

Magic Carpet

VOL. 8 No. 4

THE STAFF MAGAZINE OF **AIR INDIA**

JUNE 1964

From the
GM's desk

YOU may have seen in the newspapers a report that AIR-INDIA, ADEN Airways and EAST AFRICAN Airways have made a pool. We already have Pooling arrangements on our routes from London to Tokyo and London to Sydney with BOAC and Qantas and on our route Delhi to Moscow with AEROFLOT. We are also operating services in pool with CSA on the sector Bombay-Prague.

The Bombay-Aden-Nairobi sector was operated independently till last year when we made a pooling arrangement with EAST AFRICAN Airways. This still left the Nairobi-Aden sector uncovered. This was a British cabotage sector till last December but after the Independence of Kenya it became an open sector. There was, therefore, before the three Airlines operating on this route, the problem of either extending the bipartite pool to a tripartite one including ADEN Airways or to continue in competition, and the Management of three Airlines decided to pool on equitable basis, in common interest.

In all our pooling arrangements we have given maximum weight to the consideration of efficient service to the passengers on the route. Since a pool cuts out a great deal of wasteful expenditure resulting from competition and duplication, Airlines benefit also.

Sometimes one hears a view expressed that a pool would result in evils which come from monopolies. This however is not true. Although we have a pool with BOAC and Qantas on the London-Sydney sector, for example, it does not give us any special opportunity to push our passengers around, even if we wanted to do so which, of course, would be far from our intention. There are all the time plenty of other competitors.

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REARIN' TO GO. Our new Boeing MAKALU being readied for its initial flight at the Boeing Airplane Division's airfield in Renton, Washington.

SEVENTH BOEING ARRIVES IN BOMBAY

OUR new Boeing 707-320B arrived in Bombay on May 29, 1964, after an 8 hour-25 minutes non-stop flight from London. The long-range airliner was delivered to Air-India in Seattle, U.S.A., on May 28, 1964, and was later flown to London via New York.

The aircraft was in command of Capt. Terence Healy with Capt. Homi Mistry as its co-pilot on its final sector between London and Bombay.

The giant jetliner emerged from the Boeing Airplane Division final assembly line at Renton at midnight April 13, moved into the Boeing paint facility a few days later, and made its initial flight from Renton Field on May 19. Additional acceptance flights were flown from Boeing Field in Seattle.

The Boeing 707-320B is an advanced, turbofan-powered version of the -320 Intercontinental. Designed to serve very long route segments, the plane is capable of flying such non-stop schedules as New York-Hawaii and Los Angeles-Europe.

It is equipped with four Pratt & Whitney JT3D-3B turbofan

engines, each rated at 18,000 pounds (8,165 kg) takeoff thrust. The jetliner can carry 133 passengers (typical mixed first-class and economy seating) 6,000 miles (9,600 km) non-stop with normal fuel reserves.

The -320B incorporates many advanced features such as new leading and trailing-edge wing flaps, low-drag curved wingtips and improved air intakes. These new features are responsible for an over-all performance improvement: takeoff field length reduction by some 14 per cent, range increase by some 20 per cent (or a similar payload increase for the same range) as compared with the original 707-320B Intercontinental. In addition, the 707-320B approach and landing speeds at the same gross weights are from five to six per cent lower. The more effective thrust

reversers of the -320B turbofan engines further shorten the landing run.

The 707-320B first was factory completed on December 27, 1961. It made its initial flight on January 31, 1962, and received its Federal Aviation Agency certificate of air-worthiness on May 31, 1962.

Some changes, however, have been made in the interior decor of our aircraft. A new colour scheme, with an attractive mauve shade predominant, has been introduced. In addition, many intriguing, authentically-Indian designs have been incorporated in the interior panel decorations.

Production progress of this newest jet, which will soon join our six Boeing 707-420 Intercontinentals over key international routes, was monitored by Mr. P. D. Baliwala, our resident representative at the Boeing Airplane Division plant in Renton.

The second 707-320B ordered by us is scheduled for delivery in the spring of 1965.

WE ARE INVOLVED IN THE GREATEST UNFINISHED BUSINESS

WE publish below an extract from Mr. R. N. Kaul's address at the U.K. Sales Conference last month. Mr. Kaul is our Commercial Manager—Sales.

I am convinced that in the years ahead, competition will be tougher, faster changing and in many ways different from what we have known in the past. In an industry which faces the toughest competitive pressures with national pride and prejudice playing an important part, with overcapacity thrown in all the time, with traffic growth not keeping pace with capacity offered and with revolutionary equipment changes coming about in every decade, the airlines of the world face a challenge. To what extent they are willing and able to meet this challenge would depend the success or failure of the industry.

Perishable Commodity

Are we, in Air-India, we must ask, geared to meet the challenge of the future? Are we as effective, as efficient and as future-oriented as we should be? These questions we must submit to careful and close examination, frankly, without reservations, and without intending to apportion blame. In so doing, we must realize fully that we are involved in the greatest unfinished business of all, i.e. commercial aviation, and we deal with one of the most perishable commodities in the world, i.e. aircraft seats and space.

We, in Air-India, have during the past years done well, we have made profits, we have recorded a steady and heartening growth in our operations, but the important question is, Couldn't we have done better? Have we made an inventory at different stages of our growth, our strength as well as our weaknesses and

have we taken concerted steps to overcome the latter? Have we used our manpower and material resources to the best advantage of our mediate and immediate needs?

Concept of Marketing

I believe that in meeting the challenge of the future, we must, first, accept and adopt the concept of modern marketing as the basis of our future activities.

A KNOWLEDGE OF POTENTIALS IS FUNDAMENTAL TO SELLING

Second, embark upon a programme of planned scientific selling based on economic intelligence and careful evaluation of all the relevant factors. Third, re-educate and re-model our sales organization according to these concepts. Fourth, keep our plans and our achievements as well as our organization under constant review, adopting flexibility, as a basic attitude so as to meet the challenge of constant change.

Without going into details on the points raised, I would restrict my comment to one essential element in any marketing programme. A knowledge of potentials is fundamental to selling and I cannot but stress the importance of establishing potentials in your sales areas. In each country or sales area, we must be aware of the total

market potential. If we don't know what the area is worth, we cannot apply our selling efforts correctly and creatively and obtain our due share today or tomorrow.

Market Potential

An assessment of the total market would naturally be based on the amount of traffic travelling out of each sales area to the destinations we operate to, as well as to nearby areas. Official statistics, tourist department evaluations, uplift and discharge figures on the one hand and the factors of demographic, economic

the market potential of an area and establish sales forecasts, the fixing of targets by a rule of the thumb would be deprived of a certain degree of reality and valid perspective and targets would not give a correct assessment or appreciation of the sales ability of an area. May I, therefore, strongly recommend that at the beginning of each financial year and as a start, with the coming financial year, all managers survey the total potential of each area, examine the sources of traffic, analyse their own efforts of the past in the light of the potential available and then plan a programme for the future. The deployment of your men and material resources will then have purpose and direction.

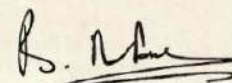
Analytical Basis

You will agree that planning requires an analytical basis of approach to remove your decisions as much as possible from the field of conjecture, hunches or inspired guesses and to develop, through careful analysis of all the data available, a co-ordinated plan to further the objectives. The sooner you work out a planned strategy to meet the objective, the better will your results be. These strategies will have to be directed to field operations and sales promotion and co-related with strategy in the spheres of advertising and public relations, the objective being sustained, increasing and efficient customer-creation.

From the GM'S Desk

(Continued from page 1)

Another evil result of a monopoly is fixation of rates to the detriment of the consumer. In civil aviation, the rates are fixed by common agreement between all the world airlines and, therefore, a pool in any case does not have this drawback since by operating in a pool the pooling airlines do not acquire a chance of jacking up the rates to the detriment of the travelling public. On the contrary elimination of wasteful expenditure enables airlines to plan for lower tariffs.



(B. R. Patel)

I reckon that unless and until we are able to correctly make out



A view of the Maharajah Lounge designed by Frank W. Clifford Ltd. of London.

THE MAHARAJAH LOUNGE

AIR-INDIA is proud of its Maharajah Lounge at London Airport in the South block of No. 3 Passenger Building. Located next door to similar lounges occupied by Pan American, T.W.A. and T.C.A., its elegance and restful decor have fascinated visitors travelling in and out of London.

On entering there is a small lobby with louvered fronted accommodation on either side of the door for coats and hand baggage. On the wall on the right of the entrance there is a mirror which is surrounded by antique teak carving which is continued round the top of the two cupboards and over the doorway. The woodwork in the

lobby is French polished Indian rosewood.

There are three steps up into the lounge which is capable of comfortably seating eighteen passengers. However, the seating is arranged in two main areas, but it is perfectly possible to entertain as many as six groups of passengers in the lounge at the same time without getting the

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A Nepalese brass mask, depicting the face of a demon, catches the attention of a young traveller.



An antique wooden carving from Gujarat, Western India, provides the Indian touch.

The restful decor of the lounge.





THE sun came out on the afternoon of Sunday April 26 and for the first time we really had the feeling that summer was here.

This spell of perfect weather was especially welcome on this afternoon as an historic twelve-a-side Cricket Match was taking place at the Indian Gymkhana Club between R.M.U.K.'s team and the D.O.M.W.D.'s team. There was a large crowd of spectators who enjoyed watching members of both teams putting each other through their paces. Captain Gazdar won the toss for his team and elected to bat but they only reached a total of 55 thanks to the bowling by Gerry Horsley (6 for 19) and Burjor Cooper (4 for 18) who was also the Captain for Mr. Dalal's team. Then the R.M.'s boys went in to bat and got to a total of 139 for 8, the top scorer being Rusty Gazdar who inspite of the placing of the field and bowling of his father remained 46 not out, the highest scorer of the day. Other useful batsmen were Len McMahon and Bob Ashman, and Jimmy Wates for Captain Gazdar's team took 5 for 21.

Hira Sehgal recently made his seventh New York weekend visit with reservations staff from B.O.A.C., London. This will be the last of such trips until possibly later in the year and the benefit which we have derived by taking our pool partners reservations boys and girls on these trips has been of great value to our reservations.

A Fairy Tale!

In the South of France, up in the mountains in the small village of Eze, Nirmala Mody, late of Bond Street counter, was married in April to Naswanji Petit, who is in charge of our Nice office. Stephanie Cronopulo and Mapervez Irani were lucky enough to be able to go from Bond Street to the Riviera for this wedding which they said was "just like a fairy tale."

Quite a number of U.K. staff have been or are going to India on courses and we have also welcomed some of our friends from the Provincial Offices who have been in London catching up on some of the latest methods and procedures.



Pushpa Nargolwala poses beside the Air-India stand at the Harrgate Flower Show, where we displayed orchids flown in from Singapore.

The Australian Cricket Team, the Prime Minister of Barbados and leading members of the London fashion world have been some of our more important passengers in and out of London during April.

We are pleased to welcome Mr. Percy Rodrigues who has joined us in London as an assistant to the R.M.U.K. and we hope that he will be happy here. At present we think he is having a certain amount of difficulty in finding out which is the rainy season but no doubt he will soon get used to our strange climate.

At the Airport work has started on the extension of our hangar building and it is hoped that this will be completed by the Autumn.

Cargo Office still seems to be having a very busy time and the Stores Department gave their annual party which was once again an unqualified success.

The recent appointment of the R.M.U.K. as Chairman of the Foreign Airlines Committee has meant, of course, that he has relinquished his position as treasurer which he held for many years before being elected to the Chair.

He was greatly assisted in this work by Mr. Le Mesurier, our Regional Accountant and at a recent meeting of the Foreign Airlines Committee Mr. Le Mesurier was presented with a silver tankard in recognition of his services to the Committee. Congratulations to Mr. Le Mesurier who has just completed 15 years with the Corporation.

Trevor Turner

THE MAHARAJAH LOUNGE

(Continued from page 3)

feeling of being overcrowded. The chairs and sofas are upholstered with grey and green woven woollen material.

On the left of the steps is a modern design desk made of Aframosia wood from West Africa. The desk has fittings for telephone directories, magazines, etc. On the desk stands a telephone, writing material, time-tables, etc., and behind the desk is a pinoleum screen.

In the far corner of the lounge there is a banquet seat beneath a painting entitled 'Builders' by Prafulla Joshi, a well-known artist in India, who has exhibited her paintings in many parts of the world. The colours of this painting blend delightfully with the colour scheme of the room.

The far wall of the lounge is hung with Indian raw silk in saffron and brown shot with gold, and also on this wall are fixed two wooden carvings, approximately 150 years old, which originate from the old temples and houses of the rich families in Gujarat. The raw silk material is also used for the curtains in the lounge. The wall at the opposite end is covered in a grain coloured wickerweave paper and on this wall are two brass masks, which are Nepalese

in origin and depict the face of a demon. There are several other items of Indian antique wood carving and brasswork around the room, all of which help to give a charming and original atmosphere. The carpet is light green which blends with the green of the chairs and has a charcoal grey haircord surround.

The lounge, which overlooks the apron at London Airport, receives plenty of daylight. However the main lighting of the lounge is from six hanging lights, which have beaten copper shades, which have been perforated to give the appearance of Indian lattice screen work.

Visitors to the lounge, who are either departing or arriving on our services at London Airport, can be served with all types of refreshment from the small kitchen which is situated off the entrance lobby.

There is a cine screen on the wall covered with the silks, which can be used to entertain passengers should the occasion arise.

Visitors are asked to sign the visitors' book and in the course of time this will be an extremely interesting record of personalities in many walks of life who have enjoyed the facilities of the Maharajah Lounge.

AIR-INDIA'S COMMUNICATIONS

LINK WITH



On January 1 this year our Communications Department at Bond Street was converted into a tape relay centre. This was carried out in order to cope with the extra work involved due to the return of our London/Bombay radio circuit from BOAC Airways Terminal back into our Bond Street office. As well as handling BOAC messages to and from Bombay, Colombo and Madras, the new equipment makes a considerable difference in the transit time of messages through London. This photograph shows Brian Sage at our new Console transmitter for outgoing messages.

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Mr. N. P. Lazarus

EVERY few seconds, every hour on the hour, day and night, an airliner takes off on a scheduled flight and lands somewhere in the world. It may be an old work horse DC-3 stooging at a steady 150 m.p.h. or a glistening new jet taking continents in its stride as it streaks across the sky at the speed of a bullet.

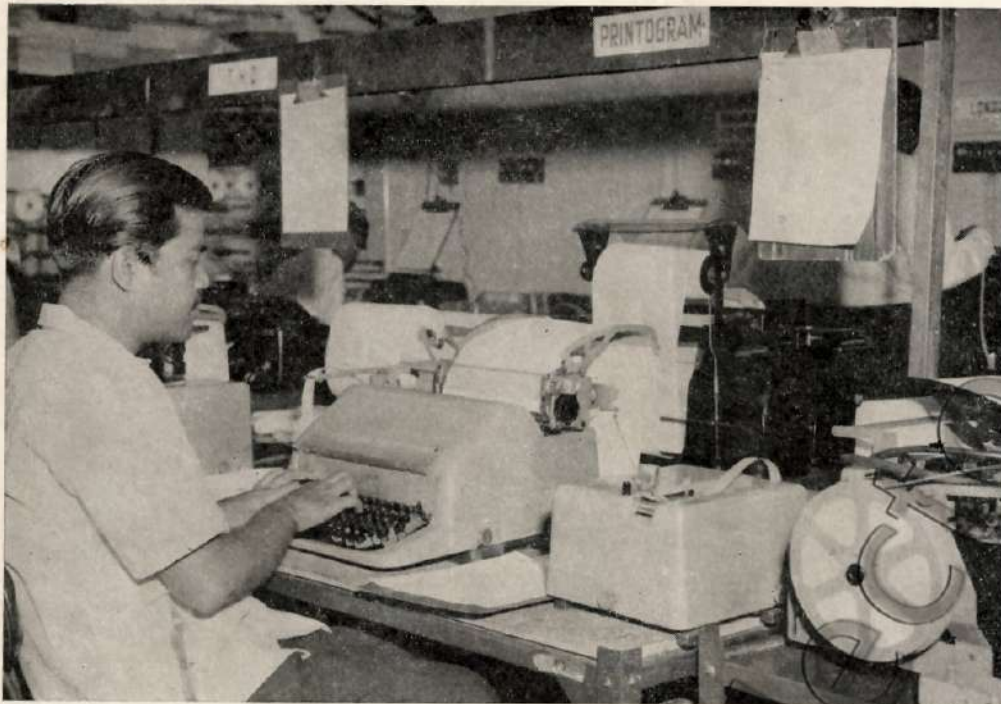
The postwar years have witnessed a phenomenal growth of air transport all over the world and each year the air route network expands to encompass new cities, countries and continents. As the scope and intensity of operations has increased so has the need for speedy communications.

Efficient System

These days when jet transports fly half way round the world in

a matter of hours, one of the key factors which influences an airline's operational and commercial success is an efficient system of communications. The airlines, therefore, spend enormous sums of money on their communication set-up in order to bring their far flung stations within reach of each other.

Air-India spends over Rs. 60 lakhs (\$1,259,975) a year on communications alone. In the



Messages to stations which do not have teleprinter link are sent by commercial cable through Printogram service. Here R. Ramamurthy is seen sending a message to the Overseas Communications Centre, from where it will be transmitted to the station.



A general view of the Telex system, which is the busiest relay centre.

A PROFILE

MR. N. P. Lazarus began his aviation career in 1932 and was the first Indian to hold an Aircraft Maintenance Engineer's Licence A and C in 1935.

After studying Wireless Telegraphy on Government of India scholarship, he joined Tata Airlines in 1938 and flew more than 8,000 hours as a Radio Officer.

Mr. Lazarus looks after the complete telecommunication requirements of Air-India, including air to ground and point to point communication, radio navigational aids, telecommunication equipment, telephones, teleprinters etc. He has represented Air-India at the various conferences of international organisations such as the I.T.U., I.C.A.O., I.A.T.A. and S.I.T.A.

Mr. Lazarus is an Associate of the Royal Aeronautical Society, London, and an Associate Member of both the Institution of Electronic and Radio Engineers (London) and the Institution of Telecommunication Engineers (India).

basement of the building which houses part of Air-India's headquarters in downtown Bombay, rows of teleprinter machines pour out messages; day and night. Here 30 teleprinter operators and technicians are busy handling some 8,000 messages a day to and from Air-India's stations in India and abroad. These messages cover every aspect of Air-India's operations—from engineering to flight operations, from administration to sales, from reservations to tariff matters.

Nerve Centre

Bombay is the nerve centre of Air-India's communications

system. Direct teleprinter circuits link it with Delhi, Calcutta, Madras, London, Hong Kong and Singapore with further direct links planned with New York, Aden, Beirut and Cairo. Air-India's stations at New York, Rome, Nairobi, Beirut, Bangkok, Jakarta and Sydney are connected with Bombay through relay centres at London, Hong Kong and Singapore.

Radio Teletype

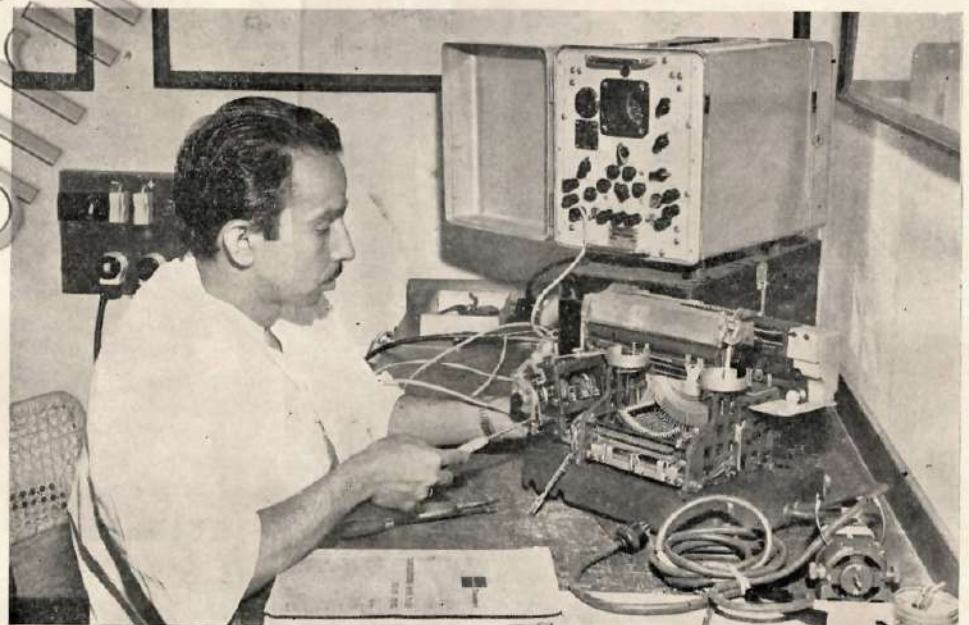
Almost all of Air-India's overseas circuits are radio teletype, such as Bombay-London, Bombay-Singapore, Bombay-Hong Kong, London-New York is

connected with an undersea cable, so is Sydney-London. The latter circuit is from BOAC's network which Air-India shares under the Pool Agreement.

SITA

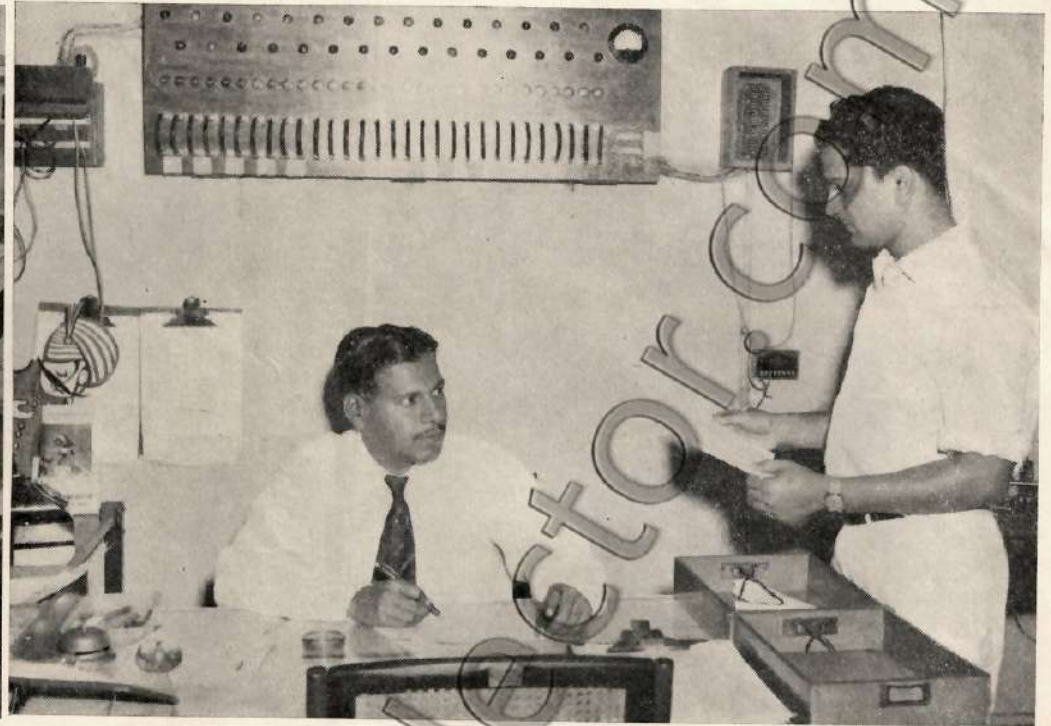
Air-India is also a member of the Societe Internationale de Telecommunications Aeronautique (SITA), an organisation established by airlines, which provides a communication network throughout Middle East and Europe. In fact, Moscow and Prague are served through SITA. In addition, Air-India also utilizes communication facilities provided by the International Aeradio Ltd. and Aeronautical Radio Inc.

Srinivas Shenai is seen here adjusting a teleprinter machine.





Room in down-town Bombay, in Air-India's communication



P. A. Menon, Supervisor in the Telex room, checking messages handed by Alfred Pais. Each incoming and outgoing message is checked for procedural requirements before being sent out.

With all networks interlinked, the entire system, though elaborate, is extremely well organized to provide speedy exchange of messages. The ideal thing would, of course, be not only to connect headquarters with each station but also allow important stations to be linked directly with each other. But this would be frightfully expensive with relatively minor economic gains.

Direct Link

Economic considerations naturally play an important part in deciding whether or not to have a direct teleprinter link with any particular station. For instance,

Air-India has no teleprinter link with Kuwait because the volume of messages is small enough to be sent by commercial cable. But the question of adding new links is constantly under examination and Air-India has now established a direct teleprinter link between Bombay and Cairo and others are planned with Beirut and Aden.

The teleprinter room at Bombay which is the busiest relay centre in Air-India's communication network keeps a statistical record of messages handled and how swiftly these are dispatched. This is done to ensure efficiency and economy and also to help in new links.

Torn Tape System

Air-India employs the Torn Tape Relay system to maintain the necessary speed in feeding messages into various circuits from each relay centre. As the message is typed out on a teleprinter machine, it is transferred on to a tape in the form of holes punched in a pattern which conforms to a predetermined code. An expert teleprinter operator can read this tape as easily as he can a clearly written message. All he has to do is to read the tape, tear it off and feed it into the appropriate machine, which transmits it at a fixed speed. The advantage in this is

that the transmitting capacity of the machine is fully utilized irrespective of the speed at which the message has been typed out on the Reperforating machine.

Teleprinter Circuits

And speed is an important consideration when thousands of

messages are to be cleared in a day. Teleprinter circuits are leased from the Government which is a member of the International Telecommunication Union and can be shared with other operators. Air-India shares many of its circuits with its Pool Partners—BOAC and QANTAS.

John Jermyn from our Bond Street Telex Department receiving messages from the new incoming Console machine which has six incoming circuits.



Although it is also possible to effect saving by leasing a circuit on time-sharing basis (minimum period 8 hours) or taking on a half-speed or quarter-speed (rate of transmission 30 words per minute for half-speed and 15 words per minute for quarter-speed), airline business demands full time circuits and speed will depend on the volume of traffic to be handled.

Exercise in Brevity

Teleprinter messages are an exercise in brevity. This is not because each word costs money, which it does, but because each extra word means additional time for transmission which results in delay and reduction in the capacity to handle messages. No wonder teleprinter operators frown upon unnecessary words which could have been safely dropped and which tend to impose an unnecessary burden on the system.

Few Breakdowns

Despite the vast distances over which Air-India's communication network is spread and the complexity of the organisation, the



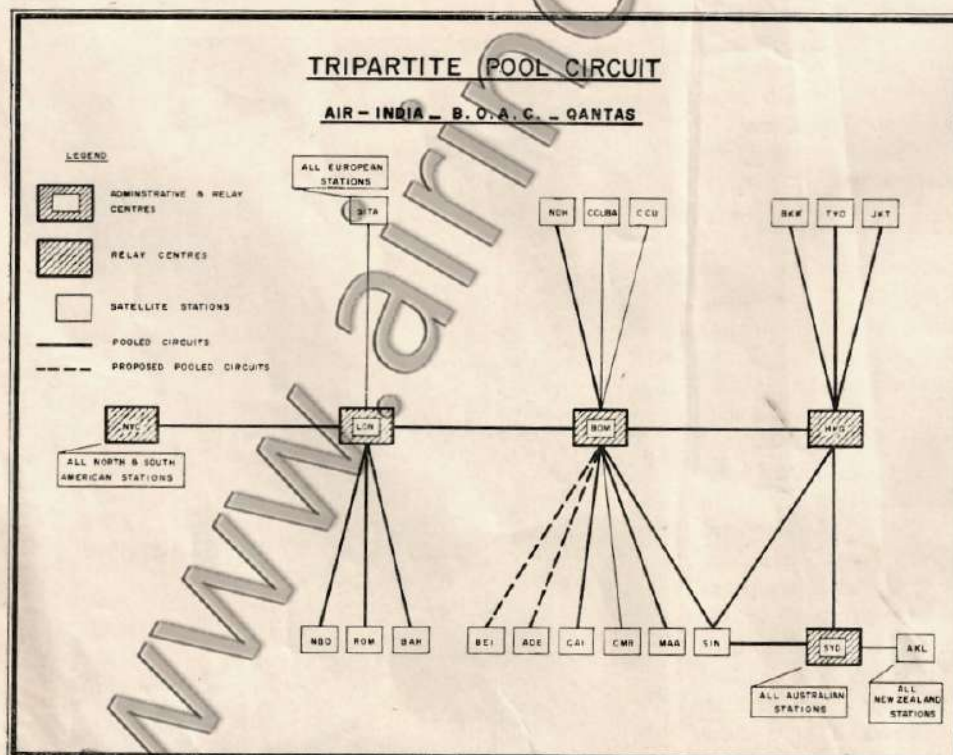
Ramchandra Kenny changing the defective lines of circuits. In right foreground Narayan Salvi can be seen cleaning a machine.

teleprinter system continues to function with few breakdowns. Radio tele-type circuits, of course, occasionally go dead because of bad weather conditions. The modern trend is towards laying underground cables to protect

circuits from interference by elements of nature.

N. P. Lazarus, 54, who heads Air-India's Communications Set-up, feels that certain amount of automation will have to be

introduced in relay centres if the gradual increase in the number of messages is to be handled with the necessary speed. The present manual feeding of the tape into various circuits at the relay centres will have to be done electronically. He looks forward to the day when computers with a memory core will not only channel message at speeds of 1,000 words or more per minute into various circuits but also store information which would help up an electronic reservation system.



OUR COMMANDERS—5

CAPT. R. KHAN

BREAKING in on a quiet Sunday's relaxation, we cornered Captain R. Khan at his delightful home in one of Hong Kong's more secluded areas and learned that he was born and brought up in Burma. There his father served in the Burma Police Force. And that, while still a youngster, he felt the hot breath of invading armies when, in 1942, Rangoon fell to the Japanese.

Just one day before its fall, Captain R. Khan's father hurried his family onto a plane for India with only the clothes they were wearing. Mr. Khan Sr. himself remained behind for involuntary participation in the infamous march out of Burma that is history today and which he only just survived.

His First Solo

It is not surprising then that after completing his college education in Murree, Northern India, young Richard Khan joined the Indian Air Force as a cadet at 17, taking what he describes as the most exciting flight of his entire flying career in a Tiger Moth—his first solo. At the end of the war, the then Flying Officer R. Khan was flying Hurricanes and Spitfires.

Captain R. (Dick) Khan is a big, quiet man with a serious manner and his three sons: Richard, 12, Henry, 8, and Morgan, 6, combine his dark, undeniably good looks with the fair loveliness of their mother. None of the boys shows any inclination to try on for size their father's wings—an attitude which rather disappoints him but pleases Mrs. Khan.

In 1946 when Capt. R. Khan's fighting squadron was posted to Japan as part of the Allied Occupation Force, he elected to remain in India flying for Pata Airlines, now Air-India. At 22, he was flying Constellations on the Europe run.

"Flying the Boeing 707 jet is a straightforward job", said Capt. Khan who flew one of

the first batch in 1960. "They are less complicated than the propeller type."

Prefers Far East

Although he enjoyed flying the Europe route he prefers the Far East because he knows it best. He thoroughly enjoys living in Hong Kong "which is easier than life in some other centres." He has no particular desire to fly the Moscow route but would like to do the Australia run some time as he never has been there.

Teamwork Counts

"I don't know, but I should say not," he replied when asked if he thought that people regard flyers today as romantic types. "I thought I was really 'IT' in my blues in the Indian Air Force." But commercial pilots, he feels, are really work-a-day people. "There is no 'most important' job in a commercial airline. It is the teamwork that counts," he said. "One department cannot function without the others. The early pilot who flew by the seat of his pants is as out of date as the 'Kittyhawk'. Today it is the long hours of experience that count." Captain R. Khan himself has 18,000 flying hours in the logbook—an average of 1,000 hours for each of the 18 years he has flown Air-India aircraft.

"Flying is straightforward—it is the physical check-ups that are touchy," he said. "The old days of the casual check are gone. Every six months now every pilot has to pass a rigorous physical examination which includes



Capt. "Dick" Khan

Chief Pilot, Hong Kong.

X-Ray and electrocardiogram." The danger of finding himself suddenly grounded on physical grounds makes a pilot very conscious of keeping in top physical form. Captain R. Khan watches his weight carefully and keeps in trim, swimming and water skiing whenever possible.

Supersonics

"My one remaining ambition is to fly the supersonics," he declared enthusiastically. And at 38 he still is young enough to look forward to the possibility. They are bound to come, he feels. And although of necessity they will fly only restricted areas, he is sure that they will be practical economically by the time they are available to commercial airlines.

What of young men attracted to flying today? "Well," said Capt. Khan, "there is almost a complete lack of opportunity today for a young man to start a flying career. And unless the Government or some airline or other individual starts a college to bring youngsters up to airline standards, this could be the single most serious problem airlines will have to face in the not too distant future. Today's pilots mostly are mature men who had their start in the exigencies of war when vast numbers were given skilled training and valuable experience."

"Someone must make a move soon", he said, "or the industry will suffer".

D. Plant

DECISION-MAKING IS THE CORE OF RESPONSIBLE MANAGEMENT

THE important question this article seeks to answer is—What are executives paid for and what is both Manager and Management's responsibility for decision?

In the popular view, they are paid for *making* decisions, and for once the popular view is not far wide from the truth, though one might, perhaps, qualify the statement by adding that the decisions must be right ones in the majority of cases.

Direct Contact

But business decisions are far more complicated matters these days than they were in the past. When enterprises were smaller, the man at the top often had direct contact with a large number of his employees, with nearly all his suppliers, and even with a good-sized segment of his customers and potential customers. Under these circumstances, the successful businessman often operated by what might appear to the outsider as a series of inspired "hunches" but which, actually, were nothing of the kind. Rather they were

reasoned conclusions based on fairly exact data that he kept, not in the form of charts, graphs and reports, but in his head. In other words, he himself gathered the facts on which his decisions were based and made his decisions accordingly. Thus he seldom had any possible way of dodging responsibility.

With the growth of large Corporations today, the situation

THE Magic Carpet reprints here extracts from Mr. F. K. Khambatta's article in *Industrial Times* on the problem of decision-making in industrial management. Mr. Khambatta is our Manager, Bombay.

is, on the surface, quite different. Not only the executive at the top but the lesser Manager down the line is quite likely to be equipped with a considerable amount of staff assistance... Experts in human relations... Marketing experts... Purchasing agents.

While this is as it should be, it presents a danger—a threat to "managerial prerogatives" more subtle than that growing out of

union demands. The situation offers more opportunity, and hence more temptation to dodge the fundamental managerial responsibility of decision-making.

The Manager must always make the final decision himself, and he must make it as an individual and accept responsibility for it as an individual. If he relies on group decisions or majority opinion, he is not the

exercise a creative judgment, and evolve some third course which is not merely the choice between the "either/or" possibilities presented to him by his experts, or even a compromise between the two, but a new and different approach which fuses the advantages of both suggested courses.

Authority

Despite the tools of modern Management—the records, graphs and reports, the organisation charts and written policies—this decision-making function still must be the responsibility of the individual, and it is still a lonely and difficult responsibility.

This, in fact, sums up what Management is. It is acceptance of difficult responsibility even in the face of circumstances which make the decision-making process harder than it should be.

Today's executive must secure all the available facts, advice, data, and assistance required and then make the decision. That's what makes a Manager different from a worker. It's a bit easier on the head and nerves to carry out a decision without responsibility for the results than it is to make the decision and be fully responsible for the results. That's what executives are paid for.

KEMP'S CORNER



A FAREWELL LETTER**WRITER'S CRAMP**

Dear Maharajah,

WHEN I joined Air-India, London, in April, 1960, Management were so carried away by the occasion that they organised a tremendous cocktail party at the Savoy. The U.K. Press were there in force, and our Chairman came all the way from Bombay to address the gathering. Naturally, as a junior employee, I found this sumptuous welcome a trifle embarrassing, and I was rather relieved that my arrival coincided with the inauguration of our trans-Atlantic service, which helped to divert a little of the spotlight from me.

Now, four years later, it is time for me to move on to pastures new, and I must admit to a strong feeling of nostalgia. I would like to feel that, during my stay, I had made some mark on Air-India. However, after careful consideration, I can discover only one valid claim to personal fame. There is a new showcard—entitled "The Airline that treats you like a Maharajah"—which, Stores permitting, you will see in the near future. One of the pictures, depicting cabin service, shows four passengers, one of whom is fast asleep right at the back. This is me, on one of my more energetic days!

All things considered, I find that there are many more things for which I have to thank Air-India than vice versa. For example, I

shall be permanently indebted for having had the opportunity of meeting some of the world's most beautiful and charming young ladies. For several of our hostesses, I have reserved a prominent place in my memories. As a married man with a bonny one-year-old poodle I feel that it would be unwise to mention names, but I trust that the young ladies in question will know who I mean.

I am also grateful for having had the opportunity of seeing some of the sights of the world—the magnificent revolving restaurant in Frankfurt, where I came nearer to airsickness than I ever did in an Air-India Boeing (of course!); our splendid office in the Hong Kong Hilton, where the piping for the air-conditioning became, in some incredible way, confused with the sewage, giving the whole building a highly distinctive atmosphere (and I use the word "highly" advisedly!); and of course, having visited India, I have to mention what must surely be the most famous and beautiful of Asia's tourist attractions—Dum Dum Airport by moonlight.

I must say that the job has not been without its hazards. I have suffered from dysentery in Beirut, Customs Officers in Calcutta, dysentery in Bombay, a mouthful of pure garlic (which I mistook for bread sauce) in Baalbeck, and dysentery in Hong Kong. Worst of

all, though, were the crippling attacks of writer's cramp which I suffered every time I went to Bombay. This is an occupational hazard for anyone visiting India, and I pass this on for the benefit of any of our out station staff who have not yet made the pilgrimage to C.H.Q. In India, everything is a matter of form—literally! You have to fill up two forms to get off the aircraft; two to exchange money at the airport; two to import a bottle of whiskey; two to exchange money in town, if you are foolish enough to go to a bank (Amexco require only one); one for every drink you buy; one to post a parcel; one to go to the cinema... and so on, *ad nauseum*. It comes as no surprise to visitors to learn that Indian nationals have to sign a P-form!!

In a more serious vein—which I have difficulty in maintaining for any length of time, but here goes—I would like to say that I have enjoyed myself immensely in Air-India, and made more friends than I could ever list in a letter of this length (even if I could spell all their names!). I would, therefore, like to close by wishing Air-India good luck, happy landings and bigger and better load-factors.

Dhanyavad.

Sincerely,
Jim Ward.**"AT THE HOUR OF THE ORIENT"**

These photographs recapture the excitement at the Air-India stall during an exhibition held recently at the Grand Bazar in Liege, Brussels. The opening of the exhibition was attended by the Japanese ambassador at Brussels, the Burgomaster of Liege and Mr. Charles G. R. Angerhausen, our Manager, Benelux.





◀ Jimmy Naegamwalla, Sr. Check Purser, shows trainee-hostess Nirmala Thakur the location of a life raft on the aircraft. Other trainees seen are (from L. to R.) Yasmin Erane, Veronica Ferdinands, Ria Kharegat and Maureen Taylor.



▶ Nadya Regin, a popular Yugoslavian actress, travelled on our Boeing 707 from Sydney to London after completing a film contract in New Zealand.



(Above) His Majesty the King Hussein of Jordan receives Mr. R. K. Thadani, our Asst. Manager, Lebanon, and Mrs. Thadani.
(R) The 11-month-old Shanti is a gift of Indian children to the children of the United States.



Phil Coffey, hostess Santosh Chowdhary, Larry Milston and Terry Burns at the invitation World Airlines Bowling Tournament in London. (R.) W. D. Fulton, of TWA, presents the Interline Contest award to our Receptionist Rajni Shivdasani. Mr. R. L. Mital, TWA's Sales Manager in Bombay, is on the left.