में समय पर निष्पादन में और अधिक सुधार लाने के लिए प्रयास जारी हैं।

### एअर-इंडिया द्वारा 10,000 यात्रियों का वहन

एअर-इंडिया ने अपने इतिहास में पहली बार एक दिन में 10,000 यात्रियों का वहन करने का श्रेय

प्राप्त किया। ऐसा लगातार दो दिन अर्थात् 1 और 2 अगस्त, 1996 को हुआ।

जुलाई, 1996 में एअर-इंडिया ने प्रति दिन औसतन 8,400 यात्रियों का वहन किया जो पिछले महीने की तुलना में काफी अधिक था। एअरलाइन ने इस वर्ष अप्रैल में प्रति दिन लगभग 6,600, मई में 6,700 और जून में प्रति दिन 7,400 यात्रियों का वहन किया।

वृद्धि की इस दर के आधार पर अनुमान है कि एअर-इंडिया चालू वित्तीय वर्ष में तीन मिलियन से अधिक यात्रियों का वहन कर लेगी। एअरलाइन ने 1994-95 के 2.27 मिलियन यात्रियों की तुलना में 1995-96 में 2.8 मिलियन यात्रियों का वहन किया और इस प्रकार इसमें 23 प्रतिशत की अभूतपूर्व वृद्धि हुई।

## एअर-इंडिया कर्मचारी सम्मानित और पुरस्कृत

1 अगस्त, 1996 को भारत में वायु परिवहन उद्योग के राष्ट्रीयकरण की 43वीं वर्षगांठ के अवसर पर मुंबई में तथा एअर-इंडिया के अन्य स्टेशनों पर 1,171 एअर-इंडिया कर्मचारियों ने सगर्व श्रेष्ठता पुरस्कार और दीर्घ सेवा स्मृति-चिह्न प्राप्त किए।

इस वर्ष, वार्षिक पुरस्कार समारोह-मुंबई, दिल्ली, कलकत्ता, मद्रास और तिरुवनंतपुरम में क्षेत्रवार आयोजित किए गए। पांच सुझाव पुरस्कारों और पांच विशेष पुरस्कारों के अलावा, 866 पुरस्कार पाने वालों की बड़ी संख्या को देखते हुए एअरलाइन के मुख्यालय मुंबई में यह समारोह चार सत्रों में आयोजित किया गया। उसी दिन विदेश स्थित एअर-इंडिया के कार्यालयों में भी श्रेष्ठता पुरस्कार और दीर्घ सेवा स्मृति-चिह्न प्रदान किए गए।

समर्पित सेवा और उत्कृष्ट सेवा के

लिए 156 कर्मचारियों को श्रेष्ठता पुरस्कार प्रदान किए गए। पुरस्कार विजेताओं का चयन, वर्ष 1995-96 के दौरान कर्मचारियों द्वारा किए गए उत्कृष्ट कार्य-निष्पादन के लिए किया गया।

पिछले वर्षों तक दीर्घ सेवा स्मृति-चिह्न 10 वर्ष की सेवा पूरी करने वाली विमान परिचारिकाओं को और उन कर्मचारियों को दिए जाते रहे हैं, जिन्होंने अपनी सेवा के 25 और 30 वर्ष पूरे किए थे, लेकिन इस साल 35 वर्ष की सेवा पूरी करने वाले कर्मचारियों को भी स्मृति-चिह्न प्रदान किए गए। कंपनी के इतिहास में ऐसा पहली बार हुआ कि 40 वर्ष की सेवा पूरी करने वाले कर्मचारियों और 25 और 30 वर्ष की सेवा पूरी करने वाली विमान परिचारिकाओं को स्मृति-चिह्न प्रदान कर सम्मानित किया गया।

सम्मान-सूची में, 40 वर्ष की सेवा

पूरी करने वाले 3; 35 और 39 वर्ष की सेवा पूरी करने वाले 294; 30 वर्ष की सेवा पूरी करने वाले 245 (जिनमें एक विमान परिचारिका भी शामिल है); 25 वर्ष की सेवा पूरी करने वाले 421 (जिनमें 22 विमान परिचारिकाएं भी शामिल हैं); और 10 वर्ष की सेवा पूरी करने वाली 52 विमान परिचारिकाएं शामिल हैं।

### करके तो दिखलाओ

जीवन तो सभी जीते हैं, तुम जीवन जीतकर तो दिखलाओ।  
आंसू तो सभी बहाते हैं, तुम आंसू पीकर तो दिखलाओ।  
स्वप्न तो सभी देखते हैं, तुम स्वप्न पूर्ण करके तो दिखलाओ।  
होनी का इंतज़ार तो सभी करते हैं, तुम करनी कर दिखलाओ।  
वायदे तो सभी करते हैं, तुम निभाकर तो दिखलाओ।  
आहों तो सभी भरते हैं, तुम वाह करके तो दिखलाओ।

- साभार, ऑन स्कैंड

## कर्मचारियों के बच्चों के लिए पुरस्कार

एअर-इंडिया कर्मचारियों के चार बच्चों को एसएससी/आईसीएससी परीक्षाओं में 90 प्रतिशत और उससे अधिक अंक प्राप्त करने के लिए तथा एक बच्चे को, जो अखिल भारतीय आधार पर 12 वीं की परीक्षा में सब एअर-इंडिया कर्मचारियों के बच्चों के बीच प्रथम रहा, उन्हें हाल ही में एअर-इंडिया कर्मचारी कल्याण कोष पुरस्कार प्रदान किए गए।

पुरस्कार पाने वाले थे : रूपा, सुपुत्री स्वर्गीय पी. ए. तंत्री, मुख्य यातायात सहायक और श्रीमती मीरा ए. तंत्री, लिपिक, वाणिज्य विभाग, बैंगलुरु (एसएससी में 92.80 प्रतिशत अंक) स्वाति, सुपुत्री श्री सुधीर डी. मोघ्रे, विमान इंजीनियर, गुण नियंत्रण व तकनीकी सेवा, इंजीनियरी विभाग, मुंबई (एसएससी में 91.71 प्रतिशत अंक), समित, सुपुत्र सुश्री नीला ए. शिरवईकर, वरिष्ठ कार्यालय सहायक, कार्गो, वाणिज्य विभाग, मुंबई (एसएससी में 91.42 प्रतिशत अंक) अमोल, सुपुत्र सुश्री एन. एम. खटखटे, वरिष्ठ

कार्यालय सहायक, स्थानीय बिल पारण अनुभाग, वित्त एवं लेखा विभाग, मुंबई (एसएससी में 91.00 प्रतिशत अंक) और आदित्य, सुपुत्र श्री एस. एन. गुप्ता, विशेष कार्य अधिकारी सिविल निर्माण व संपत्ति विभाग, मुंबई (एचएससी में 94 प्रतिशत अंक)।

एअर-इंडिया कर्मचारी कल्याण कोष का प्रत्येक पुरस्कार 250/- रुपये की राशि का है, जिसकी स्थापना वर्ष 1984 में हुई थी और यह पुरस्कार हर साल प्रदान किया जाता है।

वर्ष 1995-96 के लिए, रूपा ने एअर-इंडिया कर्मचारी कल्याण कोष पुरस्कार और अली मेराली पुरस्कार भी प्राप्त किया। 125/- रुपये की नकद राशि के इन प्रत्येक पुरस्कारों की शुरुआत क्रमशः 1981 और 1984 में हुई। ये पुरस्कार एअर-इंडिया कर्मचारियों के बच्चों को एसएससी/आईसीएससी परीक्षाओं में अधिकतम अंक प्राप्त करने पर वार्षिक रूप से प्रदान किए जाते हैं।

## एअर-इंडिया को एक बेहतरीन एअरलाइन बनाएं - बृजेश कुमार

पृष्ठ 1 से आगे

बाज़ार में प्रतिस्पर्धा करने के लिए पहले से कहीं अधिक सुदृढ़ स्थिति में है, हालांकि, अभी बहुत कुछ किया जाना बाकी है। उन्होंने इस बात पर

प्रकार कर्मचारियों की प्रतिबद्धता बहुत हद तक उनके परस्पर आपसी संबंधों और प्रबंध तंत्र के साथ उनके संबंधों पर निर्भर करती है।

समस्याओं से उबर सकें। बेहतर उत्पादन और राजस्व से, हमें अपनी आय बढ़ानी होगी। इसके साथ ही, अपनी कार्य-कुशलता को प्रभावित किए बिना हमें सभी क्षेत्रों में लागत कम करनी होगी,

निश्चयपूर्वक कहा।

इससे पूर्व श्री एन. एस. राजन, निदेशक-मानव संसाधन विकास ने अपने स्वागत भाषण में कहा कि प्रबंध तंत्र को

तालियों की गड़गड़ाहट के बीच ये पुरस्कार श्री बृजेश कुमार, प्रबंध निदेशक; श्री एस. वी. एन. रंगा राव और श्री एन. सी. पाद्री, उप प्रबंध



श्री एस. वी. एन. रंगा राव, उप प्रबंध निदेशक, वाणिज्य विभाग के श्री एस. टी. राजत को दीर्घ सेवा स्मृति-चिह्न प्रदान करते हुए

श्री बृजेश कुमार, प्रबंध निदेशक महोदय से एअर-इंडिया में 25 वर्ष की सेवा पूरी करने पर दीर्घ सेवा स्मृति-चिह्न प्राप्त करते हुए श्री विलास राघव चव्हाण, प्रबंधक-क्यू शैड्यूलिंग, प्रचालन विभाग



उप प्रबंध निदेशक, श्री एन. सी. पाद्री, सिविल निर्माण एवं संपत्ति विभाग के श्री एस. सी. शारदा को दीर्घ सेवा का स्मृति-चिह्न प्रदान कर रहे हैं

जोर दिया कि इसका अभिप्राय यह नहीं है कि हम आत्मसंतुष्ट होकर बैठ जाएं, उन्होंने बताया कि भले ही भारतीय हमारी एअरलाइन की आलोचना करें, परंतु सभी भारतीयों के मन में एअर-इंडिया के प्रति लगाव है। इसी में हमारी शक्ति छिपी है।

### दल के सदस्य

उन्होंने कहा कि कोई भी विभाग अपने आप प्रगति नहीं कर सकता। प्रबंध निदेशक महोदय ने बताया कि हममें से हर कोई दल का एक सदस्य है - चाहे हम किसी ऐसे विभाग में काम करते हों, जिसका ग्राहक से सीधा संपर्क होता हो या किसी समर्थक विभाग में। उदाहरण देते हुए उन्होंने कहा कि यदि कोई टेलीफोन ऑपरेटर किसी ग्राहक से शालीनतापूर्वक बात करता है, तो एअर-इंडिया के बारे में उसकी राय अच्छी बनेगी, इसी प्रकार यदि वह अभद्रतापूर्वक बात करता है, तो एअर-इंडिया के बारे में उसकी राय खराब होगी।

उन्होंने कहा कि समर्थक विभागों का महत्व भी कुछ कम नहीं है। उदाहरण के तौर पर किसी इंजीनियर को जो पुर्जा चाहिए हो, वह भंडार और क्रय विभाग के पास उपलब्ध न हो, तो उस विभाग के बारे में उसकी राय खराब होगी। उन्होंने बताया कि इस

### एअरलाइन का विपणन

श्री कुमार ने कहा कि हममें से हर कोई एअर-इंडिया का प्रतिनिधित्व करता है और एक प्रकार से वह एअरलाइन का विपणन करता है। इसलिए उन्होंने कर्मचारियों से अपील की कि वे सार्वजनिक स्थलों पर राष्ट्रीय वाहक को अवमानित न करें और उनसे आग्रह किया कि वे कमजोरियों

पर काबू पाएं और मिल-जुल कर समाधान ढूँढ़ें। अंत में, उन्होंने कहा, "हम सबका यह कर्तव्य है कि हम इस बात का ध्यान रखें कि हमने जो स्तर प्राप्त कर लिया है, उसे भविष्य में बनाए रखें।"

श्री एस. वी. एन. रंगा राव, उप प्रबंध निदेशक ने पहले सत्र में कर्मचारियों को संबोधित करते हुए कहा, "आप सभी जानते हैं कि कंपनी एक कठिनाई के दौर से गुजर रही है और हम सबके लिए यह आवश्यक है कि हम सभी एक-जुट होकर चुनौतियों का सामना करें, जिससे वर्तमान

जिससे हम वर्तमान स्थिति बदल कर और अधिक लाभ अर्जित कर सकें।"

श्री एन. सी. पाद्री, उप प्रबंध निदेशक ने भी इस अवसर पर अपने विचार प्रकट करते हुए कहा, "मुझे मालूम है कि आप सब एअर-इंडिया की तरक्की चाहते हैं। उत्पादन-क्षमता को बढ़ाना ही हमारी तरक्की की कुंजी हो सकती है। सभी श्रेणियों के वेतन-पैकेज को, उत्पादकता और निष्पादन से जोड़ा गया है। इसलिए यदि आप बेहतर निष्पादन का प्रदर्शन करते हैं, तो इससे आपकी आय में भी पर्याप्त वृद्धि हो सकती है," ऐसा उन्होंने

श्रेष्ठता पुरस्कार और स्मृति चिह्न प्राप्त करने वालों पर गर्व है और उन्होंने उनकी निष्ठा की भूरि-भूरि प्रशंसा की।

उन्हें इस बात पर पूरा भरोसा था कि यदि सभी एअर-इंडिया कर्मि निम्नलिखित तीन बातों पर अमल करें तो हम अपने प्रयासों में भारी सफलता प्राप्त कर सकते हैं, अर्थात् बाज़ार में हो रहे परिवर्तनों के साथ ताल-मेल बनाए रखें, अपने ग्राहकों की आवश्यकताओं के प्रति सजग रहें और सहकर्मियों तथा प्रबंध तंत्र के साथ अच्छे संबंध बनाए रखें।

निदेशक (द्वय); श्री पी. बी. कुमार, इंजीनियरी निदेशक (इंजन ओवरहॉल); श्री जे. एन. गोमोई, निदेशक-इंजीनियरी व सिविल निर्माण एवं संपत्ति; श्री डी. एस. अमिष्ट, निदेशक-सुरक्षा; श्रीमती अरुणा मस्करेहस, निदेशक-योजना व अंतरराष्ट्रीय संपर्क; श्री एन. एस. राजन, निदेशक-मानव संसाधन विकास; श्री एस. विश्वनाथन, निदेशक-भंडार व क्रय; कैप्टन के. मोहन, निदेशक-प्रचालन; श्री टी. जी. सुंदरराजन, निदेशक-वित्त; डा. पी. सेन, महाप्रबंधक-सूचना प्रौद्योगिकी; डा. एस. के. पुरी, महाप्रबंधक-चिकित्सा सेवा और श्री आमोद शर्मा, सचिव और महाप्रबंधक प्रशासन, एअर-इंडिया द्वारा वितरित किए गए।

कार्यक्रम की शुरुआत इंजीनियरी विभाग के श्री एन. एस. वेणुगोपाल, वरिष्ठ कार्यालय सहायक के प्रार्थना गीत से हुई।

समारोह के दौरान एअर-इंडिया के कथानक गीत को प्रस्तुत करने वाले दृश्य-श्रव्य चित्र का प्रदर्शन किया गया। एअर-इंडिया की सांस्कृतिक परिषद ने इस अवसर के लिए विशेष रूप से रचा गया गीत पेश करके श्रोताओं को मंत्रमुग्ध कर दिया, जिसका संचालन श्री चंद्रकांत बेतोल्कर, सहायक प्रबंधक-विज्ञापन एवं विशेष संवर्धन ने किया। कार्यक्रम का समापन राष्ट्रगीत के साथ हुआ।



समारोह की आशातीत सफलता के बाद प्रबंध निदेशक और उप प्रबंध निदेशक के साथ मधुर मुस्कान लिए कार्यक्रम के आयोजक और कार्यकर्ता

## बॉबी कूका को भाव-भीनी श्रद्धांजलियां

मुंबई स्थित एअरलाइन के ऑडिटोरियम में आयोजित शोक-सभा में, एअर-इंडिया के पूर्व वाणिज्य निदेशक-सोराब कायखुशरू कूका को भावभीनी श्रद्धांजलि दी गई। उनका निधन 3 जुलाई, 1996 को हुआ था।

उनकी मृत्यु पर शोक प्रकट करते हुए, एअर-इंडिया के प्रबंध निदेशक **श्री बृजेश कुमार** ने उन्हें एअर-इंडिया के वाणिज्य विभाग का शिल्पी और एअर-इंडिया शुभंकर महाराजा का निर्माता बताया। उन्होंने यह भी बताया कि मुंबई में नरीमन पॉइंट और कैप्स कॉर्नर पर नुमायशी झरोखों के रूप में लगे विशाल विज्ञापन बोर्डों पर महाराजा के माध्यम से उनके नवीनतम चुटीले व्यंग्य प्रदर्शित होते थे। श्री कुमार ने कहा कि मौलिकता के कारण, ये होर्डिंग्स, उनके समय में, चर्चा का विषय बन गई थीं। अक्सर मोटर चालकों को यह कहते सुना जाता था कि देखें, आज कैप्स कॉर्नर पर क्या लगा है?

उन्होंने बताया, “कूका अदम्य, नटखट हास्य के मालिक होने के साथ-साथ एक स्त्रष्टा, एक आयोजक, एक टीम नेता, एक पक्के वार्ताकार, प्रचार प्रतिभा संपन्न और सच्चरित्र ईमानदार जन सेवक भी थे, जिनकी एअर-इंडिया के प्रति समर्पित भावना उसकी विश्वव्यापी प्रतिष्ठा और उस समय की एअर-इंडिया की सफलता के लिए बहुत अधिक उत्तरदायी थी।” यद्यपि आज वो हमारे बीच नहीं रहे, तथापि, वे सदैव सभी एअर-इंडियनों के लिए प्रेरणा और प्रोत्साहन का स्रोत रहेंगे। उन्होंने कहा, “कूका के प्रति सबसे बढ़िया श्रद्धांजलि होगी आज के दिन उनके द्वारा स्थापित परंपराओं और उच्च मानकों को बनाए रखने की प्रतिबद्धता की शपथ को हम फिर से ताज़ा करें”।

जाने-माने उद्योगपति और पर्यावरण विशेषज्ञ श्री सोहराब गोदरेज, जो कूका के संबंधी भी थे, ने कहा कि जेआरडी टाटा और कूका ने एअर-इंडिया के माध्यम से भारत को विश्व के मानचित्र पर प्रस्तुत किया। उन्होंने कहा, “किसी

भी एअरलाइन में वह अपनापन नहीं मिला, जो एअर-इंडिया की सेवाओं में था।” हमें भारतीय होने में गर्व का अनुभव होता था और हम एअर-इंडिया से यात्रा करना पसंद करते थे।

कूका के एक संबंधी श्री सलीम अहमदउल्ला ने कहा कि उनके चाचा आलोचना को सहर्ष स्वीकारते थे। उन्हें दिखावा बिल्कुल पसंद नहीं था। उन्होंने उनके सहज कड़ेपन के बारे में बताया।

एअर-इंडिया 25 वर्ष क्लब की ओर से बोलते हुए पूर्व संचार नियंत्रक **श्री एन.पी.लाज़रस** ने कहा कि कूका को भारत में विमान-यात्रा के निर्माता पुरुष के रूप में सदैव याद किया जाएगा। श्री लाज़रस ने एअर-इंडिया के प्रारंभिक दिनों की बात की। उन्होंने बताया कि कूका ने बड़े प्रभावशाली ढंग से यातायात विभाग (उन दिनों वाणिज्य विभाग इस नाम से जाना जाता था) को नियंत्रित किया। उनके कार्यकाल के दौरान यात्री सेवा बड़ी प्रशंसनीय रही। सारी दुनिया में एअर-इंडिया के प्रचार-प्रसार में कूका सहायक रहे। उनकी पुस्तक “फुलिशली योर्स” में महाराजा की एक मेज़बान के रूप में प्रस्तुति यात्रियों के मनोरंजन का केन्द्र रही।

**श्री बकुल खोटे**, पूर्व एअर-इंडियन, जिन्होंने कूका के साथ बहुत निकट रह कर कार्य किया था, ने उनके उच्च नेतृत्व गुणों, व्यावसायिक धैर्य और मानव संबंधों के बारे में बताया, जो वास्तव में अनुकरणीय हैं। कूका को एक स्वप्नद्रष्टा, स्त्रष्टा और परामर्शदाता बताते हुए, श्री खोटे ने कहा कि कूका में एअर-इंडिया की अंतरात्मा साकार हुई है।

**श्री एच.एस. उबेराय**, वाणिज्य निदेशक ने कूका द्वारा अपने पीछे छोड़ी गई अमिट छाप के बारे में बताया। उन्होंने कूका की हाज़िरजवाबी, हास्य और नटखटपन की याद की। उन्होंने कहा, एअर-इंडिया उनकी कमी को हमेशा महसूस करेगी।

## एस. के. कूका

स्वर्गीय एस.के. कूका जुलाई, 1955 से नवंबर, 1972 तक एअर इंडिया के वाणिज्य निदेशक थे। वे एअर-इंडिया चार्टर्स लिमिटेड, एअर-इंडिया बोर्ड के अध्यक्ष और एअर-इंडिया की पूर्णरूपेण स्वामित्ववाली सहायक कंपनी भारतीय होटल निगम लिमिटेड के निदेशक पद पर भी रहे।

7 नवंबर, 1912 (भीमकाय हिम शैल प्रहारवाला वर्ष) को रंगून में जनमे कूका ने सेंट पीटर्स यॉर्क, इंग्लैंड में अपनी स्कूली शिक्षा प्राप्त की और ऑक्सफोर्ड के ब्रासनोज कॉलेज से आधुनिक इतिहास में डिग्री हासिल की। वे अपने पिता के फिल्म-प्रदर्शन के कारोबार में हाथ बंटाने के लिए भारत आए थे और बाद में 1938 में उन्होंने टाटा संस लिमिटेड के विमानन विभाग, एअर-इंडिया पहले जिस नाम से जानी जाती थी, में नौकरी आरंभ की।

वे एअर-इंडिया के वाणिज्य विभाग के शिल्पी थे और एअर-इंडिया के विश्वव्यापी विकास के लिए भी उत्तरदायी थे। “वर्ष 1959 में भारत में विज्ञापन में उनके मूल, उत्तम और ठोस अंशदान” के लिए इंडियन सोसायटी ऑफ एडवर्टाइजर्स द्वारा बॉबी कूका को “एडवर्टाइजिंग मैन ऑफ द इयर” चुना गया और वे वर्ष 1960 में सोसायटी का स्वर्णपदक प्राप्त कर पुरस्कार पाने वाले पहले व्यक्ति बने।

50 वर्ष पूर्व की छोटे महाराजा की अपनी प्रिय और मधुर संकल्पना के लिए बॉबी कूका को अपने लिए और एअर-इंडिया के लिए विश्व भर में ख्याति व प्रशंसा प्राप्त हुई। जून, 1967 में लंदन में हुई वर्ल्ड एडवर्टाइजिंग कॉन्फरेंस में बोलते हुए,

कूका ने प्रतिनिधियों को बताया, “हमारा एक प्रतीक है और वह यह महाराजा है - हमारा संकेत चिह्न, हमारा शुभंकर। मैं यहां कार्पोरेट छवि शब्द का इस्तेमाल नहीं करना चाहूंगा। यह बड़ा भड़कीला है और मैं नहीं समझता कि वह इसे स्वीकार करेगा। बेहतर विवरण के अभाव में हम उसे अपना महाराजा बुलाते हैं। लेकिन उसका रक्त शाही नहीं है। वह शाही दिख सकता है, पर शाही नहीं है।

जब कूका अपने महाराजा के लिए चुटीले व्यंग्य नहीं लिखते थे, तो वे अपने मनपसंद विषयों पर भाषण और वर्णन लिखने में व्यस्त रहते थे।

लोड फैक्टर, छवि निर्माण और जटिल दर-सूची में व्याप्त इस उद्योग के प्रति कूका का दृष्टिकोण बड़ा सहज था। “पिछले तीन दशकों से और पहले, हमें यह बताने के लिए किसी ज्योतिषी की जरूरत नहीं थी कि हम विश्व की सबसे अनुभवी, सबसे बड़ी या सबसे बड़ी मार्गमाल दूरी वाली एअरलाइन कभी नहीं बनेंगे। अटलांटिक पर उड़ान भरने वाले हम पहले नहीं थे, लिंडबर्ग कभी हमारा कर्मचारी नहीं रहा, किसी भी विमान निर्माता कंपनी ने हमारी विशिष्टियों के अनुरूप ठीक हमारी जरूरत के मुताबिक विमान का निर्माण नहीं किया।”

कूका “बैटर एक्वेंटिड”, “फुलिशली योर्स” और “दिस मेक्स नो सेंस” नामक पुस्तकों के रचयिता थे। कूका 7 नवंबर, 1972 को एअर-इंडिया से रिटायर हुए और इस तरह एअर-इंडिया के साथ उनका एक रंगीन सफर समाप्त हुआ।



एस. के. कूका

## यात्रियों के लिए नई सुविधाएं

### वयोवृद्ध नागरिकों के लिए चैक-इन काउंटेर्स

अन्तरराष्ट्रीय इंदिरा गांधी एअरपोर्ट, नई दिल्ली और लंदन स्थित हीथ्रो एअरपोर्ट पर वयोवृद्ध नागरिकों के लिए विशेष चैक-इन काउंटेर्स स्थापित किए गए हैं, ताकि वे आराम से और जल्दी चैक-इन कर सकें। वयोवृद्ध नागरिकों और उन महिलाओं, जिनके साथ छोटे-छोटे बच्चे होते हैं, की देखभाल का काम एअरपोर्टों पर चैक-इन को मॉनीटर करने वाले फ्लोर वॉकरों को सौंपा गया है।

अन्य एअरपोर्टों पर वयोवृद्ध नागरिकों की मदद स्पेशल हैंडलिंग यूनिट द्वारा की जाती है।

### पंजाब के यात्रियों के लिए कोच सेवा

पंजाब जाने वाले अपने यात्रियों की सुविधा के

लिए 01 जुलाई, 1996 से इंदिरा गांधी अन्तरराष्ट्रीय एअरपोर्ट, दिल्ली से जालंधर के बीच एक कोच सेवा शुरू की गई है।

एअर-इंडिया के रंगों से परिपूर्ण यह एअरकंडीशंड कोच लंदन और टोरंटो से हमारी उड़ानों के आने के बाद हर रोज इंदिरा गांधी अन्तरराष्ट्रीय एअरपोर्ट से जालंधर के लिए रवाना होती है, ताकि पंजाब जाने और वापस इंदिरा गांधी अन्तरराष्ट्रीय एअरपोर्ट आने के लिए यात्रियों को आरामदेह परिवहन सुविधा उपलब्ध करा सके। यात्रियों को दिल्ली पहुंच कर या अपना हवाई टिकट खरीदते समय हमारे जालंधर कार्यालय से 350/- रुपए या अमरीकी डालर में उसके समकक्ष राशि का कोच कूपन खरीदना होगा।

## हिन्दी कार्यशालाएं

### कोच्चि

हमारे कोच्चि स्टेशन पर हाल ही में

एक हिन्दी कार्यशाला का आयोजन किया गया, जिसमें 18 कर्मचारियों ने भाग लिया। कार्यशाला के वक्ता श्री केशव पिल्लै, हिन्दी अधिकारी, कॉयर बोर्ड ने प्रतिभागियों को केन्द्र सरकार के कार्यालयों/सार्वजनिक निगमों आदि में हिन्दी को कार्यान्वित करने की आवश्यकता के बारे में बताया। कार्यशाला में सम्मिलित प्रतिभागियों को उनके दैनिक कामकाज में आम प्रयोग में आने वाले उपयुक्त शब्दों/वाक्यांशों के हिन्दी अनुवाद उपलब्ध कराए गए।

स्टेशन प्रमुख **श्री पी. एम. उन्नी** ने धन्यवाद ज्ञापित किया। सभी

प्रतिभागियों को कार्यशाला बहुत प्रभावी और उपयोगी लगी। इस स्टेशन पर



प्रतिभागियों को संबोधित करते हुए कॉयर बोर्ड के हिन्दी अधिकारी श्री आर. केशव पिल्लै

कार्यशाला के आयोजन का यह प्रथम प्रयास साराहनीय रहा।

### मुंबई

हिन्दी का कार्यसाधक ज्ञान रखने वाले विभिन्न विभागों में कार्यरत अधिकारियों/कर्मचारियों के लिए 19 से

21 अगस्त, 1996 तक एक तीन दिवसीय कार्यशाला का आयोजन ओल्ड एअरपोर्ट, सांताक्रुज स्थित इंजीनियरी विभाग के प्रशिक्षण प्रभाग में किया गया। इस कार्यशाला का उद्घाटन राजभाषा विभाग, गृह मंत्रालय के पूर्व उप निदेशक - श्री कृष्ण नारायण मेहता ने किया। उद्घाटन सत्र में इंजीनियरी विभाग के अपर महाप्रबंधक-इंजीनियरी **श्री अनिल कुमार जौहरी** व प्रबंधक-प्रशासन **श्री गिरीश कटारिया** भी उपस्थित थे।

श्री कृष्ण ना. मेहता ने अपने उद्घाटन भाषण में कहा कि हमें अपनी मानसिकता में परिवर्तन लाना है। हिन्दी में काम करना कठिन नहीं है। कर्मचारियों को हिन्दी में काम करने में जो झिझक होती है, उसे दूर करने के लिए ही इन कार्यशालाओं का आयोजन किया जाता है।

कार्यशाला में राजभाषा नीति, राजभाषा

अधिनियम व नियम और कार्यान्वयन की कठिनाइयों का निदान, हिन्दी वर्तनी और



मुंबई में कार्यशाला के उद्घाटन अवसर पर संबोधित करते हुए श्री कृष्ण नारायण मेहता। चित्र में बाएं से बैठे हैं सर्वश्री जी. बी. कटारिया, वरिष्ठ प्रबंधक, अनिल कुमार जौहरी, अपर महाप्रबंधक, इंजीनियरी विभाग और राजेन्द्र प्रसाद शर्मा, वरिष्ठ प्रबंधक-राजभाषा

वाक्य-विन्यास, इंजीनियरी शब्दावली व उसका प्रयोग, विविध फॉर्मों को भरने का अभ्यास, हिन्दी टिप्पण व प्रारूप लेखन, पारिभाषिक शब्दावली की समस्याएं और

हिन्दी कार्यान्वयन के लिए गठित विभिन्न समितियों का परिचय नामक विषयों पर अनुभवी व्याख्याताओं ने व्याख्यान दिए।

कुल मिलाकर 03 अधिकारियों व 28 कर्मचारियों ने इस कार्यशाला में भाग लिया। समापन सत्र में प्रतिभागियों ने अपने विचार व्यक्त करते हुए कहा कि वे सभी अपने-अपने विभागों में हिन्दी का यथासंभव कार्य करने का प्रयत्न करेंगे। समापन सत्र में नागर विमानन मंत्रालय के निदेशक-राजभाषा श्री रघुनाथ सहाय और राजभाषा विभाग, मुंबई के पूर्व उप निदेशक, कार्यान्वयन श्री कृष्ण ना. मेहता ने प्रतिभागियों की समस्याओं का समाधान किया और उन्हें प्रमाण-पत्र प्रदान किए।

## वरिष्ठ अधिकारियों ने वार्षिक पुरस्कार समारोहों में कर्मचारियों को संबोधित किया

वार्षिक पुरस्कार समारोह अब तक केवल मुंबई में होता था. इस वर्ष चूंकि दीर्घ सेवा स्मृति-चिह्न और श्रेष्ठता पुरस्कार प्राप्त करने वालों की संख्या पहले से बहुत अधिक थी, इस समारोह को विकेंद्रित कर दिया गया

कर्मचारियों को संबोधित किया. मुंबई को छोड़कर अन्य केंद्रों पर दिए गए भाषणों के कुछ अंश हम यहां उद्धृत कर रहे हैं.

“कर्मचारी किसी संस्था की

— श्री रूसी मोदी, अध्यक्ष, कलकत्ता में.

“मुझे आपको यह बताते हुए अत्यंत हर्ष हो रहा है कि हमने पिछले वर्ष की तुलना में 1995-96 में

23 प्रतिशत अधिक यात्रियों का वहन किया. 1994-95 में हमने जहां 2.27 मिलियन यात्रियों का वहन किया था, वहां 1995-96 में 2.8 मिलियन यात्रियों का वहन करने

दूर करने की दृष्टि से कंपनी के सभी अधिकारियों और स्टाफ के लिए पदोन्नति नीति में परिवर्तन किए गए हैं. इससे कर्मचारियों को अपने निष्पादन में सुधार लाने के लिए प्रोत्साहन मिलेगा और उन्हें कंपनी के



कलकत्ता स्टेशन के वार्षिक पुरस्कार समारोह का दीप जला कर शुभारंभ करते हुए एअर-इंडिया के अध्यक्ष श्री रूसी मोदी (सबसे दाएं). चित्र में बाएं से दाएं हैं सुश्री विजयमाला, सर्वश्री स्मरजित मुखर्जी, उपमहाप्रबंधक - मा.सं.वि. जे. एल. राय, वरिष्ठ प्रबंधक - पू. भारत और शानू मुखर्जी, महाप्रबंधक - उड़ानगत सेवा

और यह मुंबई के अतिरिक्त नई दिल्ली, कलकत्ता, मद्रास और तिरुवनंतपुरम में आयोजित किया गया.

मुंबई में आयोजित सत्रों में मुख्य अतिथि जहां श्री बृजेश कुमार, प्रबंध निदेशक, श्री एस. वी. एन. रंगा राव और श्री एन. सी. पाद्री, उप प्रबंध निदेशक थे, वहां कलकत्ता में श्री रूसी मोदी, अध्यक्ष मुख्य अतिथि थे. मद्रास, नई दिल्ली और तिरुवनंतपुरम में क्रमशः श्री एम. पी. मस्करेहस, उप प्रबंध निदेशक, श्री वी. के. वर्मा, निदेशक-दिल्ली क्षेत्र और श्री आर. सतीश, निदेशक-एअरपोर्ट सेवा मुख्य अतिथि थे. इन सभी वरिष्ठ अधिकारियों ने इस अवसर पर

सर्वाधिक महत्वपूर्ण संपत्ति होते हैं. यदि हम इन संपत्तियों का ध्यान नहीं रखेंगे तो एअरलाइन की पूरी रीढ़ कमजोर हो जाएगी. प्रबंध तंत्र अपने सभी कर्मचारियों की स्थिति में सुधार के लिए वचनबद्ध है. आइए, आज हम इस एअरलाइन के प्रति फिर से निष्ठा व्यक्त करें और मिल-जुल कर काम करें, ताकि यह विश्व की सर्वोत्तम एअरलाइनों में से एक बन सके.”



मद्रास स्टेशन पर श्री एम. पी. मस्करेहस, उप प्रबंध निदेशक से श्रेष्ठता पुरस्कार प्राप्त करते हुए श्री बी. राजमुत्थु



दिल्ली स्टेशन पर श्री वी. के. वर्मा, निदेशक - दिल्ली क्षेत्र वाणिज्य विभाग के श्री सी. वी. रावत को कंपनी में सेवा के 25 वर्ष पूर्ण करने पर दीर्घ सेवा स्मृति चिह्न प्रदान करते हुए

का रिकार्ड स्थापित किया. चालू वित्तीय वर्ष में इस संख्या के बढ़कर तीन मिलियन के अंक को पार कर जाने की आशा है.”

— श्री एम. पी. मस्करेहस, उप प्रबंध निदेशक, मद्रास में.

“प्रबंध तंत्र कर्मचारियों के कैरियर में प्रगति के अवसरों को बढ़ाने की आवश्यकता के बारे में जागरूक है. पिछले वर्षों में आई अवरुद्धता को

लक्ष्यों और उद्देश्यों को प्राप्त करने में मदद मिलेगी.”

— श्री वी. के. वर्मा, निदेशक-दिल्ली क्षेत्र, नई दिल्ली में.

“समय पर प्रस्थानों, विमान की उपलब्धता और उपकरणों की सर्विस में भारी सुधार हुआ है. आपके सभी प्रयास बाजार में पर्याप्त विश्वास पैदा करेंगे और एअर-इंडिया में पुनरुत्थान होगा. यदि वर्तमान गति बनाए रखी जाती है, तो हम निश्चित रूप से अपनी कीर्ति पहले से बहुत अधिक बढ़ा सकेंगे.”

— श्री आर. सतीश, निदेशक-एअरपोर्ट सेवा, तिरुवनंतपुरम में.



तिरुवनंतपुरम स्टेशन पर हुए समारोह में कर्मचारी अपना पुरस्कार पाने की प्रतीक्षा में

## स्वतंत्रता दिवस संपन्न

### एअर-इंडिया मॉडर्न स्कूल

सांताक्रुज, कालिना स्थित एअर-इंडिया मॉडर्न स्कूल ने स्वतंत्रता दिवस की 50वीं वर्षगांठ हार्पोल्लास के साथ मनाई. समारोह के मुख्य अतिथि थे एअर-इंडिया के चिकित्सा विभाग के प्रमुख डा. एस. के. पुरी. उनके साथ विशेष अतिथि के रूप में श्रीमती पुरी और स्कूल के संस्थापक सदस्य श्री वी. पिच्चुमणि व स्कूल की मैनेजिंग कमेटी के सदस्य भी उपस्थित थे.

सबसे पहले डा. पुरी ने स्कूल की इमारत पर झंडा फहराया. फिर स्कूल के प्राचार्य श्री एस. वी. शुक्ला ने अतिथियों का स्वागत किया और उनका परिचय दिया. मुख्य अतिथि ने क्लास में अनुशासन बनाए रखने के लिए जिम्मेदार स्कूल के प्रमुख बालक और बालिकाओं, कैप्टन और वाइस कैप्टनों को बैज प्रदान किए. इसके बाद प्राइमरी और सैकेंडरी के विद्यार्थियों ने क्रमशः अंग्रेजी और हिन्दी में देशप्रेम की भावना से ओतप्रोत भाषण दिए. नवीं कक्षा की छात्रा कु. प्रिया श्रीवास्तव का हिन्दी में भाषण इतना बढ़िया था कि उससे प्रभावित हो मुख्य अतिथि ने अपनी ओर से नकद पुरस्कार की घोषणा की. कु. श्रीवास्तव हमारे इंजीनियरी विभाग में प्रबंधक के पद पर कार्यरत श्री आर. एन. श्रीवास्तव की सुपुत्री हैं. छात्र-छात्राओं द्वारा राष्ट्रीय गीत गाए गए. छोटे बच्चों ने भारत के अलग-अलग प्रांतों की

वेश-भूषा में देश-प्रेम और कौमी एकता से परिपूर्ण गीत के माध्यम से मनमोहक कार्यक्रम प्रस्तुत किया, जिसे सभी ने पसंद किया.

इस अवसर पर मुख्य अतिथि पद से बोलते हुए डा. पुरी ने नई पीढ़ी से जागरूक रहने और अपनी जिम्मेदारी को समझने का निवेदन किया. उन्होंने प्यार और एकता से मिलजुल कर रहने का संदेश दिया. विशेष अतिथि के रूप में श्री वी. पिच्चुमणि ने भी दो शब्द कहे. तदन्तर, आभार प्रदर्शन के बाद कार्यक्रम समाप्त हुआ.

### मुंबई एअरपोर्ट (कार्गो)

मुंबई एअरपोर्ट (कार्गो) स्थित “इम्पोर्ट वेयरहाउस” के कर्मचारियों



स्वतंत्रता दिवस के अवसर पर मुंबई एअरपोर्ट (कार्गो) द्वारा आयोजित समारोह में मुख्य अतिथि पद से बोलते हुए श्री पी. भंडारी, प्रबंधक-मुंबई एअरपोर्ट (कार्गो)

ने बड़े अन्तर्गत डंग से स्वतंत्रता दिवस मनाया. इस अवसर पर उन्होंने सत्यनारायण की पूजा का आयोजन किया. कार्यक्रम के मुख्य अतिथि थे, श्री पी. भंडारी, प्रबंधक-मुंबई एअरपोर्ट (कार्गो).

कार्गो निकासी क्षेत्र को एअरपोर्ट अथॉरिटी ऑफ इंडिया, मुंबई एअरपोर्ट, पूजा समिति और विशेष रूप से लोडिंग स्टाफ की मदद से खाली करा कर बड़े सुंदर और सुरुचिपूर्ण डंग से सजाया गया था.

इस अवसर पर सांस्कृतिक कार्यक्रम के रूप में “स्ट्रिंगर्स” नामक ऑर्केस्ट्रा ने सभी का भरपूर मनोरंजन किया.

## आंबेडकर जयंती संपन्न

एअर कार्पोरेशन अनुसूचित जाति/अनुसूचित जनजाति कर्मचारी एसोसिएशन की ओर से एअर-इंडिया और इंडियन एयरलाइन्स ने सांताक्रुज, कालिना स्थित इंडियन एयरलाइन्स हाई स्कूल के हॉल में संयुक्त रूप से भारत-रत्न डा. बाबासाहेब आंबेडकर का जन्म-दिन मनाया.

कार्यक्रम का शुभारंभ दीप जला कर किया गया. समारोह की अध्यक्षता श्री रत्नाकर रिपोटे, क्षेत्रीय अध्यक्ष ने की. इस अवसर पर, श्री कमल शर्मा, प्रबंध निदेशक-भारतीय होटल निगम,

श्री एन.एस. राजन, निदेशक-मानव संसाधन विकास, श्री पी.ओ. थॉमस, उपाध्यक्ष, भारतीय होटल निगम, पद्मश्री श्री दया पवार, मराठी के प्रतिष्ठित कवि (जिनका अभी हाल ही में देहावसान हुआ है) और श्री वी. ए. फरेरा, उप महाप्रबंधक मानव संसाधन विकास उपस्थित थे.

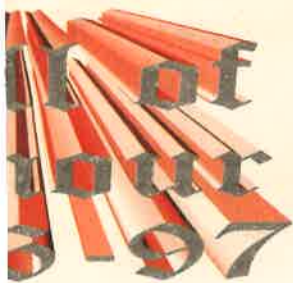
सर्वश्री कमल शर्मा, दया पवार और रत्नाकर रिपोटे ने प्रासंगिक भाषण दिए. अतिथियों के सत्कार एवं स्वागत के बाद श्री दीदार सिंह व उनके साथियों ने मधुर गीत-संगीत व आर्केस्ट्रा से सभी का मनोरंजन किया, जिससे दर्शक भाव-विभोर हो गए.



समारोह को संबोधित करते हुए श्री एन. एस. राजन, निदेशक-मानव संसाधन विकास. उनकी बाईं ओर बैठे हैं सर्वश्री कमल शर्मा, प्रबंध निदेशक, भारतीय होटल निगम, दया पवार, मराठी लेखक, पी. ओ. थॉमस, उपाध्यक्ष और सुनील कालिया, एरिया जनरल मैनेजर, भारतीय होटल निगम, मुंबई



भारत के विभिन्न प्रांतों की वेशभूषा में देश प्रेम का गीत प्रस्तुत करते हुए प्राइमरी सैक्शन के बच्चे



Mr C. Rasquinha  
Mr P. Sachidanandan  
Mr S.B. Sakpal  
Mr J.B. Sawant  
Mr M.R. Sawant  
Mr N.C. Sethi  
Mr S.D. Shinde  
Mr C.S. Solanki  
Mr S.B. Tambe  
Mr S.B. Vengurlekar

**Engine Overhaul**  
Mr M.R. Abraham  
Mr H.D. Balkavde  
Mr R.D. Chawda  
Mr S.B. Kadam  
Mr V.B. Kadam



Mr C.S. More  
Mr B.D. Shrikar  
Mr R.D. Kapse

**Finance & Accounts**  
Mr S.D. Ambike  
Mr V.V. Joshi  
Mr Y.G. Kajolikar  
Mr B.Y. Kamble  
Mr S.H. Karkhanis  
Mr A.K. Karnik  
Mr T. Kattapuram  
Mr S.K. Mendon  
Mr A.S. Moghe  
Mr V.R. Naik  
Mr V.M. Patankar  
Mr V.R. Patel  
Mr M.A. Qadri  
Mr R.G. Rathod  
Mr S.M. Varavadekar  
Mr J.D. Amdekar

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Mr P.M. Phatarpekar  
Mr R.B. Singh  
Mr H.S. Tupe  
Mr A.A. Vete

**Human Resources Development**  
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Mr D.M. Gaikwad  
Mr R.S. Harale  
Mr R.M. Mohite  
Mr V.V. Naik  
Mr L.N. Revankar

**Inflight Service**  
Mr B.K. Bhalariao



Mr D.H. Boatwalla  
Mr J.P. Christopher  
Mr L.J. Dias  
Mr N.C. Gaikwad  
Mr K. Gunaseelan  
Mr Y.H. Gunja  
Mr B.S. Hegde  
Mr S.B. Irani  
Mr R.P. Jadhav  
Mr S.J. Jadhav  
Mr V.K. Jadhav  
Mr M.R. Joshi  
Mr R.B. Kadam  
Mr M.K. Kamble  
Mr M.S. Kamble  
Mr S.S. Kanhere  
Mr M.R. Karadia  
Mr S.V. Kelkar  
Mr K.T. Khadve  
Mr H.B. Kharunkar  
Mr Y.M. Machigar  
Mr A.G. Mane  
Mr P.H. Narayane  
Mr P.H. Panthaky  
Mr G.S. Parghi  
Mr L.J. Pasi  
Mr D.S. Patel  
Mr M.V. Sakpal  
Mr S.K. Salvi  
Mr P.V. Sawardekar

Mr B.K. Shinde  
Mr G.G. Shitap  
Mr S.T. Shroff  
Mr N.B. Solanki  
Mr R.V. Surti  
Mr D. Udayar  
Mr K.C. Velayudhan  
Mr M.T. Waingankar

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Mr C.G. Athavale  
Mr M.B. Desai  
Mr P.V.N. Murthy  
Mr U.Y. Rege

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Mr K.T. Jani

**Operations**  
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Mr K. Ganapathy  
Mr P.S. Ganapathy  
Ms M. Jacob  
Mr B.K. Khaladkar  
Mr P.N. Krishnan  
Mr R.A. March  
Mr V.V. Ramaswamy  
Mr S. Ramkumar  
Mr S.C. Rastogi  
Mr P.K. Sadanandan  
Mr R. Sankaranarayanan



Mr M.S. Sarkar  
Ms Leela Shekher  
Mr S.D. Shevde  
Ms S. Subramaniam  
Mr R.S. Tiwari  
Mr S.G.H. Zaidi

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Mr R.S. Jadhav  
Ms S.G. Joshi  
Mr A.R. Kamble  
Mr S.T. Kharat  
Mr P.A. Kumar  
Ms V.V. Limaye  
Mr S.V. Mohite  
Mr H.A. Rathod  
Mr D.N. Shinde

**NEW YORK**  
**Commercial**  
Mr R. Stoll  
Mr V. Singh  
Mr J. Crasto  
Mr C. Matteo  
Ms B. Mandel

**PARIS**  
**Commercial**  
Ms J. Vigne

**RIYADH**  
**Commercial**  
Mr G.S. Chhugani

**ROME**  
**Commercial**  
Ms U. Lail

**SHARJAH**  
**Commercial**  
Ms Neelam Rai

**TEL AVIV**  
**Commercial**  
Mr R.K. Berry

**THIRUVANANTHAPURAM**  
**Commercial**  
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Mr V. Radhakrishnan

**Finance & Accounts**  
Mr K.R. Subhas

**TOKYO**  
**Commercial**  
Ms V.A. Asnani

**Finance & Accounts**  
Mr A. Ishili

**ZURICH**  
**Commercial**  
Ms H. Gasser

**SERVICE MEMENTOES (25 YEARS)**  
**ABU DHABI**  
**Commercial**  
Mr B.D. Supe  
Mr Sanjeev Talwar

**CHICAGO**  
**Commercial**  
Mr T.C. Dempsey

**CAIRO**  
**Commercial**  
Mr A.R. Osman

**CALCUTTA**  
**Commercial**  
Mr B. Banerjee  
Mr A.K. Bandyopadhyay  
Mr A. Banerjee  
Mr A.K. Biswas  
Mr B. Chakraborty  
Mr B.K. Chatterjee  
Mr G.C. Das  
Mr M.K. Das

Mr P.K. Das  
Mr S. Kumar Das  
Mr B. Mitra  
Mr Tapanjoti Roy  
Mr A.K. Sarkar  
Mr K.K. Sikdar  
Mr S.S. Adyanthaya  
**Headquarters/Security**  
Mr D.K. Ram

**DELHI**  
**Airport Services**  
Mr P.S. Batra  
Mr Vijay Bhatia  
Mr N. Chandrasekharan  
Mr S.K. Joshi  
Mr Percy Levy  
Mr M.S. Rishi  
Mr T.K. Roy  
Mr R.N. Sharma  
Mr R.B. Lal Sharma  
Mr Didar Singh  
Mr Gurmeet Singh  
Mr R.C. Tewari

**Commercial**  
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Mr Romesh Bahl  
Mr C.B. Bhatia  
Mr S.N. Chawla  
Mr S.C. Chhabra  
Mr B. Danwani

Mr Rajan Devichand  
Ms R. Didee  
Mr A.K. Garg  
Mr Nitendra Gupta  
Mr R.S. Hooda  
Mr S.K. Jain  
Mr D.V. Jasra  
Mr S.K. Kanwar  
Mr Santosh Chandra  
Mr V. Kumar  
Mr Mohinder Lal  
Mr C.B. Rawat  
Mr N.L. Sethi  
Mr S.K. Sharma  
Mr Roop Singh  
Mr J.S. Tanvar  
Mr Vedprakash

**Inflight Service**  
Mr Jugal Kishore  
Mr Omprakash

**Department of Information Technology**  
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Mr B.D. Chandna  
Mr S. Dass

**Operations**  
Capt. R. Kohli

**DHAHRAN**  
**Commercial**  
Mr R. Devarajan

**FRANKFURT**  
**Commercial**  
Ms S. Burkas

**HONG KONG**  
**Finance & Accounts**  
Ms Grace Fung

**JEDDAH**  
**Commercial**  
Mr Aziz M. Rizwan

**LONDON**  
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Mr J.E. Coelho  
Mr R. Shankaranarayanan  
Ms P. Gomes

**Engineering**  
Mr A.V. Joshi  
Mr M.R. Hegde

**Inflight Service**  
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MADRAS

**Airport Services**  
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Mr A.K. Gopinathan  
Mr B.B. Rao  
Mr B. Vijayakumar

**Commercial**  
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Mr D. Mukhopadhyay  
Mr A.V.G.K. Murty  
Mr A. Nagarajan  
Mr S. Narayanan  
Ms A. Ramachandran  
Mr R. Rangarajan  
Mr C.J. Sainath  
Mr L.J. Shetty  
Mr R. Yagnalah

**MOSCOW**  
**Commercial**  
Mr D. Singh

**Finance & Accounts**  
Mr B.M. Gaikwad

**MUMBAI**  
**Airport Services**  
Mr C. Advani  
Mr A.A. Chaugule  
Mr S.B. Dhage  
Mr S.A. Drave  
Mr A.B. Isnagar  
Mr P.A. Joshi  
Mr D.G. Kad  
Mr R.A. Kadam  
Mr C.G. Kallinath  
Mr G.M. Koli  
Mr L.H. Kunder  
Mr R. Lopez  
Mr M.A. Mhasalkar

Mr R. Misquitta  
Mr S.G. Moily  
Mr S.A. Naik  
Mr D.R. Pasi  
Mr R.A. Pawar  
Mr M.N.R. Pillai  
Mr M.P. Poojary  
Mr R.S. Pradhan  
Mr S.K. Saha  
Mr T. Seethapathi  
Mr A.L. Shendge  
Mr S.D. Shinde



Mr R.K. Shukla  
Mr L.J. Sirwel  
Mr N.G. Sonawane

**Air Safety**  
Capt. S. Baksh

**Civil Works & Properties**  
Mr R. Algoo  
Mr K.F. Bhagudla  
Mr S.G. Bhagwat  
Mr V.S. Bhide  
Mr D.G. Kalgutkar  
Mr A.L. Murudkar  
Mr G.K. Patel  
Mr K.K. Patel  
Mr G. Ramaiah  
Mr K. Mohan Rao  
Mr S.C. Sharda  
Mr S.A. Thakur

**Commercial**  
Mr T.G. Adhav  
Ms Ida Araujo  
Ms M. Bakshi  
Mr P. Bhandari  
Ms M.R. Bharucha  
Mr G.N. Bhilare  
Mr V.J. Casshyap  
Mr S. Chowdhuri  
Mr B.S. Cooper  
Mr S.M. Dalvi  
Mr V.D. Deshpande  
Mr B.R. Dolphode  
Ms A.P. Dubash  
Ms M. Fernandes  
Ms M.I. Fernandes  
Mr S.H. Gadiali  
Mr M.Y. Gaikwad  
Mr A.K. Gang  
Mr R.R. Ghag  
Mr J.K. Gohil  
Mr R. Kannan Iyer  
Mr F.J. Jussawalla  
Mr L.T. Kadam  
Mr R.B. Kamble  
Mr H.C. Kiranagi  
Ms J.S. Kothari  
Mr R.C. Lazarus  
Ms R. Lobo  
Ms Uma Mahan  
Mr P.R. Mehta  
Ms D. Miranda  
Mr P.V. More  
Ms S.M. Mundal  
Mr V.M. Natarajan  
Mr F.B. Nadirshaw  
Capt. V.R. Nair  
Mr R. Natarajan  
Mr A.S. Nayampally  
Mr P.M. Patel  
Mr R.K. Patel  
Mr L.R. Pathare  
Mr R.M. Patil  
Mr Y.K. Pipiani  
Mr B.S. Pokale  
Mr A.A. Poonawala  
Mr P.V. Pradhan  
Mr M.T. Raiguru  
Mr J.L. Rathod  
Mr S.T. Raut  
Mr P.M. Sadri  
Ms U.N. Sathnur  
Mr H.T. Shahani  
Mr K.K. Sharma  
Mr S.S. Shetty  
Ms S. Saldanha

**Human Resources Development**  
Mr R.T. Chalke  
Mr N.D. Maru

**Inflight Service**  
Mr R.D. Abreo  
Mr D.D. Aranha  
Mr P.K. Arora  
Mr David Ashton  
Mr G.V. Bandarkar  
Mr C.P. Benegal  
Mr N.L. Bhimrao  
Mr Anthony Braganza  
Mr A.K. Brahma  
Mr L.J. Carey  
Mr R.R. Choksey  
Mr B.A. Clutton  
Mr H.J.D'Penha  
Mr T.M. D'Silva  
Mr A.C. Dastur  
Mr W. Dias  
Mr F.E. Dorabjee  
Mr L.D'Souza  
Mr Y.R. Eranee  
Mr L. Fernandes  
Mr A.J. Fialho  
Mr M.G. Gandhi  
Mr S. Ghosal  
Mr S.R. Guha  
Mr P.S. Iyengar  
Mr S.B. Jadhav  
Mr K.D. Jagtap  
Mr D.T. Kamat  
Mr S. Kaul  
Mr Hari Kishan  
Mr Jugal Kishore  
Mr Z.P. Madan  
Mr V.P. Malhotra  
Mr P.N. Mane  
Mr P.A. Marathe  
Mr K.J. Marignan  
Mr Y.B.L. Mathur  
Mr V. Mehra  
Mr K.D. Mehta  
Mr M.D. Mistry  
Mr P. Jagan Mohan  
Mr M.S. More  
Mr S. Mumtaz  
Mr R.J. Ootam

**Engineering**  
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Mr P.M. Bagwe  
Mr H.S. Bathla  
Mr D.S. Bhatkar  
Mr S.P. Carrasco  
Mr H.P. Chakrabarty  
Mr E.B. Chakre  
Mr D.A. Chiplunkar  
Mr V.W. Christian  
Mr I.S. Chugani  
Mr Y.A. Dhongde  
Mr P. Gopinath  
Mr H.P. Gurg  
Mr N.R. Jadhav  
Mr M.S. Jalgaonkar  
Mr S.R. Khare  
Mr K.K.A. Kishore  
Mr B.R. Krishnamurthy  
Mr P.A. Kulkarni  
Mr K.C. Maiti  
Mr J.D. Mohite  
Mr J.P. Nadkarni



Mr K.M. Padia  
Mr V.R. Pagare  
Mr S.R. Parab  
Mr A.V. Potdar  
Mr S.A. Prabhu  
Mr V.S. Ranganathan  
Mr P.S. Sastry  
Mr S.S. Sawant  
Mr P.W. Suradkar  
Mr S.G. Suvarna  
Mr D.A. Tandel

Mr G.E. Palkhiwalla  
Mr B.M. Panarkar  
Mr D.B. Par  
Mr V.P. Patankar  
Mr R.A. Patel  
Mr S.N. Patel  
Mr J.Y. Patkar  
Mr R.S. Pednekar  
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Mr A.R. Pereira  
Mr A.E. Peters  
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Mr P.N. Rao  
Mr Kanwal Sachdev  
Mr A.N. Saklani  
Mr S.K. Sarkar  
Mr B. Sengupta  
Mr R.R. Shedge  
Mr R.M. Shukla  
Mr R.R. Siganporia  
Mr F.E. Vakil  
Mr F.M. Vakil  
Mr K.D. Vankar  
Mr A.F. Vaz  
Mr Newman Vaz  
Mr L.K. Vaze

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Mr N.D. Chavan  
Mr V.D. Chavan  
Ms R.X. Gonsalves  
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Mr R.P. Mhatre  
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Ms C. Reporter  
Ms L. Saldanha  
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Mr T.V. Swaminathan  
Mr S.R. Taskar  
Ms S. Thrivikraman

**Medical Services**  
Ms S.R. Mansabdar

**Operations**  
Mr D.K. Barve  
Mr M.J. Bomanbehram  
Mr V.R. Chavan  
Mr A.R. Fernandes  
Mr D.B. Irani  
Capt. K. Khan  
Mr S.S. Kulkarni  
Mr T. Mani  
Capt. K. Menzies  
Capt. K. Mohan  
Mr S.B. Padhye  
Capt. A.S. Ray  
Capt. A.K. Sen  
Mr B.P. Thomas  
Capt. R.S. Sidhu  
Capt. A.K. Verma

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Mr R.S. Gawde  
Mr S.M. Kadam  
Mr K.V. Kundhadia  
Mr V.D. Makwana  
Mr M.V. Nalavade  
Mr S.K. Patwardhan  
Mr P.T. Pinjo  
Ms R.L. Vaidya  
Mr N.A. Virash  
Mr U.G. Waghmare  
Ms V.A. Waingankar  
Mr D.V. Worlikar

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Mr K.A. Shivdasani

**NAIROBI**  
**Commercial**  
Mr J. Okech  
Mr B. Mwangi

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Ms C. Henry  
Mr S. Nardulli  
Ms D. Yellamaty  
Mr A. Bhatia

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**Finance & Accounts**  
Ms M. Locampo

**Stores & Purchase**  
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**OSAKA**  
**Commercial**  
Mr S. Takeuchi

**PARIS**  
**Commercial**  
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Mr P. Girardin

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**ROME**  
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Mr S. Almanza  
Mr S. D'Ascani

**Inflight Service**  
Mr Barbarossa

**SINGAPORE**  
**Commercial**  
Mr A.K. Sarwal

**Engineering**  
Mr D.K. Singhal

**TANANARIVE**  
**Commercial**  
Mr S.H. Maury

**THIRUVANANTHAPURAM**  
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Mr C.D. Sukumaran

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Ms E. Yamada  
Mr K. Umetsu  
Mr S. Omura  
Mr O. Agu  
Mr H. Saito  
Mr S. Karihara  
Mr N. Ono

**Department of Information Technology**  
Mr Sakae Hanawa  
Mr N. Saiba

**TRIPOLI**  
**Commercial**  
Mr J. Mehra

**WARSAW**  
**Commercial**  
Ms I. Budnik

**WASHINGTON**  
**Commercial**  
Mr R. Saxena

**SERVICE MEMENTOES FOR AIR HOSTESSES (10 YEARS)**

Ms K. Aiyanna  
Ms O.N. Ambegaonkar  
Ms K.M. Bharda  
Ms U.B. Bhosale  
Ms J. Bhushi  
Ms K.C. Brown  
Ms V.D. Cerejo  
Ms S.K. Chandy  
Ms G.C.D'Souza  
Ms A.V. Damle  
Ms Dhan N. Daruwala  
Ms V.P. Gadagkar  
Ms S.D. Gattani  
Ms Thanzami Hauva  
Ms N.K. Ibrahim  
Ms S.M. Jandani  
Ms Mita M Joshi  
Ms A.S. Kulkarni  
Ms R.N. Khanna  
Ms N.C. Kense  
Ms Neeta Khungar  
Ms Nikhat Khan  
Ms N.M. Khambatta  
Ms R.G. Kulkarni  
Ms B.C. Kailash  
Ms K. Kashipri  
Ms N.M. Lal  
Ms Anita Kishor Lal  
Ms J.H. Mhambrey  
Ms S. Malik  
Ms K. Mazumdar Mitra  
Ms Parna P Mukherjee  
Ms V.R. Mehta  
Ms Meena M Phatak  
Ms R.G. Paris  
Ms Chhaya C Rele  
Ms Neena Sishota  
Ms Manisha Singh  
Ms S.S. Shivangi  
Ms A. Shetty  
Ms Chhaya A Shinde  
Ms Y.C. Sequeira  
Ms C. Saini  
Ms Shruti Shroff  
Ms U. Shivaprasanna  
Ms Tupti M Shah  
Ms Deepali Shukla  
Ms Mamta Sharma  
Ms M.S. Thomas  
Ms Manju Tanwar  
Ms Shubhada Vaidya  
Ms Chhaya Wadia



## Senior Officials Address Employees at Annual Awards Functions

The annual awards function was so far held only in Mumbai. This year, since the number of recipients of Long Service Mementoes and Merit Awards was more than in the past, the function was decentralised and

held at New Delhi, Calcutta, Madras and Thiruvananthapuram in addition to Mumbai.

While **Mr Brijesh Kumar**, Managing Director, **Mr S.V.N. Ranga Rao** and **Mr N.C. Padhi**, Deputy Managing Directors, were

chief guests at the sessions held in Mumbai, **Mr Russi Mody**, Chairman, was the chief guest in Calcutta. **Mr M.P. Mascarenhas**, Deputy Managing Director; **Mr V.K. Verma**, Director-Delhi Region; and **Mr R. Satish**,

excerpts from the speeches delivered at stations other than Mumbai.

"Employees are the most important asset for an organisation. Unless we take care of this asset, the entire

and work together so that it becomes one of the finest airlines in the world."

- **Mr Russi Mody, Chairman, in Calcutta.**

"It gives me immense pleasure to inform you that we carried 23 per cent more passengers in 1995-96 as compared to the previous year and our market share has improved as well. While in 1994-95 we ferried 2.27 million passengers, a record 2.8 million passengers were carried in 1995-96. The number is expected to cross the three million mark in the current financial year."

- **Mr M.P. Mascarenhas, Dy. Managing Director, in Madras.**

"Management has been conscious of the need to enhance career progression opportunities of employees and, with a view to eliminating stagnation that has occurred in the past, has brought about changes in the promotion policy for all officers and staff in the Company. This should motivate employees to improve their performance and thus help in meeting the goals and objectives of the Company."

- **Mr V.K. Verma, Director-Delhi Region, in New Delhi.**

"There has been significant improvement in on-time departures, aircraft availability and equipment serviceability. All your efforts will generate enough confidence in the market and resurgence in Air-India. If the current tempo is maintained, we are sure to surpass our past glory."

- **Mr R. Satish, Director-Airport Services at Thiruvananthapuram.**



Mr Russi Mody, Chairman and Chief Guest at the annual awards function held in Calcutta, and Mr S. Mukherjee, Director-Inflight Service & Business Development, with some recipients of Long Service Mementoes and Merit Awards.



Recipients of Merit Awards, Long Service Mementoes and Best Staff of the Quarter with Mr M.P. Mascarenhas, Deputy Managing Director, at Madras.



Mr V.K. Verma, Director-Delhi Region, and Poorna, d/o Ms Priya Kannan of Commercial Department, lighting the lamp to mark the commencement of the function in Delhi. Others (from L to R) are Mr J.D. Sharma, Member-Labour Relations Committee-North India Region; Mr Jai Prakash, the seniormost employee at Delhi; Mr D.R. Verma, Chairman, Air-India Employees' Guild; Mr C.B. Rawat, President, Air Corporations SC/ST Employees' Association; and Mr D.S. Kohli, Deputy General Manager-Human Resources Development.

Director-Airport Services, were chief guests at Madras, New Delhi and Thiruvananthapuram respectively. Each of these senior officials addressed the employees on the occasion. We reproduce

backbone of the airline will become weak. The Management is committed to improve the well being of all our employees. With renewed confidence let us, today, dedicate ourselves to this airline



Mr R. Satish, Director-Airport Services, addressing employees at Thiruvananthapuram.

## "Make Air-India a Quality Airline" - Brijesh Kumar

(Contd. from page 1)

we work in a department that interacts directly with the customer or in a backup department, remarked the Managing Director. Citing examples, he said, "If a telephone operator speaks courteously to a customer, he will think highly of Air-India; likewise, if he speaks rudely, the customer will have a poor impression of Air-India."

Backup departments were equally important, he said. e.g., an Engineer would think poorly of the Stores & Purchase Department if a part that he required was not available. Thus, employees' commitment was highly dependent on their relationship with each other as well as the management, he added.

### Marketing the Airline

Each one of us represents Air-India and, in a way, is marketing the airline, stated Mr Kumar. He therefore appealed to the employees to desist from denigrating the national carrier in public places and urged them to overcome weaknesses and find solutions together. "It is the duty of all of us to see that the level we have attained is now sustained in the future," he concluded.

**Mr S.V.N. Ranga Rao**, Deputy Managing Director, who addressed the employees in an earlier session, stated "You all are aware that the Company is going through troubled times and there is a need for all of us to pull

ourselves and meet the challenges so that we tide over the present difficulties. We have to increase our earnings through better yield and revenues. At the same time, we must reduce costs in all areas without affecting the functional efficiency, so that we can turn the corner and reap profits."

**Mr N.C. Padhi**, Deputy Managing Director, also spoke on the occasion. "I know that all of you want Air-India to succeed," he said. "Productivity improvements would be the key to our success. The emolument packages of all categories have been linked to productivity and performance. If you perform better, this would considerably

increase your earnings, he averred.

Earlier in his welcome address, **Mr N.S. Rajan**, Director-Human Resources Development, said that the management was proud of the recipients and expressed deep appreciation for their loyalty.

### Three R's

He was confident, he said, that if all Air-Indians practised the three R's - Relevant (i.e. keep up with the changes taking place in the market place), Response (to the needs of our customers) and Relationship (with colleagues as well as management), we would achieve great success in our endeavours.



Members of the Air-India Council of Cultural Relations singing "एअर-इंडिया के हम कर्मचारी" (We Employees of Air-India) at the function in Mumbai. To depict the importance of team spirit, the artistes were dressed in their colleagues' uniforms. Mr Y.M. Irani, Chief Traffic Assistant, Documentation Section, Booking Office, was attired as the Air-India Maharajah.

The awards were presented, amidst thunderous applause, by **Mr Brijesh Kumar**, Managing Director; **Mr S.V.N. Ranga Rao** and **Mr N. C. Padhi**, Deputy Managing Directors; **Mr P.B. Kumar**, Director of Engineering (Engine Overhaul); **Mr J.N. Gogoi**, Director-Engineering and Director-Civil Works & Properties; **Mr D.S. Amist**, Director-Security; **Ms A. Mascarenhas**, Director-Planning & International Relations; **Mr N.S. Rajan**, Director-Human Resources Development; **Mr S. Vishwanathan**, Director - Stores & Purchase; **Capt. K. Mohan**, Director-Operations; **Mr T.G. Sundararajan**, Director-Finance; **Dr P. Sen**, General Manager-Department of Information Technology; **Dr S.K. Puri**, General Manager - Medical Services; and **Mr Amod Sharma**, Secretary and General Manager - Administration, Air-India.

The programme commenced with an invocation song by **Mr N. S. Venugopal**, Sr Office Assistant, Engineering Department. An audio-visual depicting Air-India's theme song was screened during the function. The Air-India Council of Cultural Relations enthralled the audience with a rendition of a song specially composed for the occasion, and conducted by **Mr Chandu Beloskar**, Assistant Manager, Advertising & Special Promotions. The programme concluded with the national anthem.

Reproduced below is a poem written by **Mr Shariar Karim**, Dy. Manager, Inflight Service Department. It was prominently displayed in the Inflight Service Auditorium during the Annual Awards function held in Mumbai on August 1, 1996 along with the names of all the recipients of Merit Awards and Long Service Mementoes which too were handwritten by Mr Karim.

## PILLARS OF PRIDE

Honouring all  
Air-Indians  
At home and abroad,  
Recipients of mementoes  
And winners of awards,  
The strengths of our yesterdays,  
The hopes of tomorrow,  
Set good examples-  
For others to follow,  
Let's unite as one,  
Work hard and try,  
Work hard and try,  
To stand firm on ground  
And rule the sky,  
Let's remember the efforts,  
Of those who have tried,  
As we now look up to you  
-Our Pillars of Pride.

## New Billing and Settlement Plan

A new Billing and Settlement Plan (BSP) has been introduced by airlines and travel agents in India effective July 16, 1996. While initially six airlines, including Air-India, are participating in the Pilot Project, all other International Air Transport Association carriers operating to/from India will become part of the programme by mid-1997.

manual operations. Further, centralisation of the processing and distribution of Standard Traffic Documents, by allowing better control, improves cash flow and credit control of BSP Airlines.

The programme which has the active support of both Agents Associations in India, viz. Travel Agents Association of India and



Mr G.S. Ahuja, Regional Director-India, Air-India, announcing the launch of the new Billing and Settlement Plan at a press conference held in Mumbai on August 9, 1996. Others (L to R) are : Mr Tej Sahni, TAAI; Mr John Malkowski and Mr Tom Murphy, IATA, Geneva; Ms Chitra Sarkar, Dy. Commercial Manager-Agency & Interline Sales, Air-India; Mr M. Boker, Lufthansa and Mr Suresh Bhatija, TAFI.

The IATA Billing Settlement Plan, introduced at the initiative of IATA and Air-India, is a standardised system for airlines and agents providing a simplified method for selling, reporting and administering passenger air transportation.

As a result of the introduction of the new system, all airlines will use Neutral Standard Traffic Documents (NSTD) drawn from a single source, the BSP Manager, instead of their own dedicated stock. Besides reducing billing and collection costs of airlines, due to only one set of standard procedures, the system also makes training of agents simpler and shorter. Agents are also permitted to report sales electronically or on magnetic tape thus saving both time and manpower needed for

Travel Agents Federation of India, was launched at a press conference in Mumbai on August 9, 1996.

Among those present on the occasion were Mr Tom Murphy, Sr. Director, Customer and Distribution Services and Mr John Malkowski, Director-Agency Programme, IATA, Geneva; Mr M. Boker, Vice President, Lufthansa and Member, BSP India; Mr Tej Sahni, President, Travel Agents Association of India; Mr Suresh Bhatija, President, Travel Agents Federation of India; Mr Kiran Yadav, Manager, Billing and Settlement Plan - India, IATA; and Mr G.S. Ahuja, Regional Director-India and Chairman, BSP India Panel, and Ms Chitra Sarkar, Dy. Commercial Manager-Agency & Interline Sales, and Chairman, BSP Steering Panel.

## Japan Jottings



Air-India, Osaka, conducted an essay competition on India and Air-India in the Nagoya region. The entries were judged by Prof. S. Shigematsu of the University of Nagoya and Mr T. Kobayashi, Dy. Chief, *Chunichi Shimbun*, a leading Japanese daily newspaper in Nagoya region. Maj. J.J. Singh, Manager-West Japan, is seen presenting an Air-India ticket to the winners - Mr K. Sato, University of Nagoya; Ms M. Kobayashi, University of Soka; and Ms Y. Suzuki, Toyohashi Higashi High School. Mr T. Hibii, District Sales Manager, Nagoya, is second from right.

Air-India participated in the Kobe Matsuri, in Kobe. The annual event was witnessed by 200,000 people and covered by Osaka TV. Mr R.R. Gulgule, Accounts Manager, and Ms Y. Hashimoto, Reservations Agent, are seen in front of the Indian float with the Air-India Maharajah.



## J.R.D. Tata Memorial Trust Celebrates 92nd Birth Anniversary of J.R.D. Tata

Glowing tributes were paid to late J.R.D. Tata, the father of Civil Aviation in India, at a function organised in Mumbai by the J.R.D. Tata Memorial Trust on August 3, 1996 to observe his 92nd birth anniversary which fell on July 29.

Mr H.S. Khola, Director General of Civil Aviation, who was the chief guest, said that despite Air-India being a small airline, it could compete with world airlines because Tata, its founder, laid stress on safety and quality of service. "The ideals pursued by Tata in the '40s and '50s still hold good notwithstanding the emergence of mega carriers," he added.

Mr Khola said Tata's vision for privatisation of air services and liberalisation in India has come

true. He spoke about the need to remove congestion in the air space and dwelt at length on the question of maintenance and the need to store adequate spares.

Capt. D. Bose, former Managing Director and Chairman of the Trust, traced the history of Air-India and the role played by J.R.D. Tata in establishing the

association with Tata.

Mr Naresh Goyal, Chairman, Jet Airways (I) Ltd.; Mr V.P. Arora, Regional Director, Indian Airlines; and Mr Murad Fyzee, an old friend of Tata, recalled the role played by him in bringing India on the world air map. Mr P.S. Ganapathy, Addl. General Manager (Technical), Operations Department, Air-India and Chairman, Aeronautical Society of India, earlier welcomed the gathering. Mr B.P. Baliga, Sr. Vice President, Jet Airways (I) Ltd., and also a Trustee, gave the vote of thanks.

On behalf of many who revered Tata, Mr Srikant Jadhav of Engineering Department, presented a portrait of the former Chairman to the Trust. The portrait has been exhibited in the office of the Trust at the Old Airport, Mumbai.



(L to R) Mr V.P. Arora, Regional Director, Indian Airlines; Mr M.P. Mascarenhas, Dy. Managing Director, Air-India; Capt. D. Bose, Chairman, J.R.D. Tata Memorial Trust; Mr H.S. Khola, Director General of Civil Aviation; Mr Naresh Goyal, Chairman, Jet Airways; Mr Murad Fyzee, close associate of Tata; and Mr S. Narayanswamy, Executive Trustee.

airline. Mr M.P. Mascarenhas, Deputy Managing Director, Air-India and Trustee, recalled his

## New Facilities for Passengers

### Check-in Counters for Senior Citizens

Special check-in counters have been set up at IGI Airport, New Delhi and Heathrow Airport, London, for senior citizens to enable them to check-in faster and conveniently. Floor Walkers, who monitor the check-in at the airports, have been assigned to attend to senior citizens and ladies accompanied by small children.

Special Handling Units at other airports provide assistance to senior citizens.

### Coach Service for Punjab Passengers

A coach service has been introduced between Indira Gandhi International Airport, Delhi, and Jalandhar effective July 1, 1996 for the convenience of our passengers travelling to Punjab.

The airconditioned coach, with Air-India colours, leaves IGI Airport daily after the arrival of our flights from London and Toronto, providing passengers a convenient means of transport to Punjab and back to IGI Airport. Passengers have to purchase their coach coupons costing Rs.350/-, or equivalent in US dollars, on arrival at Delhi Airport or through our Jalandhar office at the time of purchase of their air ticket.

## Musical Evening

Air-India and HMV jointly hosted a grand function at Hotel Juhu Centaur, Mumbai at which Ustad Nusrat Fateh Ali Khan mesmerised hundreds of fans with his enthralling performance.

The function was held to release "Sangam", an album

which fuses the beautiful lyrics of Javed Akhtar with the unique singing style and contemporary music of Ustad Nusrat Fateh Ali Khan.

Luminaries from film, music and corporate circles graced the function.



At the launch of "Sangam" in Mumbai (from L to R) are : Mr H.S. Uberoi, Commercial Director, Air-India; Pandit Shivkumar Sharma, Santoor maestro who released the album; Ustad Nusrat Fateh Ali Khan; Mr Javed Akhtar, who beautifully rendered his poem on the occasion; and Mr Harsh V. Goenka, Chairman, RPG Enterprises Ltd.

## The Sky is No Limit !

A record for high altitude flying was set enroute Delhi - Hong Kong on flight AI-312 of May 21, 1996 which for the first time flew at a height of 13,000 metres (42,600 feet).

The flight, operated with our Boeing 747-200 Krishna Deva Raya (VT-EFU), was under the command of Capt. K.D. Pathak, Dy. Operations Manager (Air Safety) with Capt. G.P. Nambiar as Co-pilot and Mr C.D. Adwani, Manager-Technical Training as Flight Engineer.

About three and a half hours after take-off, when the aircraft



Capt. K.D. Pathak

was flying over Chinese airspace, Air Traffic Control advised that a change in altitude was necessary. The choice was between 9,000 metres (29,500 ft.) and 13,000 metres (42,600 ft.). The maximum altitude capability of the 747-200 aircraft is 13,720 metres (45,000 ft.) and to the best of knowledge, none of our flights have ever operated beyond 12,500 metres (41,000 ft.) altitude.

Taking all the relevant factors into account, the Commander opted for the higher altitude and the aircraft climbed to 13,000 metres (42,600 ft.) after observing all laid down procedures. Operating at higher altitudes lowers the fuel consumption. In this particular case 4,800 kgs of fuel was saved.

## Sayonara



**Mr S. Mukherjee**,  
Dy. General Manager,  
Commercial,  
New Delhi.  
Ser : 38 yrs 2 mths



**Mr T. D'Mello**,  
Manager,  
Inflight Service,  
Mumbai.  
Ser : 37 yrs 9 mths



**Mr K. Sethumadhavan**,  
Sr. Manager-  
Purchase (T), Stores &  
Purchase, Mumbai.  
Ser : 37 yrs 7 mths



**Mr M.D. Bhajnik**,  
Head Cleaner, COD,  
Engineering,  
Mumbai.  
Ser : 36 yrs 5 mths



**Ms S.G. Naik**,  
Asst. General Manager,  
Inflight Service,  
Mumbai.  
Ser : 36 yrs 5 mths



**Mr A.R. Balasubramanian**,  
Asst. Manager,  
Stores & Purchase,  
Madras.  
Ser : 36 yrs 3 mths



**Mr A.W.A. Majid**,  
Sr. Foreman, MMD,  
Engineering,  
Mumbai.  
Ser : 36 yrs 1 mth



**Mr K.T. Pawar**,  
Foreman, MMD,  
Engineering,  
Mumbai.  
Ser : 35 yrs 11 mths



**Mr K. Sivaraman**,  
Regional Manager-S.I.,  
Commercial,  
Madras.  
Ser : 35 yrs 10 mths



**Mr T.S. Lakshmanan**,  
Communications Officer,  
Department of Information  
Technology, Madras.  
Ser : 34 yrs 1 mth



**Mr A.M. Reuben**,  
Manager-Catering/  
Cabin Service, Inflight  
Service, Mumbai.  
Ser : 34 yrs



**Mr Ramesh Angle**,  
Manager,  
Inflight Service,  
Mumbai.  
Ser : 33 yrs 5 mths



**Mr H.F. Jesia**,  
Manager,  
Inflight Service,  
Mumbai.  
Ser : 33 yrs 1 mth



**Ms M.P. Elavia**,  
Asst. Manager-Sales,  
Commercial,  
Mumbai.  
Ser : 32 yrs 6 mths



**Mr S.K. Chakravarty**,  
Manager,  
Inflight Service,  
Mumbai.  
Ser : 31 yrs 5 mths



**Mr Y.R. Vijh**,  
Asst. General Manager-  
Flight Despatch,  
Operations, Mumbai.  
Ser : 31 yrs 3 mths



**Mr A.B. Ambule**,  
Head Cleaner,  
Inflight Service,  
Mumbai.  
Ser : 31 yrs 1 mth



**Mr B.J. Pande**,  
Head Driver,  
Airport Services,  
Mumbai.  
Ser : 30 yrs 8 mths



**Mr K. Ranganathan**,  
Area Sales Manager,  
Commercial,  
Auckland.  
Ser : 29 yrs 4 mths



**Mr L.G. Pittal**,  
General Manager,  
Civil Works &  
Properties, Mumbai.  
Ser : 28 yrs 3 mths



**Mr R.U. Patil**,  
Asst. General Manager,  
Security,  
Mumbai.  
Ser : 27 yrs.



**Mr D.S. Sawant**,  
Foreman, COD,  
Engineering,  
Mumbai.  
Ser : 26 yrs 2 mths



**Mr S.T. Salunke**,  
Head Security Guard,  
Security,  
Mumbai.  
Ser : 25 yrs.

*Skills aren't enough; it's your attitude  
that makes the difference.*

## Family Pride

**Geetanjali**, d/o **Ms Mehroo Bali**, Manager-Product Development, Mumbai, has done her parents proud by obtaining a Bachelor of Arts (Hons.) degree with a distinction. She stood first in Economics in the Mumbai University and second in the University's General Merit list with 78 per cent marks.



Geetanjali



Rashmi

marks in Physics, Chemistry and Maths.

**Rashmi**, d/o **Mr G.S. Bankoti**, Senior Security Manager, Frankfurt was the proud recipient of a certificate from the Frankfurt International School for excellence in life science.

Earlier, Geetanjali scored the highest marks in a six-week course in Windows to computing conducted by APTECH. In 1995, she was awarded SAN-KYU (Brown Belt) in Karate by Goju-Ryu, affiliated to the International Okinawan Goju - Ryu Karate - Do Federation. She secured third place in the Inter-Dojo Kata Competition held in 1994.



Sachin



Priyanka



Adnam

Certificate of Training for completing the initial course in Bharata Natyam.

**Sachin**, s/o **Mr Ravindra P. Mhatre**, Section Supervisor, Department of Information Technology, Mumbai, has passed the H.S.C. examination held in March 1996 with flying colours. He secured an aggregate of 90.17 per cent and 287 out of 300

**Adnam**, s/o **Mr M.A. Sura**, Dy. Manager, Inflight Service Department, Mumbai, has achieved remarkable success in the Indian Certificate of Secondary Education Examination held in March 1996. He obtained 94 per cent marks.

## Mileage Accrual Procedure of Flying Returns Simplified

Mileage points accrual procedure for Flying Returns members has been simplified with the introduction of a new sticker system.

A pad of stickers is now being provided to members of the Joint Frequent Flyer Programme every month along with their mileage points statement. Passengers have to only quote their membership number at the time of booking tickets, fill in and paste

the sticker on the ticket coupon, and hand it over, along with their Flying Returns Membership Card, while checking-in at the airport. Mileage points will be credited once the ticket coupon and the sticker reaches the Member Service Centre. The introduction of this new system, replaces the earlier one which required members to mail voucher slips, boarding passes or ticket jackets to the Member Service Centre for accrual of mileage points.

## Transfer

**Mr B. R. S. Rao**, Regional Director - Gulf & Middle East, Dubai, has effective July 22, 1996 been transferred to London as Regional Director - United Kingdom & Ireland.

## Achievers

**Ms Rekha Kanoor**, a paralytic passenger using a catheter, who travelled recently by Air-India from Mumbai to New York, needed to have her urine disposal bag changed. Para-medical help was sought for the purpose during transit at Heathrow Airport, London. Since this was delayed, **Ms A.R. Engineer**, a Senior Check Air Hostess, went beyond the call of duty and changed it for her.



Ms A.R. Engineer

**Mr S. Mukherjee**, Director-Inflight Service & Business Development, has written a commendatory letter to Ms Engineer on behalf of the Management for the admirable service rendered by her to the passenger.

**Mr A.M. Pavaskar**, Junior Security Assistant, who was on duty at the X-ray machine, found something suspicious while screening the baggage of a passenger who was scheduled to travel Mumbai-Dubai by AI-713 of August 6, 1996. On physical checking of the baggage, foreign currency worth Rs.4 lakhs was found in it. Mr Pavaskar seized the currency and handed it over to the Customs Authorities for further action.

Well done, Mr Pavaskar!

**Mr Nagesh Naidu**, Sr. Operator, Ramp Operations Division, Airport Services, was nominated "Staff of the Month" by representatives of Singapore Airlines, Mumbai Airport, in recognition of his consistently good performance on their flights.



Mr Nagesh Naidu

While commending Mr Naidu for his exemplary performance, **Mr S. Chakravarty**, Dy. General Manager, ROD, exhorted him to display the same zeal in all his future assignments.



Mr Rajan S. Ghadge

**Mr Rajan S. Ghadge**, Security Assistant, Security Department, Mumbai Airport, a keen mountaineer, was recently selected by the Director, Indian Mountaineering Foundation, Delhi, to participate as Official Representative of the Indian Climbing Team in Singapore. Earlier, he successfully completed the International Judges course and seminar conducted by the President, Asian Council of International Climbing Competitions in Seoul. He was the only Indian to be selected for the course and is now qualified to appear as a judge in any Rock Wall Climbing Competition in India and abroad.

**Mr S. Pisat**, Traffic Assistant, Sahar Airport, Mumbai, found a pouch containing US\$ 1,380 and USSR Roubles 6,000, besides documents, belonging to one of our passengers in the Transit area. He handed it over to **Mr A. Zhagade**, Shift-in-charge, Security who in turn ensured the pouch was returned to its owner.



Mr S. Pisat

On behalf of the Management, **Capt. V.R. Nair**, Commercial Manager-Mumbai Airport, has written a letter of appreciation to Mr Pisat for his act of honesty and integrity.

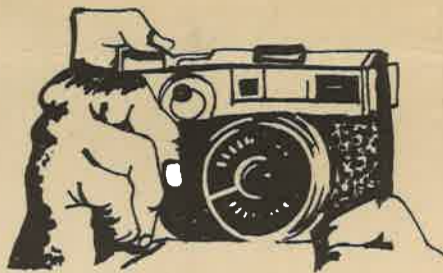
## Obituaries

We deeply regret to announce the sad demise of the following staff:

**Mr P. K. Guha**, District Sales Manager, Commercial Department, Chittagong. Service: 23 years 6 months.

**Mr Balbir Roy**, Chief Traffic Assistant, Commercial Department, Calcutta. Service: 16 years 4 months.

# Picturespeak



Mr G.S. Ahuja, Regional Director-India, and Ms K.S. Banga, Passenger Sales Manager-Western India, chatting with Mr Abdul Nasser, Proprietor, Akbar Travels of India; and Mr and Ms K. Ramchandani, Proprietors, Karman Travels, at a get-together arranged recently for travel agents in Mumbai.



Mr J.N. Khanna, Manager-Eastern Province Dhahran, seen with Mr S.M. Naqvi, Regional Director, Government of India Tourist Office, Dubai; and Mr Abdulrehman Muqbil, Assistant Vice-President-EP, and Mr Khalid Z. Tawfiq, Manager-Sales, Messrs SAUDIA, Dhahran, during the Indo-Gulf Tourism Meet '96 held recently in Dammam.



Mr G.R. Rangarajan, Manager-Thailand, presenting an Air-India ticket, Bangkok-Tokyo-Bangkok, to Mr Takul Vuthivam, the lucky winner of a draw at 'Bonus Bonus Programme' organised at the Menam Hotel in Bangkok. Also in the picture are Mr Daecha Tangsin, General Manager and Mr Rene Pisters, Resident Manager of the hotel.



Ms N.K. Patell, Manager-Mauritius, Seychelles, Madagascar & Reunion, Ms D. Pillay, Sr. Confidential Assistant, and Mr K. Conhye, Messenger, Air-India, Mauritius, with the nine IATA agents from their territory who participated in the South Asia Trade & Tourism Exhibition held recently in Delhi.



Mr Brian J. D'souza, Chief Traffic Assistant, Sales & Space Management, Mumbai, was the recipient of the "Best Staff of the Quarter Award" for the period April-June 1996. He is seen receiving a cheque of Rs. 2,000/- from Mr O. Shekharan, the then Dy. Commercial Director-Sales & Space Management.

Air-India, Durban, recently participated in the International Airline Showcase organised by Messrs Braby Ross, a local travel agency in Durban. All international airlines operating out of Durban were represented at the Showcase and served the cuisine of their own country. Mr P.K. Gupta, Manager-Natal, is seen in front of the Air-India pavilion with Ms Sandra Govender, Manager, Braby Ross.



A group of 16 devotees of His Divine Holiness Pramukh Swami Maharaj of the Bochasaninasi Shree Akshar Purushottam Sanstha travelled recently in the First Class by our flight Mumbai-London-New York. Mr Kailash Singh, Manager-Sales, who made all the necessary travel arrangements for the group, is seen being blessed by His Divine Holiness.



Ms Kruti Parekh, the little magician from Mumbai, performed a charity show in Natal. Air-India sponsored her visit to Durban. Ms Parekh is seen during the show with Ms Kalpita Sen of our Durban office during the show.



Mr D. Golder, District Sales Manager, Calcutta, Mr A.K. Sarkar and Mr M.K. Das, Asst. Airport Managers, Calcutta Airport seen with members of the Calcutta Blues Cricket Club prior to their departure for London. The team, whose visit to the U.K. was sponsored by Air-India, played exhibition matches against the first division club sides in English Counties.



Top travel agents were invited to taste the culinary delights at the Mexican Food Festival organised by Hotel Oberoi Towers, Mumbai. Western India participated in the festival by flying in two chefs and a band of four Jarocho musicians from Guadalajara, Mexico.