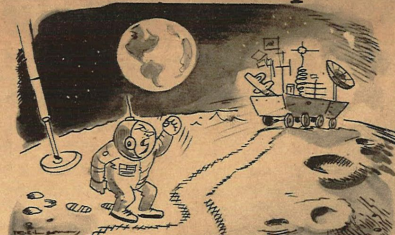




VOL. 16 NO. 11 THE STAFF MAGAZINE OF AIR-INDIA NOVEMBER 1972

Thumbs up!



"You, there, watch where you are going."



### LONG SERVICE MEMENTO

A touching moment at the presentation of long service mementos to staff on November 2, 1972. Flavia, 19-year-old daughter of Mr. Francis Gouria, photographed with the MD after she had received the watch from him. Mr. Gouria who was a Plant Technician had completed more than 26 years service, when he died only a few days before the presentation. (See story on page 3.)

## Mr. K.K. UNNI APPOINTED MANAGING DIRECTOR

### Air Marshal to retire on February 14

**M**R. K.K. Unni has been appointed the Managing Director of Air-India by the Government of India from February 14, 1973. He will succeed Air Marshal M.S. Chaturvedi when he retires from the Corporation on February 14, 1973, on reaching the mandatory retirement age. This is the first time that a senior executive of Air-India has been selected to fill the post of Managing Director. Mr. Unni is presently Assistant Managing Director, a member of the Board of Air-India, The Hotel Corporation of India Limited and Air-India Charters Limited.

Mr. Unni, 53, joined the Corporation in October 1960 from the Ministry of Transport and Communications, Government of India where he was actively associated with civil aviation and the working of the two Air Corporations from the time air transport was

nationalised in 1953.

Mr. Unni entered the Government of India Service on the basis of the All India Competitive Examination held in 1942 by the then Federal Public Service Commission. In 1952 he was deputed by the Government of India to the United States of America under the Point Four Programme for training in Administration in the United States Postal Service.

Mr. Unni was an officer of the Central Administrative Pool set up to man senior administrative posts in the Government before joining Air-India. He is also a member of the panel for top executive posts in Public Sector Undertakings. He is actively connected with the Management movement in India and is a member of the Council of the All India Management Association.



Mr. K.K. Unni

## Mr. Dastur succeeds Mr. Kooka

**M**R. Nari H. Dastur, 49, has succeeded Mr. S.K. Kooka, as Air-India's Commercial Director. Mr. Kooka has retired from the Corporation after 34 years service.

Mr. Dastur has been appointed Director of Air-India Board and also Director of the Hotel Corporation of India and the Air-India Charters Limited, the two wholly-owned subsidiaries of Air-India.

Mr. Dastur has returned to India after 22 years abroad, the last six of which as our Regional Manager-Continental Europe in Geneva. He was posted to Geneva in 1950. He was Manager, Germany from 1960 to 1964 and Manager, Italy from 1964 to 1966, before taking over as RM-CE.

Before joining Air-India in 1947, Mr. Dastur was with the Indian Army, having been commissioned in 1942. He was posted to the 5th Maratha Light Infantry, instructed trainees in a jungle training camp at Chindwara, Madhya Pradesh for some time and after a stint as adjutant of his battalion, he left the Army as a Captain.

At a press conference held at the Headquarters on November 15, 1972, Air Marshal M.S. Chaturvedi, introduced Mr. Dastur to the assembled Bombay press corps and spoke of his vast experience in the field and his dynamic energy. "He has made a success of all the stations where he has been and of the European Region as a whole which contributes substantial portion of our revenue", said the Air Marshal.

Mr. Dastur was asked a number of questions about Air-India's performance and future plans. When would Air-India turn the corner? What about the problem of overbooking? And discrimination against Indian passengers? Was Air-India planning a second gateway to the USA?

"My colleagues and I are now engaged in formulating our marketing policy and next time we meet, I shall have more to say on this", replied Mr. Dastur.

**About overbooking.** "This is a live problem. All airlines do make certain number of overbookings to take care of last minute cancellations. Otherwise planes would fly half

(Continued on page 2)

### Farewell to Mr. Kooka

At a farewell party given to Mr. S.K. Kooka by the staff at the Air-India Building on November 10, 1972, Mr. N.H. Dastur, the newly appointed Commercial Director, is seen presenting a wine cooler with a bottle of champagne in it to Mr. Kooka. (Story and more pictures on page 4 and 5).





## Brig. Joseph takes over new Dept.

A new Civil Works and Properties Department has been set up within Air-India from October 5, 1972. The Department takes over the present functions of the Civil Construction Division of the Engineering Department and will be responsible for the Corporations' works activities in India and abroad. In addition, the New Department will handle all the property matters, like hiring of accommodation and furnishing it.



Brigadier M.P. Joseph

Brigadier M.P. Joseph, 51, has been appointed as the Controller of Civil Works and Properties.

Brig. Joseph, who holds a degree in Civil Engineering from the University of Madras, had been with the army for the past 28 years, serving the Corps of Engineers popularly known as 'Sappers'. He was Dean of the Military Engineering College at Poona before coming to Air-India.

"The change to civil life is not really startling", he said "because as Chief Engineer of the Western Coast in Bombay, before I went to Poona, I had largely dealt with civilians".

He saw action in Kashmir both in 1947 and 1965 war with Pakistan. A civil engineer in the Army is not merely concerned with buildings and bridges, he must know everything about mines, explosives and bomb disposal.

### Tennis player

A keen tennis player, Brig. Joseph says he does not find much time for it now because he has a very busy schedule. "There are a few problems which are taking up all my time at the moment, especially the hangar. Once this phase is over I should be able to play tennis in the morning".

The Military Engineering College in Poona has excellent facilities for games. "We have 3,500 acres, all for ourselves and we have facilities for anything from sailing to squash".

Having spent so many years in the Army, no wonder the Brigadier is a stickler for detail and likes to work to a tight schedule. "That is the way we work in the army. For every meeting — it really has to be a big one before we call it a meeting — we have a detailed programme and agenda so that no time is wasted". He is adopting the same system in Air-India, whether it is the inspection of the hangar or a meeting with the contractors.

He is the exact antithesis of the popular concept of a professional soldier. He does not wear a handle-bar moustache nor does he speak with clipped accents — or roar when annoyed. He is mild, soft spoken and smiles often.

Married with two daughters and a son, — "the eldest is married to an Army engineer like myself". Brig. Joseph looks forward to his years in Air-India and hopes that they will be as satisfying as his career in the Army.

## ASIA '72

## PM praises our displays

PRIME Minister Mrs. Indira Gandhi visited our Pavilion at the Asia '72 Fair on November 30, 1972. She was received by Mr. R.K. Thadani, our Manager-Delhi, who took her around and explained the various displays. She particularly appreciated the posters on the ceiling and asked about the three-dimensional slides.

On November 12, 1972 Dr. Karan Singh, Union Minister of Tourism and Civil Aviation, also paid a visit to our Pavilion, which forms part of the larger Aviation Pavilion at the Fair.

The highlight of our Pavilion is the scale models of our aircraft used since 1932, from the first Puss Moth to the giant Boeing 747 jumbo jet. Besides this we have exhibited colour transslides covering significant aspects of training, maintenance and operations, an illuminated route map of our route network, some of our prize-winning posters, advertisements, brochures and inflight literature.

Selected pieces from our art collection are also on display, including classical figures in bronze and stone, miniatures and glass paintings, wood carvings and contemporary sculpture and paintings.

There is too an animated visual display of Air-India's inflight and ground service through slides projected on wall surfaces. This psychedelic colour photoplay is interspersed with attractive slides of destination points served by Air-India.

Above, Dr. Karan Singh, Union Minister of Tourism and Civil Aviation, with Mr. S.P. Dutt of our Delhi Sales (centre) and Mr. R.K. Sattawalla of our Public Relations. Below, two of our receptionists from the Delhi office taking a look at the models of our aircraft.



### Mr. Dastur succeeds Mr. Kooka (Continued from page 1)

empty. But we are trying to tackle this".

**About discrimination.** "You must look at this in perspective. The number of such complaints is not large. More and more Indian passengers are now travelling and it is not really a big problem. Swissair and Lufthansa, to name only two airlines, go out of their way to be nice to their foreign passengers. Let me ask you a question. Why does a Swiss or German national choose to fly with Air-India? He has his national airline, but he still prefers to come to Air-India. We should do something for him".

**About second gateway?** "Studies for new routes are always being made. The second gateway to the U.S. is bound to be opened. But not just yet".

**About tourism.** "More and more tourists are coming from Europe to India, but compared to the existing potential the people who come to



Prime Minister Mrs. Indira Gandhi being shown around our Pavilion at the Asia '72 Fair by Mr. R.K. Thadani, our Manager-Northern India (second from right).



## Maharajah Mia

By

Meher Heroyce Moos



(Miss Moos, one of our hostesses, is a poetess. She wrote this poem while on a flight between Addis Ababa and Bombay on October 29, 1972, and gave it to Mr. Kooka, who was on the same flight. Two of her poems have previously appeared in the Magic Carpet.)

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 traveller's 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!"

The Managing Director was asked about Air-India's performance in the first half of the current year. "Air-India is still in the red. We are handicapped by the limited natural growth of the Indian market".

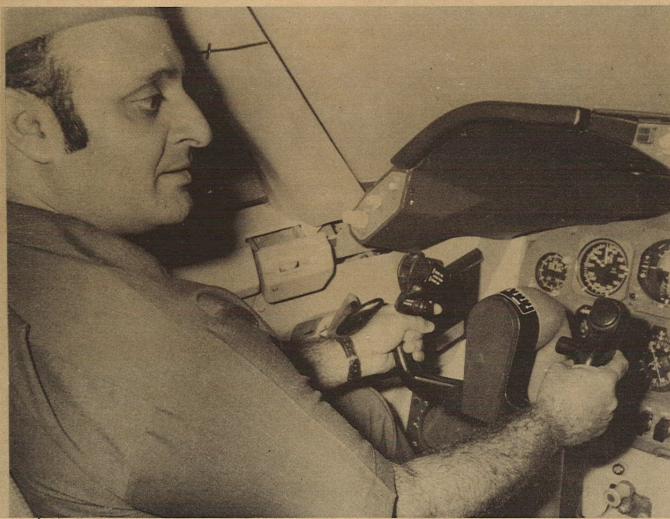
Asked about the progress of hotels he said: "The Centaur at Bombay Airport is likely to be ready by the end of 1973 and the Centaur at Juhu some time in 1975".

India from Europe is a drop in the ocean. About 100 million affluent Europeans take holidays each year. Tourists from Europe are ready and willing but we are not ready yet. The idea of developing of our beaches is just catching on but a lot more needs to be done.

"Mostly the Europeans take their holidays in July and August, particularly the French, and the number of (European) tourists coming to India in July at present is about the same as in December and January. In the case of France more tourists come (to India) in July and August than in December and January.

"We should therefore launch a project to promote India all the year round. Mass tourism, however, will not be a success until and unless Air-India, Indian Airlines, the Railways and the travel agents work hand in glove with one another."





Dr. Karan Singh, Union Minister of Tourism and Civil Aviation, photographed at the controls of our Boeing 747 Simulator during his 15-minute ride. He was on his first ever visit to our Operations Training School and Cabin Crew Training School.

## "You symbolise country's traditional hospitality"

— Dr. Karan Singh tells Cabin Crew —

A 15-minute flight in our Boeing 747 simulator and a quick tour of our Cabin Crew Training School were the highlights of a first ever visit by Dr. Karan Singh, Union Minister of Tourism and Civil Aviation, to our Technical Base on October 26, 1972.

Dr. Karan Singh, accompanied by Mrs. Karan Singh, was on his way back to Delhi after attending the Tourism Development Council meeting in Goa. He spent a couple of hours during the stopover at our Base.

He was received at Bombay Airport by Air Marshal M.S. Chaturvedi, Managing Director, and Mr. K.K. Unni, Assistant Managing Director. On arrival at the Boeing 747 simulator, he was met by Captain R.V. Goday, Operations Manager (Central Division)

and Capt. C.R.S. Rao, Dy. Operations Manager (Training Division). Among those present on the occasion were Mr. K.G. Appusamy, Director of Engineering, Mr. C.V.R. Rao, Financial Controller and other senior officers of the Corporation.

For his brief flight in the simulator, Dr. Karan Singh occupied the left hand seat and was able to see for himself just how realistic a ride in the simulator could be. Captain Goday, who was in command, did two take-offs and landings. The Minister was impressed with the simulator and asked several searching questions about pilot training.

### CCT School

Later visiting the Cabin Crew Training School nearby, where he was met by Mr. N.N. Dewan, Commercial Manager-Customer Service, he went round the class rooms, saw the trainee hostesses and pursers before going to the Boeing 747 mock-up to have tea in the Maharajah Lounge.

Addressing the trainee hostesses and pursers in the spacious cabin of the 747 mock-up, Dr. Karan Singh said: "Although I have been flying Air-India for the last twenty years and have been closely involved with the growth and development of Air-India in the last five years as the minister, this is the first time I have had an opportunity to visit this training establishment and see something of the hard work that goes into training hostesses and pursers".

He said that Air-India had an extremely creditable record in the air transport industry. If Air-India has been able to maintain its pre-eminent position in this highly competitive field it is because its service is considered among the best. It is a matter of great pride that it has maintained its old tradition, despite generally falling standards all over. He congratulated the Corporation, and particularly its younger staff.

"You are the ambassadors of goodwill for this country", he told the trainees. "In your behaviour you symbolise this country's traditional hospitality and courtesy. You have a rewarding career ahead of you. Every passenger comes in contact with you first and so it is your responsibility to do a good job".

## LONG SERVICE MEMENTOS, MERIT AWARDS FOR STAFF

LONG service mementos and Merit Awards for 1970-71 were presented to staff by Air Marshal M.S. Chaturvedi, Managing Director, at three separate functions last month. The functions were held on November 2, 10 and 24, 1972, in the first floor canteen hall at the Technical Building at Santa Cruz.

Because of the large number of staff who had completed 25 years service in 1971 and 1972 (till August 1), it would have been impossible to complete the presentation at one time. The Personnel Department therefore had no other alternative but to choose three different dates.

On November 2, 1972, 142 staff received their watches and 42 staff their Merit Awards. On November 10 and 24, 1972, the remaining 318 staff received their watches.

### Touching scene

A touching scene was witnessed by those present on November 2. As Mr. Francis Gouria's name was announced, his 19-year-old daughter, Flavia stepped out. Tears rolled down her

cheeks as she walked up to M.D. to receive the watch. Her father had died only a few days before. (Obituary on page 7)

Speaking on the occasion, Air Marshal Chaturvedi, congratulated the staff who had received their long service mementos as well as those who had won merit awards. He said that it was important to recognise merit as well as long service and added that it was the responsibility of those who have been longer in the organisation to guide young people joining the Corporation.

### 40th anniversary

Earlier, Mr. Unni made a reference to Air-India's 40th Anniversary and said that it is a matter of pride that there are now 650 staff with Air-India who have completed 25 years service. "They form the hard core of Air-India and of every department."

He paid a tribute to Capt. K. Vishvanath, Director of Planning (Technical) and President of Air-India 25 Years Club, who, he said, "is still happily with us and who was respon-

sible for setting such high standards of flying." He said that it is a happy feeling that so many staff will be receiving their service mementoes.

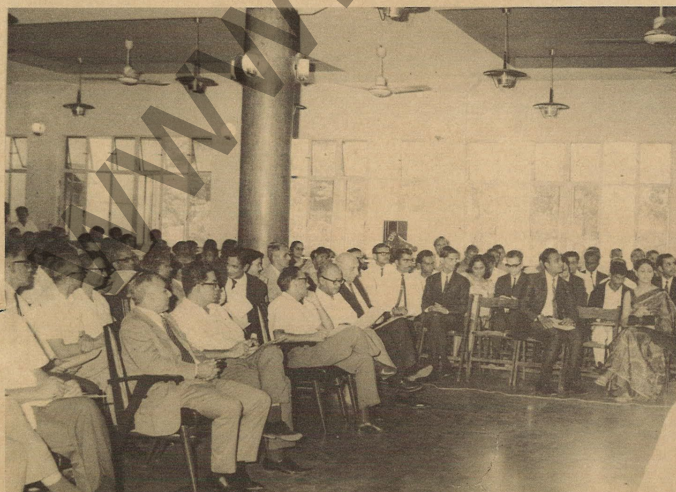
Capt. Vishvanath expressed his happiness on behalf of those who had received their long service mementoes and said: "For those of us who have been with the organisation for 25 years or more Air-India has become a part of us".

He thanked the management for extending the passage facilities for retired employees and suggested that staff should be allowed to encash their accumulated leave at the end of retirement, "so that the blow of finding yourself suddenly out of work without the means of supporting yourself is softened".

In his welcome speech Mr. N.R. Kshatriya, Personnel Officer (Welfare), explained the reasons for holding three functions in quick succession and said that hereafter there would be an annual function. Mr. Kshatriya also gave a background to the merit awards and said that Air-India is one of the few undertakings in this country which has this system and which has been in force for over 17 years.

Miss Parveen Vaccha, Deputy Chief Air Hostess, presenting a bouquet to Mrs. Karan Singh at the entrance to the Cabin Crew Training School. Mr. K.G. Appusamy, Director of Engineering is in the centre and Mr. N.N. Dewan, Commercial Manager-Customer Service is at the left.

The crowded canteen hall at the Technical Building on November 2, 1972 when Air Marshal M.S. Chaturvedi presented the Long Service Mementos and Merit Awards.







Mr. Kooka appears to have said something that tickled the M.D., with the A.M.D. undecided reaction-wise.



The staff farewell party to S.K.K.

On November 7, 1972, a colourful chapter in the history of the Corporation ended. Commercial Director, retired from the Corporation, Mr. S.K.K. was the guest of honour at a farewell party at Air-India Building on November 10, 1972, at 10.30 a.m. Mr. N.H. Dastur, They paid well-deserved tribute to him for his official or otherwise, changed the whole tenor of the Corporation with his wit and humour. Mr. M.H. Hegiste and Mr. 27 years and who spent most of his time with Mr. Manager-Traffic Administration, made an interesting

On November 13, 1972, the Chairman gave a farewell dinner to the staff at the Air-India Board Room on November 15, 1972.

Much as we would have liked to reproduce at length the proceedings of the staff party and of the Chairman's dinner, we are unable to do so because of lack of space. The proceedings of the staff party and of the Chairman's dinner are reproduced in full below: - ED

# And so, Bobby, we s

## Mr. Kooka's speech

I am deeply moved at the many kind words said about me today. I am grateful to the Air Marshal, to Mr. Unni, to Mr. Dastur, to Mr. Hegiste and to Mr. Kotian for their generosity and to all of you who serve this great airline founded by our dear Chairman.

You, the people who work for Air-India have made Air-India, Air-India can never be what it is, but for the calibre of the men and women who have dedicated their lives to this, our National Carrier.

I leave a mighty task for Nari Dastur, and I am certain that with all his experience in the field, in the various countries of Europe, he is going to turn our red into black.

In 1938, I was given a letter to Sir Naoroji Saklatvala, who was the Chairman of Tata Sons at that time, and I was to be interviewed by him on his return from London. Unfortunately as he died in London, I was told that I would have to see Mr. J.R.D. Tata. I was warned that Mr. Tata was a terror. Heart in mouth, I went to his office. He asked me very searching questions, none of which could I answer. He was obviously impressed, so impressed, that within seconds, I was ushered out of the room and instructed to see Mr. Nevill Vincent on a lower floor of Bombay House. After asking me more searching questions, Mr. Vincent asked me how much money I expected. I said, "I leave it to you, Sir". He replied, "That's very nice of you" and promptly offered me Rs. 100 per month. I was deeply moved! My close relations were irate and assured me that they could get me more money elsewhere, but they did not specify where.

I asked my dear mother and she said "Bobby, if you are offered Rs. 100 you'd better accept it, because that is what you must be worth to them". I have never regretted it.

In those days, in Bombay House, I sat in the general office where Gokhale was a Typist and old Harda was in charge of Reservations. Every time the solitary telephone rang, Harda would reply saying "A-v-i-a-t-i-o-n" in a long, drawn-out sing-song manner, meaning thereby that it was the Aviation Department of Tata Sons, which was then our official name.

We used to carry mail bags for a living. By some odd chance, if a passenger was brave enough to turn up, and if we had the payload, we would take him.

## Self-respect

One day I went to Gokhale's typewriter and started to type a letter. P. D. Tata was the Chief Accountant, about whom Nevill Vincent used to say "Dear PD, his grandfather died regularly once a year!" As I was typing, PD came up to me and in Gujarathi said, "Mr. Kooka, if I tell you something, please do not take it amiss". I said, "Of course not". He then advised me never to type. I asked him "Why". His reply was that if I did, I would have no self-respect left!

Naval Tata was the Secretary of the Aviation Department at that time. A few months after I joined, he thought it might be a good idea for me to take my first flight. I had never flown before. I was asked to report at Juhu Airport, and after being weighed, went to the aircraft on the apron, then called tarmac, which was piloted by Mr. B. K. N. Rao, who was checking out Capt. Jatar, who was later to die in the sabotaged crash of the Kashmir Princess.

With no radio communication on board, the procedure was that the Captain would send a telegram to Bombay on landing at Goa. Communications in those days were no better than they are today in our country, and as a result, the telegram took three days to reach Bombay.

We did not realise it at that time, but we were given up for lost, and a certain amount of pandemonium prevailed in Bombay at the thought of losing a Waco, the name of the aeroplane. The route was Bombay/Goa/Cannanore/Cochin/Trivandrum. I enjoyed my first flight, although the airplane could have been a more stable one.

At Trivandrum, I stayed at the Mascot Hotel and I was charged Rs. 8 for my boarding and lodging. On my return to Bombay, I put in my outstanding allowance claim to Naval Tata and to my surprise, he advised me not to put it in, because Nevill Vincent, according to him, was very careful about money and would not like the thought of the company losing this amount. I could not locate the logic behind this argument, but being a new boy at school, I accepted it. Six months later, when I was made the Secretary of the company at Rs. 250 per month, and Naval Tata transferred to Tata Textiles, the first thing I did was to send in my claim to the Accounts Department for Rs. 8/- and I was promptly paid.

## Parsee clothes

I remember Harda coming to office one day in his traditional Parsee clothes. I believe he had been to a funeral. Nevill Vincent seeing him, asked me to come to his office. When I went in he said, "Kooka, why is Harda dressed in this fashion?", and I endeavoured to explain. Vincent said, "Kooka, Aviation is a modern business and we should set an example to others. I do not think it is right that our staff should be dressed in this manner". He asked me to convey this to Harda. I am not quite sure whether I did.

We opened our first Booking Office in Churchgate Street, next to the Asiatic Stores, which is now "Airline Row". Our old premises are now occupied by a tailor, by the name, I think of Narain. There was a plate glass window on which I arranged with Walter Thompson, to have an oriental potentate sitting on a magic carpet, smoking a hubble bubble with a caption, I now forget. This was the beginning of the Maharajah. We then produced a funny map of India and Madras was depicted by a cute little figure, like a cupie, who had just a little diaper and his *chhoti* on a bald head. We received a flood of letters from the South protesting that when that part of the country had produced great men like the Rt. Hon'ble Srinivasa Sastry, it was wrong and unfair to depict Madras by this odd, unclad creature sitting on the floor, adjacent to a typewriter. On the other hand, we received a letter from an American Lady saying she had spent a considerable time travelling up and down India and had never seen such an attractive creature, as our little cupie!

Nevill Vincent was killed when he was returning from London to Bombay. His R.A.F. Hudson aircraft was shot down by the Germans in the Bay of Biscay. He was in London negotiating a deal with the Ministry of Aircraft Production to build the Horsa Glider in India for the invasion of France. B. W. Figgins took over and became the Manager of the Aviation Department.

Those were the days when dear Al Crasto and Stan Lobo were with us, both of whom are no more. I am very happy and heartened that their good wives are with us today and working with us. Mrs. Mazumdar, who is now Mrs. Chellaram, is before my eyes. I remember the day she walked into my room, as cute as a whistle. She has been a stalwart and a pillar of strength in Bombay District which will always owe her a debt of gratitude.

Many generous comments have been made about me and the advertisements for which I have been responsible. I have also received a great deal of "hell", particularly from our Chairman. Confidentially, his criticisms have never moved me, because I am convinced that they emanated with his "tongue in his cheek" and so I have always received them with my tongue in mine!

The Air Marshal has always been very kind and generous to me, in spite of his being a conscientious objector. He says "No" to any proposal put to him. And with the innumerable requests he receives, I often think his reaction is not wrong. He has never used his red pencil on any of our hoardings, because I have taken the elementary precaution of not showing them to him in the first place. When he has asked me the meaning of a particular caption on a hoarding, and I have explained what it meant, his usual comment was "not very funny".

I would like to mention on this occasion that I owe a debt of gratitude to Jal Cowasji, because I have received a great deal of credit for translating into words his excellent posters, for which he should have got all the credit. Unfortunately, he ceased being creative when his promotion was delayed, and as a result, we have not seen for some time the very original work he used to produce. Where his promotion was concerned, the gentleman on my right has played an active part! (This reference is to the M.D.)

## Great day

What else shall I say. It was a great day in early 1948 when Capt. Keki Gazdar flew our first Lockheed 749 into Santa Cruz—a wonderful sight—the very first modern plane we had purchased new. Even in those days, our departures were at midnight, and dear Adi Gazdar, who achieved so much for this airline, and who is no longer alive, the Chairman, Figgins and I used to go to the end of the runway to see the big ship fly over us on our first international flights to London. The roar of the engines brought joy to our hearts and a feeling of elation.

In 1971 when our first 747 slowly taxied to the spot marked with a circle, with the Governor of Bombay present, and thousands of our employees and friends present on that eventful day, we were filled with the same feeling of

pride and achievement to see that giant aircraft, Emperor Ashoka, crawl gently to rest under the command of Capt. Bose.

We have moved into this great building—the most impressive building in Bombay, far more so than the Sheraton which is coming up next door. The architect of this building was Mr. Helmuth Bartsch. Mr. Bartsch hated three things. He hated the Maharajah, he hated elevators and he hated toilets, as a result of which, all of you who work in the Booking Office today find that there is nothing wrong with the facilities, that 24 additional toilets cannot put right! On the elevator side, we have six elevators when we could conveniently have four more. Our "express" elevators are designed to stop at 4 intermediate floors before they hit the 16th! I must apologise on behalf of all of you to the tenants of our building for the inconvenience suffered by them and by all of us.

## Common Board

A great deal is talked about Indian Airlines and Air-India having a common Board. I regret to mention that the commonality stops with the same members sitting on either side of the same table. Our two National Airlines are convinced that if one says the colour is black, the other is bound to insist that the colour in question is white. Air-India and Indian Airlines can achieve a great deal by working closely together. There is a great deal of talk about a Holding Company but it is problematic whether it is going to come about. The British are a practical race and there must be very good reasons for Great Britain taking the action they have done to achieve greater efficiency, commonality and economy by the establishment of the British Airways Group.

I am a great believer in competition. I believe it to be the breath of life. Without competition, human nature makes it difficult to have one on one's toes. We have certain weakness in our organisation today, our telephone system is not good, our telephone operators require more training and our passengers can be better serviced both in our Booking Offices and at our Airports, particularly in India. We compete with airlines much larger than ours, who have far more money than we have, and there is no sentiment or emotion where grabbing a passenger from a competitor is concerned.

I am grateful to the Air Marshal for his many kindnesses, in spite of the fact that I have been, through the years, allergic to General Managers. Mr. Rama Rao is a wise man, because in spite of being a better golfer, wisdom has prevailed and he has always lost to the M. D. Capt. Mathen being more emotional has not hesitated to take money on the golf course from the Air Marshal!

(Continued on next page)

The Chairman, the M.D. and S.K.K. at the Managing Committee's lunch. This was the moment the news broke that Air-India and Indian Airlines were going to be merged.



S.K.K. presented with a lotus bucket, very appropriately present from the Managers.



Harish Malik looks disappointed. Mahta and S.K.K. as though economy and had no

The Chairman in no hurry. Mrs. Shirin Mo





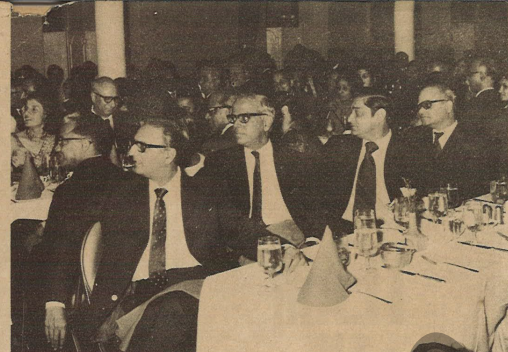
...a came to an end. On that day Mr. S.K. Kooka, 64 crowded years in the service of the Corporation. Perhaps the best attended function was the staff tended by Air Marshal M.S. Chaturvedi, Mr. K.K. Unni to Mr. Kooka and said how his presence at meetings, proceedings and how he would enliven the meetings. G.R. Kotian, who has been with the Corporation for Kooka, spoke on behalf of the staff. Mr. P.A. Narain, welcome speech.

...well dinner at his residence to Mr. Kooka and on the 1972. There was a special luncheon by the Departmental 1972.

...st some of the speeches made at the farewell parties The two most important speeches - of Mr. Kooka on man on November 14, 1972 at the managers' dinner are



The Boss presents S.K.K. with an exquisite Silver Hookah, 60 years old—a gift from the Boss and the Management Committee.



Lawrence & Mayo's customers. Kay true to Chefair has his eyes glued to his plate.

# May shabash! — Chairman



...vely silver elephant-foot ice selected by Jal Cowasji, of the Commercial Department.



...ovingly at both Mrs. Marlene though the two were travelling paid for their drinks.

...to remove the eye-lash from dy's right eye.



**F**IRST of all let me remind you all that you haven't been invited here to enjoy yourselves. This is a farewell function. As I have often remarked before, a French poet has said "to depart is to die a little". The appropriate behaviour at a farewell party is therefore like at a funeral, but what makes it difficult to maintain a reasonable degree of solemnity on this occasion is that the dear departing one happens to be Bobby Kooka—I am sorry, MISTER Kooka. As most of you know, or should know by now, no one is allowed to call him Bobby, at least in his presence, except myself, the Air Marshal, sometimes Mr. Unni, possibly Mrs. Indira Gandhi and, ultimately, St. Peter when Mr. Kooka presents himself at the Pearly Gates!

I have no intention of making a lighthearted speech, because, for some strange reason, my heart feels heavy tonight. Having tried in vain about every six months, for 34 years, to fire Mr. Kooka, and Government having kindly obliged by invoking a ridiculous superannuation rule, I feel strangely lost in no longer having him around—I mean, around my neck—for Mr. Kooka has, all these 34 years, been of tremendous help to me. All I had to do to be sure that I made the right decisions was to act contrary to his advice!

## Fateful day

I don't know how many of you there are here tonight who were in Tata Airlines in May 1938—probably not many,—when Mr. Kooka first burst upon an astonished air transport world which has never been the same since. On that fateful day in May, Mr. Kooka appeared in my office and having pointed out the deficiencies in the Tata Organisation, explained how badly needed he was in Tata to put them right. I asked him what his qualifications were, and found that he had his degree from an obscure university, somewhere in England, called Oxford. He also had had some experience for one year in a family film concern from which he had been driven out by his uncle, presumably for some misbehaviour with one or more film stars—female stars, of course. Anyway, as he said he had a degree in History and as Tata Airlines were the only Tata organisation in those days seeking to create history, and as we were also planning at that time to engage movie stars, of which he evidently had had some experience, as air hostesses, I decided that if there was any place for him in Tata, it could only be in Tata Airlines. Furthermore, in those days, the chances of survival of Tata Airlines were pretty dim and so it was clear that by employing him there we would be taking little risk of making any permanent commitment.

So I requested Mr. Kooka to go and see Mr. Nevill Vincent. Mr. Nevill Vincent was the real founder of Tata Airlines and therefore of Air-India. My only role in the process, for which

I got undue credit, was to get Sir Dorabji Tata, who was then Chairman of Tatas, to approve of the scheme that Mr. Vincent had worked out for starting an airline in India. When I went to see Sir Dorabji Tata with this scheme, he was reading an exciting "Who-dunnit", and in a fit of absent-mindedness he accepted the scheme, and that is how we had started in the airline business in 1932.

Now, Mr. Vincent was a very shrewd man and I must assume he was also reading a detective story when Mr. Kooka called on him, for, to my surprise, as to every one else's, he engaged Mr. Kooka on the spot! Later on, when I asked Mr. Kooka how much he had been offered, he said Rs. 1000 a month. Now, as most Tata junior officers started on Rs. 100 per month in those days, I suspected that adding a zero here or there did not bother him too much as arithmetic has never been a strong point with him!

## Spectacular career

And so began the spectacular career in aviation of Mr. Kooka who, over the next 34 years, became the legendary figure you all know—respected, feared, admired and loved, even when hiding behind the red and gold sherwani, the striped turban, fancy moustache and Mona Lisa smile we have all come to know and love.

Tatas in those days published a monthly magazine called the Tata Bulletin for the entertainment of their Directors and staff. As soon as Mr. Kooka joined Tatas he managed somehow to get a place on that Bulletin, the last page of which edited by him became known as Tata Patter. To be on the safe side he used various pen-names, including Pestonji Peeper, Sorabji Snooper, Beelzebub—quite appropriate—Mustafa, Pepe Le Moko, Yakub Ferenze, Master Abdul Majid, Estremo Esterhatzy, Sheroo Marfatia, Timinimi-Mosho, and Umslopogas, Chief of the Amazulus. Under these pen-names, Mr. Kooka proceeded to play havoc with the whole Tata organisation by demolishing the ego and assassinating the character of every Tata Director and senior official. They were so happy about it that I was, one day, peremptorily faced with the choice of either silencing Mr. Kooka or getting a new set of Directors and executives! Well, as I was one of the victims myself, having been depicted in one of the cartoons taking dictation from my secretary sitting on a throne, I decided it would be easier to muzzle Mr. Kooka than to get a new set of Directors, and I ordered him to reserve his mischief making propensities and talents for Air-India. That was damn silly of me because it gave him the opportunity for the next 25 years of taunting not only the Directors of Tatas, but Ministers, Members of Parliament and any VIP he could think of. Every time he created an uproar I had to face the music!

Not content with that, he began, very soon after he got my instructions, to plaster every booking office of Air India with large-scale illustrated maps which depicted northern Indians as dacoits, Bengalis as anarchists and southerners as typists. The maps had to be removed in a hurry!

After a number of similar escapades, which left many scars on me, he managed to create an international incident that might have led to war! In 1947, when Mrs. Vijayalakshmi Pandit went to Moscow as India's first diplomatic representative, it was arranged that she should fly there in a Dakota of Air-India—that is all that we had at the time. The commander was our then Operations Manager, the late lamented Adi Gazdar—whom many of you will remember upon me to allow him to go on that flight. I am not sure whether as a pursuer or air hostess. He did not know that I agreed in the hope that the Russians might put him in prison or send him to Siberia for a few years. A vain hope, because he came back!

Well, as soon as he returned, he wrote a most appalling article on the life and morals of Russians and for the first and the last time in his life, he submitted it to me for approval. I told him, "Bobby"—I already called him Bobby in those days—"burn it!" So he sent it to Blitz who published it. It did not take very long for me to get an angry letter from an infuriated Mrs. Pandit who unkindly referred to Mr. Kooka as "that scurrilous buffoon", and asked for his head on a plate. It seemed that she had been summoned by Mr. Vyshinsky, then Foreign Minister of Soviet Russia, who asked her for an explanation for this gratuitous insult to a friendly country with which India had only just established diplomatic relations. Apparently, Mr. Vyshinsky was not impressed by Mrs. Pandit's explanation that, in India, there was a Free Press, nor by her assurances of the dire fate that would befall Mr. Kooka, the author of the article. Anyway, it took me about a year to get over that row which ruined my lifelong courtship of Mrs. Pandit! Instead of firing Mr. Kooka, I instructed him to reserve, in future, his maniacal talents for unlimited mischief to Air-India publicity and that is how Mr. Kooka became the reformed character that you all see today!

He wrote first "Better Acquainted", followed by his beautiful book "Foolishly Yours" of which millions of copies have been printed. He brought out an

(Continued from column 4)

I wish Air-India every prosperity in the years to come and I wish you the same. Because if the airline does well, so will you.

I would like to mention here our eternal debt of gratitude to our Chairman, Mr. J. R. D. Tata, for he is Air-India and Air-India is Mr. Tata.

I ask forgiveness from those of you whom I have not been able to help, either on promotions or postings. In life it is easy to say "Yes", and agree to every request in an endeavour to please everybody. The difficulty lies in saying "No" because you realise that your inability to help is going to hurt and upset the other person. The harsh decisions are the difficult ones when one has to say "No".

Before I end I would like to remind you that the world has no time for a loser. If Air-India is losing money today, you will have to hear snide, and not so snide, remarks being made about your efficiency. In fact this has already

unending series of advertisements which created history all around the world, and invented the roadside hoardings that we all know—in Bombay, Calcutta, Delhi and Madras—on which he happily exercised for the rest of his career in Air-India his infinite capacity for causing trouble. Through these hoardings he demolished and punctured innumerable egos, which placed me at the receiving end of endless complaints from MPs and Ministers including Mr. Morarji Desai, and Mr. Krishna Menon who was depicted in red pants running a track race with Mr. Kripalanji!

I forgive him all the apologies I had to tender on his behalf. I forgive him all the scars that I have borne because of the pleasure, the laughter and the relief from frustration and boredom that he provided to thousands, and perhaps millions of people.

Before closing, I must mention the other side of his Jekyll and Hyde personality. I think you all know that, alongside the irrepressible, puckish humourist that we all know, there strides, about seven feet tall, the creator, the organiser, the team leader, the tough negotiator, the publicity genius and the incorruptible public servant whose dedication all these years has been so largely responsible for the worldwide prestige and success of Air-India.

## 'Softy'

There is also a little known aspect of his personality, which is that of the tender-hearted 'softy' always ready to respond to any plea for help even from the least deserving.

It is to all these avatars of Bobby Kooka that we today extend a tearful farewell, in the knowledge that, fortunately, he will still be around to inspire and encourage us not only to maintain the traditions and the high standards that he has established but also to teach us not to take ourselves too seriously—a thing which we are too apt to do in our country.

And so, Bobby, all of us who have known you, worked with you, loved you, including those of us you have driven out of our minds and round the bend, we say shabash! We salute you. May you live for ever! May you never cease tilting at windmills, at the pretentious, the charlatans, and the hypocrites of the world. May your golf swing improve and your golf drive go up from the present hundred to three hundred yards. May all your dreams come true. God bless you.

begin. The Press, the Government of India, Parliament, the public and your own competitors will be your detractors. Your image cannot remain the same when you are a deficit Corporation.

I would therefore recommend that until early 1978, we forsake the glamour and the temptation of purchasing expensive new aeroplanes. I think it would be both wise and practical to wait until we have made up all our cumulative losses, and are once again a money making airline, before we buy the glittering and the new.

Until then, we should purchase second hand Boeing 707-320C's (aircraft which can be partially or wholly converted into freight carriers) re-do the interiors and tighten our belts really hard for the next five years.

I thank you all for your generous present to me and for all the kindnesses shown to me through the long years. Bless you all.

Bakul Khote explaining elaborately to Shahi Barretto why he quit Air-India. Peter Mahta looks glassily on and the A.M.D. is happy with the world and for good reason too!





LETTER FROM LONDON

# HOCKEY TEAM IN TRINIDAD

By Trevor Turner

The Hockey Team went off to Trinidad at the invitation of the Casuals Hockey Club, Trinidad who are the champions of Trinidad. Our Team participated in a Triangular Tournament against their two top clubs and Caracas All Stars, champions of Venezuela. Philip Kenny, our Hockey Secretary, says our team excelled themselves in the face of strong opposition. We received a lot of publicity from these games in the local press.

The Casuals Club President was delighted with the Air-India model presented by our Club to him. Our Team were joined by Flight Purser D'Mello and Asst. Flight Purser Newman Vaz from Bombay, who played magnificently. Credit must also go to Jack Washington our goal-keeper. The team were well looked after by Ravi Saxena, our DSM Trinidad.

Also on the sports front Cricket Team Captain Richard Perry reports that the matches played against the Kinondini Club, Dar-es-Salaam were successful. We presented a shield to the Club and also six cups for the best players on both sides.

Charles Vaney from the Airport reports that the Airport Bowling League has commenced and we have two teams available this Winter. It is the first time that such a tremendous interest has been shown by so many players.

From the Airport we have sadly said goodbye to Jeannie Pashley who left us to look after her newly born baby and her other little boy.

We are pleased to report that our Television Commercial has received the second award this year which was a Diploma in the Irish Advertising Awards Festival for 1972 in the

The Air-India Hockey Team - London, went off to Trinidad at the invitation of the Casuals Hockey Club, Trinidad, and are seen here prior to their departure.



The members of the IA Delhi Team which won the championship in the Air-India/Indian Airlines joint table tennis tournament (from L to R) Mr. K.P. Narayan, Mrs. Sengupta, Mr. Prem Bedi, Miss K. Asthana, Mr. Gautam R. Divan (Chief Guest), Mr. B.D. Raizada (Manager), Mr. A. Rampal, Mr. Vijay Grover, Mr. O.D. Sharma and Mr. Anand Prakash.

## AI/IA TABLE TENNIS TOURNAMENT

# Triple crown to Jyoti Karnik Delhi team wins Championship

JYOTI Karnik of our Bombay Booking Office, won the triple crown in the Third Joint Air-India/Indian Airlines Table Tennis Tournament which was held at our Recreation Centre at Santa Cruz from November 14 to November 17, 1972. The team championship was won by IA Delhi and Air-India team were the Runners-up.

The tournament was declared open by Mr. D.P. Nimkar, Chairman, Sports Control Committee and on the final day Mr. Gautam R. Diwan, former National Table Tennis Champion, was the chief guest.

Five teams - Air-India and four Indian Airlines teams representing Bombay, Calcutta, Delhi and Madras participated in the tournament.

Matches for the team Championship were played on the league basis while matches for the individual

championship were played on knock-out basis.

Jyoti Karnik and Hira Desai of Air-India won the Ladies Doubles

title. Miss Karnik went on to complete her triumph by clinching the Mixed doubles title with S. Banerjee by beating the Delhi pair.



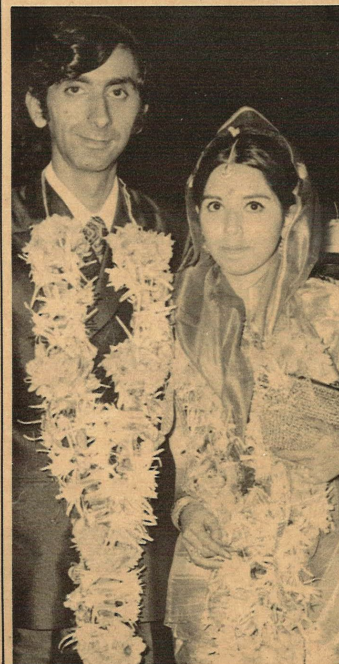
The members of the Air-India team are (L to R) Mr. S.D. Kelshekar, Mrs. N.V. Gandhi, Mr. S.S. Sawant Desai, Mr. Gautam R. Divan (Chief Guest), Mr. G.N. Iyer, Miss Jyoti Karnik, Miss Hira Desai and Mr. S. Banerji.

International Section.

In October the Regional Director sent to every member of the U.K. Staff an Internal Newsletter with the idea of appraising us all with information about 'the goings on', the plans and the problems of our region. It is hoped that if this is appreciated by the recipients and found useful that he will send a similar letter every three or four months.

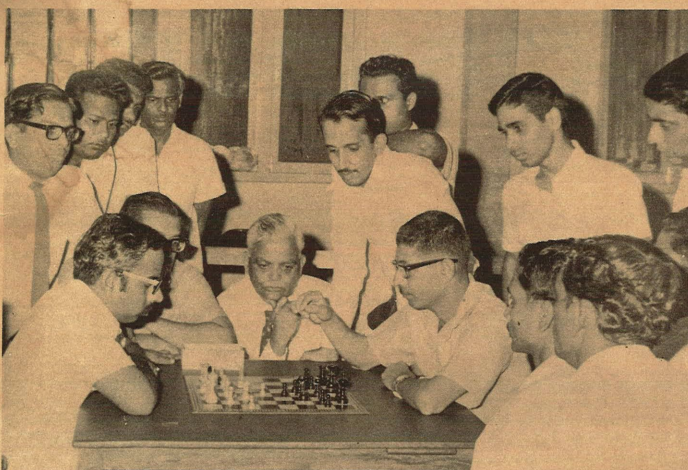
Most organisations receive from time to time some strange letters. Even stranger are some of the addresses and although we frequently are rude about our Postal Authorities, they also deserve praise. Recently a letter addressed to 'Mrs. Phil Bocarro, India, Bon Suit, London, W.1' was received by Phil of our Sales Department, and it was only two days after it had been despatched.

## WEDDING



Jyoti Shivdasani of our Public Relations Office to Gulab Kalani.





The finals of the Inter-departmental Chess Tournament in progress.  
Mr. K.N. Panthackey who won the title is on the right.

## Panthackey wins Chess title for third time

**M**R K.N. Panthackey of our Transport Division retained the Air-India Inter-departmental Chess Championship for the third year in succession. He defeated Mr. S.Y. Karnik of our Accounts Department.

Panthackey was lucky to have managed a draw in the first of two games in the final round. Karnik, unwilling to continue the game after a keen tussle lasting over three hours, accepted Panthackey's proposal for a

draw. But in the second game Panthackey exploited Karnik's error and from the start had an upper hand. He maintained his position till Karnik resigned.

More than 56 entries were received for the tournament which was played at our Recreation Club at Santa Cruz. This was the highest number of entries received for any chess tournament in Air-India and indicates the growing popularity of the game.



Mrs. Misra, wife of our Manager-Mauritius, presenting the first prize trophy to Mr. Anwar Khan.

## Golf Tourney

**A**IR-INDIA held its Annual Golf Tournament in Mauritius at the Naval & Military Gymkhana Club on September 22 and 23, 1972. There were over 80 competitors who played 36 holes at the Vacoas Golf Course.

About 25 people watched Mrs. Misra, wife of our Manager-Mauritius, present the first prize to HE Mr. Anwar Khan, High Commissioner for Pakistan.

One of the competitors, Lt. Cdr. Ben Gilligham, R.N. did a hole in one on the 11th hole.

The lounge at the Club was colourfully decorated with Air-India posters which came in for favourable comment from everyone present.

The competition was followed by an excellent Tandoori dinner.

## WORLD AIRLINE FLEET

	IATA Members	ICAO World Total
Turbo-jet	3,070	3,990
Turbo-prop	552	1,534
Piston	361	1,853
Total	3,967	7,377

## STATE OF THE INDUSTRY

### Poor financial results in 1971

The scheduled airline industry's financial results for 1971 are disappointing. After achieving an operating profit of 9.6 per cent in 1965, which was slightly below the profit targets established by the U.S. CAB for domestic services and the level of return required for international services, the airlines have experienced a steady decline in profitability, due mainly to inflationary cost trends, declining revenue yields and lower load factors. The preliminary 1971 financial results for the world's scheduled airlines indicate that the downward trend in profitability was maintained with an estimated \$112 million or 0.6 per cent operating return, producing a net loss of 2.1 per cent on revenue.

### Serious consequences

The industry was unable to fully cover its non-operating expenses in both 1970 and 1971. This situation cannot continue without serious consequences for the airlines, the travelling public, the manufacturers, financing institutions and the sectors of the national economies that depend upon air transport.

On scheduled international operations in 1971, IATA Members had a 1.1 per cent loss on operating revenue before capital charges. Operating profit for 1972 may show a small improvement over the previous year but will still not be sufficient to cover capital charges.

One of the major problems facing the airlines is worldwide inflation and its effects on airline profitability. Since 1968 the rate of general price increases in most countries has been about double that of the early 1960s. Despite a slight recession in certain

# WHO'S WHO & WHERE

## PROMOTIONS

### ENGINEERING DEPARTMENT

Name	From	To	Effective Date
Mr. K.D. Tarkasband	Jr. Technical Officer, Santa Cruz	Technical Officer	Oct. 3, 1972
Mr. N.G. Ramachandran	Office Assistant, Santa Cruz	Asst. Administrative Officer	Oct. 3, 1972
Mr. H. Bhattacharya	A.M.E. Gr. II, Santa Cruz	A.M.E. Gr. I	Oct. 1, 1972

## POSTINGS

### COMMERCIAL DEPARTMENT

Mr. K.L. Ramchander	Manager, Santa Cruz	Commercial Manager-Customer Service	Jan. 2, 1973
Mr. S.R. Tamhane *	Manager Catering/Cabin Service, Santa Cruz	Asst. Commercial Manager-Customer Service, Santa Cruz	Dec. 7, 1972

### ENGINEERING DEPARTMENT

Mr. D.P. Nimkar *	Engineering Manager (Overhaul), Santa Cruz	Engineering Manager (Headquarters), Santa Cruz	Oct. 9, 1972
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\* These names were inadvertently omitted in our last issue.

## OBITUARY

**W**E regret to report the deaths of four Air-India staff. They are: Mr. S.B. Panchal, Sr. Technician (Carpenter), Engineering Department; Mr. H.T. Vaikar, Dresser in the Medical Clinic at Santa Cruz; Mr. A.R. Thewar, Cleaner in the Catering/Cabin Service Division and Mr. F.J. Gouria, Sr. Plant Technician in the Engineering Department. We send our sincere condolences to the members of their families.

### Mr. S. B. Panchal

**M**R. Panchal who was 55 at the time of his death, joined Air-India in 1955. He had been with Air-India Limited between 1947 and 1949 and later went to work with Bombay Garage and Jayanand Khira for three years. He worked in our Maintenance and Jet Overhaul Divisions and became a Sr. Aircraft Technician in February 1969. His health, however, deteriorated in May 1970 and he had to enter hospital for prolonged treatment. Although he returned to work for some time, he had to be hospitalised again. He died in September 1972.

### Mr. H. T. Vaikar

**M**R. Vaikar, who died of Bronchopneumonia at 50, joined Air-India as a Dresser on October 1946. A keen social worker, he devoted many hours of his spare time to rendering medical

assistance to people in slum areas. He was also a devoted member of the Varkari Sect and had trekked on foot to several holy places, including those in the Himalayas.

### Mr. A. R. Thewar

**M**R. Thewar joined the Corporation in November 1967 and died of heart attack at the age of 28. He joined Air-India as a temporary Cleaner and was taken on the permanent strength in March 1968. As a matter of fact, he was appointed as a Cleaner in the Catering/Cabin Service Section on compassionate grounds in the vacancy caused by the death of his father who was also a Cleaner in the Catering and Cabin Service Division.

### Mr. F. J. Gouria

**M**R. Gouria joined the Corporation as a Cleaner in 1946 and died after a brief illness at the age of 50. Before joining Air-India he had worked for 2½ years in General Motors and Parle Biscuit Factory. He was appointed as a Mechanic in May 1957 and was re-categorised as Sr. Plant Technician in April 1966. He had been in indifferent health since 1967. He died only a few days before he was to receive his long service memento on November 2, 1972, which was received by his daughter. (See picture on page 1 and Story on page 3).

leading nations, an anti-inflationary measures taken during the last two years, the over-all inflation rate for the seven major industrial countries was 5.3 per cent in 1971.

A recent IATA analysis of airline cost trends for the 10-year period ending 1970 clearly indicates the gradual decrease in unit costs, per available tonne-kilometre up to 1968 and the subsequent reversal of this trend. This is particularly noticeable in unit costs per RTK which reflect declining load factors.

Recent analyses of airline labor costs, excluding most fringe benefits which have increased substantially, show that average annual remuneration per employee increased by 99.8 per cent from 1960 to 1970, or by 7.2 per cent per annum. Part of this increase is, of course, due to a gradual improvement in the category of staff employed and increasing seniority. Since these costs represent a very substantial percentage of operating costs rising trends need to be watched carefully and new ways of achieving increased efficiency sought.



# ROLL OF HONOUR

Air Marshal M.S. Chaturvedi, Managing Director, presented Long Service Mementos (Watches) to over 450 staff who completed 25 years service with Air-India in 1971 and 1972 on November 2, 10 and 24, 1972. (See story on page 3) We print below the names of staff who completed 25 years service in 1971 and 1972 --Ed.

1-8-1971

1-8-1972

## HEADQUARTERS

Mr. K.L. Patil  
Mr. Ram Ratan Prithipal Singh  
Mr. R.R. Pavri

## COMMERCIAL DEPARTMENT

Mr. Braz D'Souza  
Mr. J. Fernandes  
Mr. D.D. Chavan  
Mr. Baldeo Ramji  
Mr. S.B. Dalvi  
Mr. F.M. Shroff  
Mr. P.N. Naik  
Mr. B.B. Dhotre  
Mr. E. Pereira  
Mr. D.L. Devasthalee  
Mr. M.C. Hansoti (Retired)

## OPERATIONS DEPARTMENT

Mr. B.R. Khambatta  
Mr. R.D. Bamne  
Mr. R.N. Tavadia  
Capt. J.S. Dhillon  
Mr. S.S. Kamath  
Capt. K.M. Mathen  
Capt. M.R. Mistry  
Mr. D.P. Kulkarni  
Mr. S.G. Bhagodia  
Mr. G.M.R. Shaikh  
Mr. G.D. Kale  
Mr. K.V. Ramaswamy  
Mr. A.P. Fernandes  
Mr. F.A. D'Souza  
Capt. P.F. Patel

## ENGINEERING DEPARTMENT

Mr. B.K. Darukhanawala  
Mr. J. Gonsalves  
Mr. B.A. Mendon  
Mr. D.D. Rana  
Mr. J.H. Malegaonwalla  
Mr. S.B. Samuel  
Mr. R.M. Naronha  
Mr. M.M. Kulkarni  
Mr. H.K. Worlikar  
Mr. M.A. Rao (Retired)  
Mr. F. Frias  
Mr. L.D. Bobate  
Mr. F. Fernandes  
Mr. V.N. Paranjpe (Deceased)  
Mr. G.G. Joshi  
Mr. C. Carvalho (Retired)  
Mr. J. Mendes  
Mr. S.S. Duve  
Mr. T.C. Suri  
Mr. K.L. Kantham  
Mr. V.H. Ramnath  
Mr. V.V. Rao  
Mr. T. Babu  
Mr. R. Vidyasagar  
Mr. Vithal Narayan  
Mr. H. Karat  
Mr. J.K. Mehta  
Mr. F.J. Gouriya (Deceased)  
Mr. B.B. Thakur  
Mr. J.F. Mendonca  
Mr. G.L. Mhaddalkar  
Mr. J.D. Dias  
Mr. S.G. Nandleskar  
Mr. B.S. Gowli  
Mr. Ram Naval J. Ahir  
Mr. T.R.S. Mani  
Mr. G.M. Naidu  
Mr. A.G. Tandel  
Mr. E. Coutinho  
Mr. D.G. Yadav  
Mr. T.G. Kadam  
Mr. A.B. Hebbar  
Mr. G.D. Ambekar  
Mr. M.P. Kharkar  
Mr. J. Pearl  
Mr. V.G. Kadegaonkar  
Mr. A.S. Lobo  
Mr. V.R. Motilal  
Mr. S.E. Killekar  
Mr. K. Idicullai  
Mr. A.K. Ghose Roy  
Mr. A.S. Akkalkotkar  
Mr. A.R. Foudjar  
Mr. D.D. Jadhav  
Mr. E.F. Sarkari  
Mr. P.S. Sakhare  
Mr. P.S. Sankaran  
Mr. C.G. Phatarphod  
Mr. Anthony Naidu  
Mr. K.R. Chowksi  
Mr. B.R. Trivedi  
Mr. P.G. Marathe  
Mr. T.K. Venkateswaran  
Mr. L.D. Ambekar  
Mr. R.B. Dongre (Retired)  
Mr. V.P. Palsamkar (Retired)  
Mr. K.F. Patel

## Engineering (Contd.)

Mr. C.T. Pujari  
Mr. A.K. Davar  
Mr. S. Krishnamurthy  
Mr. J. Lobo  
Mr. S.V. Sawant  
Mr. A. Ramaswamy  
Mr. M. V. Bahulekar  
Mr. V. Sutar  
Mr. Bhikha Sukha  
Mr. A.N. Rane  
Mr. N. Dutta  
Mr. J. Pretto (Retired)  
Mr. R. Ramaswamy  
Mr. G.T. Ahir  
Mr. Jiva Karsan (Retired)  
Mr. G.C. Saha  
Mr. A.N. Rao  
Mr. A. Sherigar  
Mr. M.J.S. Rao  
Mr. D. Netto  
Mr. J.P. Rozario  
Mr. D. Franco  
Mr. Y.A. Sangle  
Mr. S. Tukaram  
Mr. L. Bhiva  
Mr. M.K. Vasudevan  
Mr. S.S. Randive (Retired)  
Mr. P.I.R.K. Menon (Retired)

## ACCOUNTS DEPARTMENT

Mr. B.V.S. C. Rao  
Mr. J. Kristachar  
Mr. K.P. Behram Kamdin  
Mr. G.H. Kadam

## STORES DEPARTMENT

Mr. S.N. Nayak  
Mr. V.A. Kombrabail  
Mr. S.A. Yadav

## PERSONNEL DEPARTMENT

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Mr. P.G. Sulay  
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