

Magic Carpet

VOL. 8 No. 5

THE STAFF MAGAZINE OF AIR-INDIA

JULY/AUGUST 1964

From the
CM's desk

IN the issue of the *Magic Carpet* for March 1964 I had informed you that we were seriously considering the Concorde. The decision has since been taken to book two positions for the Concorde and the order in this behalf will have been signed by the time you read this. The main reason for booking the Concorde positions after having booked the American SST positions is the assessment that there is a fair chance of the Concorde flying commercially, significantly earlier than the American SST. In this situation, most airlines have booked positions for both and we cannot afford to be an exception. The time for final decision is still well away in future.

The Anglo-French manufacturers who are producing the Concorde are guaranteeing a non-stop operation over the Atlantic both ways between New York on one hand and London/Paris on the other. This meets our requirements. The minimum payload guaranteed is 20,000 lbs. but it is expected to be 26,000 or more. The cruise speed is Mach 2.2 and the expected price is well below that of the American SST.

Another significant fact for AIR-INDIA is the new agreement with AEROFLOT according to which we shall be operating two services a week on the route Bombay/Delhi/Moscow/London, with traffic rights at Moscow. It has not yet been decided whether there would be any intermediate point on the Continent between Moscow and London, and if so which one, and studies are continuing. The Moscow/London route will be opened in October.

This new route will be the shortest and the fastest between Delhi and London and would take less than 12 hours. As there is a time difference of 5½ hours between the two countries, the flight taking off at 10 a.m. from Delhi in winter would reach

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JUSTICE DOUGLAS OPENS OUR WASHINGTON OFFICE

THE Honourable William O. Douglas, Associate Justice of the Supreme Court of the United States, declared open our new office at 1101 Connecticut Avenue in Washington on June 19, 1964.

Among the distinguished guests were members of the diplomatic corps including the Indian Ambassador Mr. B. K. Nehru, the Honourable Ellsworth Bunker, former U.S. Ambassador to India, Senator Sherman Cooper, top executives of the aviation industry and members of the press.

In his welcome address, Mr. P. F. Mahta, our Manager, U.S.A. & Canada, said, "As you see in this office, we have tried to introduce authentic Indian art."

The most striking of the decor in the new office is a 50' x 10' mural of a gay, princely procession painted by Shrivax

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Receptionist Madhu Ramani welcomes Justice Douglas in the traditional Indian style with a garland when he arrived to open our new office in Washington.

INAUGURAL MESSAGE

27th July 1964

Your Excellency,

On the occasion of Air-India's inaugural flight to Nandi, I would like to express our warmest greetings to you and to the people of Fiji and the hope that in bringing India and Fiji closer together this new Air-India service will contribute towards greater trade and good-will between the two countries.

Yours sincerely,

H. E. Sir Derek Jakaway

H. E. Sir Derek Jakaway,
K.C.M.G., O.B.E.
Governor of Fiji.

MISS INTERNATIONAL AIR HOSTESS

OUR Air Hostess Reeta Roy was recently elected MISS INTERNATIONAL AIR HOSTESS at Surfers' Paradise in Queensland, Australia.

She was one of the 15 participants from the world airlines.

Doe-eyed, with rich black hair cascading over her shoulders, the 24-year-old winner is tall, slim and elegant.

Born in Calcutta, India, Reeta spent a part of her childhood in Mandalay in Burma where her father was a professor. Her family returned to India in 1950 and Reeta matriculated from St. Helen's Convent in Kurseong, Assam.

After graduating from the University of Calcutta in 1958, Reeta travelled extensively in India and abroad. She joined Air-India in December 1963.



FIELD SERVICE UNIT AT SANTA CRUZ

AIR-INDIA has planned a major expansion of its maintenance activity with the setting up of a Field Service Unit at Santa Cruz Airport, Bombay, which will enable the airline to achieve faster turn-arounds of its aircraft.

Built at a cost of approximately Rs. 6 lakhs, this Unit has a covered area of 16,000 sq. ft. for storage of ground support equipment. It also has 8,000 sq. ft. of annexes which provide for offices, storage of equipment and aircraft spares, a workshop for the maintenance of equipment, and a canteen for the staff. The Unit is presently manned by 36 staff comprising Engineers, Mechanics and Cleaners who are responsible for the smooth functioning of the Unit.

Though at present the Unit provides ramp servicing for Air-India Boeings and aircraft of several other foreign carriers operating through Bombay, it is planned in the near future to transfer responsibility for some of the minor maintenance checks on Air-India Boeings from the main Engineering Base to this Unit, with a resultant saving in time.

Air-India operates 40 flights a week out of Bombay including seven charter flights for I.A.C. and also handles an equal number of flights of foreign carriers which require the assistance of technical staff and the loan of special equipment.

OBITUARY

Mr. Brian David Harrison, Asst. Flight Purser, Commercial Department, was drowned on May 14, 1964.

A little less than 20 years old, he joined us as a Trainee from August 16, 1963, and was placed on probation as an Asst. Flight Purser from December 1, 1963.

He leaves behind his parents and a sister.

Mr. H. Narayan, 41, Senior Clerk of Planning Department, died on May 22, 1964.

Mr. Narayan joined us as a typist on April 21, 1954, and was promoted as a Senior Clerk in August, 1960.

He is survived by his wife and five children.

Mr. Uttam Ganesh Naik, 40, Driver, died on June 5, 1964, at the K.E.M. Hospital in Bombay.

Mr. Naik joined Air-India on April 1, 1961. He is survived by his widow, three daughters and a mother.



Jaiprakash Wins Scholarship

If determination is a criterion for success, then Jaiprakash Vithal Gadgil, son of our Controller of Stores & Purchases, will certainly achieve fame.

Jaiprakash, 17, who recently passed his Secondary School Certificate Examination with first class marks from the Sacred Heart Boys High School in Bombay, is the winner of the Lincoln-Sudbury Air-India Annual Scholarship.

To be offered every year to the son or daughter of one of our staff, the scholarship covers tuition, board and lodging and other expenses.

Jaiprakash will shortly leave for Massachusetts, U.S.A., to join the Lincoln-Sudbury High School. Alert, keen and eager beaver, he is thrilled at the prospect of this trip to the U.S.A. He is looking forward to meeting American boys and girls of his



A group of IATA Travel Agents recently visited our Engineering Base at Santa Cruz airport. Here they are seen in the Boeing Maintenance Hangar with Mr. A. S. Desa (3rd from R.), Office Superintendent, Engineering Department.

From the GM's Desk

(Continued from page 1)

London by 4 p.m. and the service therefore is bound to be very attractive. The discussions took place in a very cordial atmosphere at Moscow on the last two days of June and this arrangement could be arrived at because of the close and the cordial relationship which exists between AEROFLOT and AIR-INDIA.

B. R. Patel

age, and to learn about their way of life.

Commenting on his plans after his return, he said, "The airplane fascinates me. I want to join Indian Air Force as a Pilot when I come back in a year."

His elder brother, Devendra, 20, is in the U.K. studying Engineering. His sister, Sandhya, 23, was with Air-India in Switzerland for two years. "They have travelled a lot. Although I have also been abroad, I never had opportunities like them."

SPORTS NOTES

THE Air-India Tennis Team lost narrowly to the Reserve Bank Sports Club in the final round of the Inter-Offices Tennis Tournament. In the Semi-finals, they defeated the formidable Khatau Sports Club.

The team comprised Mr. S. Prakash, Mr. R. P. Bhat, Mr. D. Lewis and Mr. H. S. Merchant of Commercial Department, and Mr. D. Shivnath and Mr. R. J. Kanak of Stores.

TABLE TENNIS

The Table Tennis Team comprising Mr. V. B. Jog, Mr. J. S. Divgi, Mr. B. R. Aga (all from Accounts), and Mr. F. Miranda of Engineering, moved up from third to the second division of Bombay Table Tennis Association League Tournament.

The team qualified for this by defeating Maharashtra Labour 'A' by five matches to four.

RAMESH RANADIVE

TARIFF Section's Ramesh Ranadive recently attended the International Democratic Lawyers' Conference in Budapest as the guest of Hungarian Lawyers' Association.

He said that the Conference, held every alternate year at different centres, discussed how socialistic countries have tackled the problem of disarmament for achieving world peace.

Born 37 years ago in Ratnagiri, on the Southern coast of Bombay, Mr. Ranadive taught law before joining Air-India in 1962.

He is a B. Sc., holds an LL.M. degree in international law and is a former member of the Faculty of Law and Board of Studies in Law of the University of Bombay.



AWARD FOR SUGGESTIONS

THE management have announced cash awards to Mr. R. J. Moses, Stenographer, Accounts Department; Mr. S. M. Habib, Leading Hand, Works Engineering Division; and Mr. G. A. Lopez, Mechanic, Maintenance Division.

Mr. Moses suggested a new pattern for our letter heads which at present require 15 nP. postal stamp. Mr. Moses' suggestion to use Inland Letter Forms instead will require only 10 nP. postal stamp.

THE 50-ton jack, normally used for jacking up the Boeing in the hangar, often used

to fall owing to the pressure pump gland packing giving way under heavy load. Mr. Habib suggested modifications to the gland nut and packing. The management have adopted these suggestions with some modifications.

MR. Lopez suggested the addition of a telescopic bar to aero-stands. The bar, attached to a tractor, facilitates quicker movement of the stands. The suggestion was accepted after certain modifications.



Raymond Moses



S. M. Habib



Gregory Lopez

First Sales Meeting At Fiji

"WE will be the ONLY Carrier with daylight departures and arrivals," said Mr. A. F. Pinto, Manager, Australasia, in his opening address to the Fiji Sales Meeting.

The Meeting, attended by our 16 representatives, was held at the New Mocambo Hotel, Nandi, on May 4, 1964.

Mr. Pinto pointed out that "This is truly an historic occasion. We are going to cross the Pacific for the first time in our history in August, by extending our service from Sydney to Fiji."

This extension, he said, will be out of the Tripartite Pool between Air-India, B.O.A.C. and Qantas.

Further Extension

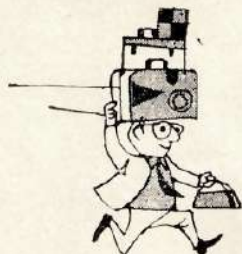
He further said, "Somehow, some time, one can dream of further extension Eastwards."

The Meeting was attended by Kalyan Ghose, Fiji; George Talati, Perth; Bill Burke, USA; Andy Greig, Los Angeles; Andy Ramani, San Francisco; Bill Brumby, New Zealand; E. Brown, Sydney; Bruce Macklin, Melbourne; John Heuvel, Adelaide; Peter Huckstepp, Wellington; Max Ruane, Christchurch; Kevin Carton, Perth; Albert Jayant, Suva; Michael Johnson, Auckland and Amritlal Raniga, Lautoka.

ELECTED PRESIDENT

MR. V. G. Borkar has been elected President of the Indian Flight Operations Officers' Guild.

Mr. K. L. Dandona has been elected General Secretary and Treasurer, and Mr. P. V. Gopal Rao, a member of the Committee.



RECENT POSTINGS

Mr. K. L. Ramchander
Asst. Manager, Germany.



Mr. M. G. Rao
Manager, E. Africa.

Mr. P. B. Dhar
Asst. Manager, E. Europe.



Mr. B. S. Batliwalla
Manager, Indonesia.

Mr. S. S. Kaul
Asst. Manager, Thailand.





A highlight of the travel world in London during May was the speech given by the Commercial Director upon the occasion of the monthly luncheon of the Women's Travel Club of Great Britain at the Dorchester Hotel. It was a sell-out for the Women's Travel Club and the lucky ticket holders were certainly rewarded by the C.D. who was in sparkling form.

In the words of the member of the Women's Travel Club who proposed a vote of thanks to Mr. Kooka, "Seldom had such laughter been heard at a Women's Travel Club function". The evening before Mr. Kooka addressed the Publicity Club of London and immediately following the Women's Travel Club lunch he officially opened the annual U.K. Sales Conference attended by all the U.K. Sales staff and also by several C.H.Q. executives.

Children's Special

Traffic in and out of London has been encouraging and advance bookings for the Olympics and the Eucharistic Congress are also heavy on certain days. Space Control report that they envisage this year more children travelling on our services to the East on our Children's Special flights in July.

Reservations staff appear to be conducting a slimming campaign, at least this is what the girls say and one or two of the men have mentioned the improvement to the Bond Street Booking Office statistics.

We have had to say good-bye to Bernadette Pellier, Ground Receptionist at London Airport, Trevor North from Cargo, London Airport, Sham Muley from Stores, London Airport and Brian Sage from Telex.

Bond Street Loses

Bond Street unfortunately lost their return cricket match against the Airport staff. The R.M., U.K.'s Bond Street team batted first and were all out for 43 with Hammadi from Captain Gazdar's team taking five wickets for 15. Then the Airport boys, resplendent in immaculate white, replied with 162 for 9, with Raj "Whiter than white" Vaide scoring 33 not out, Roberts 28, Wates 23 and P. Daruwalla who retired at 21. All that remains now is for the deciding match to be played which will, no doubt, give great pleasure to players and on-lookers alike.

Goff Fever from Telex recently went from the East to the West coast of the United States and returned by Greyhound bus, all of which took three weeks, which included ten days in San Francisco. However little can be discovered about his impressions or his activities on this trip apart from the fact that he obviously enjoyed every minute and every mile.

Airline Bowling League

The bowling team, most of whom come from London Airport, participate in the Airline Bowling League each week, but so far they are not reporting very successful progress.

Congratulations to Eric Abreo, Stores Superintendent, London Airport, who completes in May 26 years service with Air-India



and to our Resident Engineer, Mr. E. M. Langford who has been with Air-India for 22 years.

All stations no doubt receive letters from schoolboys interested in aviation and these are worthwhile enquiries as we should look upon these correspondents as the passengers of the future. One young English boy recently wrote to thank us for the postcard and poster we had sent him and said that when he had enough money he would like to fly to India with us.

TREVOR TURNER

Prima Ballerina Dame Margot Fonteyn arrives in London from New York.

Ali Dharamsey, Asst. Reservations Supdt. in London, is seen here at a mango party with Miss K. Row (r), Metal Containers, and Miss A. Russel, Cherry Tours and Travel.



This photograph taken at the recently held U.K. Sales Conference shows Mr. P. Mahta, Mr. S. K. Kooka, Mr. M. A. S. Dalal, Mr. R. N. Kaul, Mr. J. B. Cowasji and Col. C. J. Wates.





The palm-fringed Oval in Bombay where the 38th International Eucharistic Congress will meet in November this year.

XXXVIII INTERNATIONAL EUCHARISTIC CONGRESS



The theme of the Bombay session of the 83-year-old Congress is The Eucharist and The New Man, and its chief motto "Order Your Lives in Love."

During its previous sessions, the Congress discussed mainly spiritual themes. The theme for the forthcoming Congress, however, shows a new awareness among church authorities of the changing times and the needs of the modern man.



His Eminence Gregory Cardinal Agagianian. He will be the Papal Legate to the Congress.

From November 28 to December 6, 1964, the palm-fringed parkland in downtown Bombay, known to Bombayites as the Oval, will wear a new look. Here, on its green soft grounds some 200,000 pilgrims from the four corners of the world will foregather in amity, goodwill, faith and worship for the 38th International Eucharistic Congress.

Urbs Prima Indis

Their arrival in already crowded Bombay will probably burst the city at its seams more than ever before. But, like the old woman who lived in a shoe, India's first city and the gateway of India always seems to have room for more.

All available space has been booked in nearly all the city's hotels and hostels. Many schools, colleges, clubs and gymkhanas, as well as hundreds of private homes in Bombay have been requested by His Eminence Valerian Cardinal Gracias to throw open the doors to welcome the visitors. The

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Eucharistic Congress

(Continued from page 5)

seven ships bringing pilgrims from far and near and nearly every catholic country in the world will act as "floating hotels" in the Bombay harbour for the duration of the Congress. Tents will be pitched in open spaces to accommodate the visitors.

5,000 Ushers

Some 5,000 carefully selected volunteers are being trained as ushers to receive, guide and show the visitors the sights of the city. "The ushers are not only being put through their paces in the delicate art of keeping crowds in serried ranks at Oval and the adjoining Cooperage and Bandstand, but large numbers of them are being instructed in a number of foreign languages to assist persons from other countries," remarked one of the organisers who have been working round the clock like eager beavers to make the Congress an unforgettable event in the long history of the Catholic Church in India.

The Eucharistic Congress, which meets every four years in different countries, will be held for the first time in a country predominantly non-Christian, and for the second time in (the continent of) Asia—the 8th Congress having been held in Jerusalem.

The Indian Touch

The proceedings of the Congress will not be conducted in Westernized settings, but against an Indian background. Every single item in the crowded week-long programme will have a touch of the East. As one of the organizers explained, "We should be able to convey the impression that the Congress is being held in India".

The Indian touch will be conspicuous in the decor of the pavilions, in the immediate surroundings where the main proceedings will be held, in the stanza-melody of the specially composed Congress hymn, in the theme of the Indian ballet and exhibitions.

Experts in Kathakali, Bharat Natyam and other temple dances of India are training Christian boys and girls to express Christian themes in Hindu art forms. The music for these dances will have a distinctive Indian flavour.

Classes in music and dancing are being conducted twice a week at eight different centres in India. About 1,000 participants are being trained in music and another 300 in Indian classical dances, many of whom are tribal people.

Mammoth Choir

Another highlight of the Congress will be the Polyphonic Choir of 500 voices which will accompany the religious services. In addition, there will be a mammoth choir of 4,500 voices to lead the huge gathering of worshippers in the congregational singing.

(Continued on page 8)



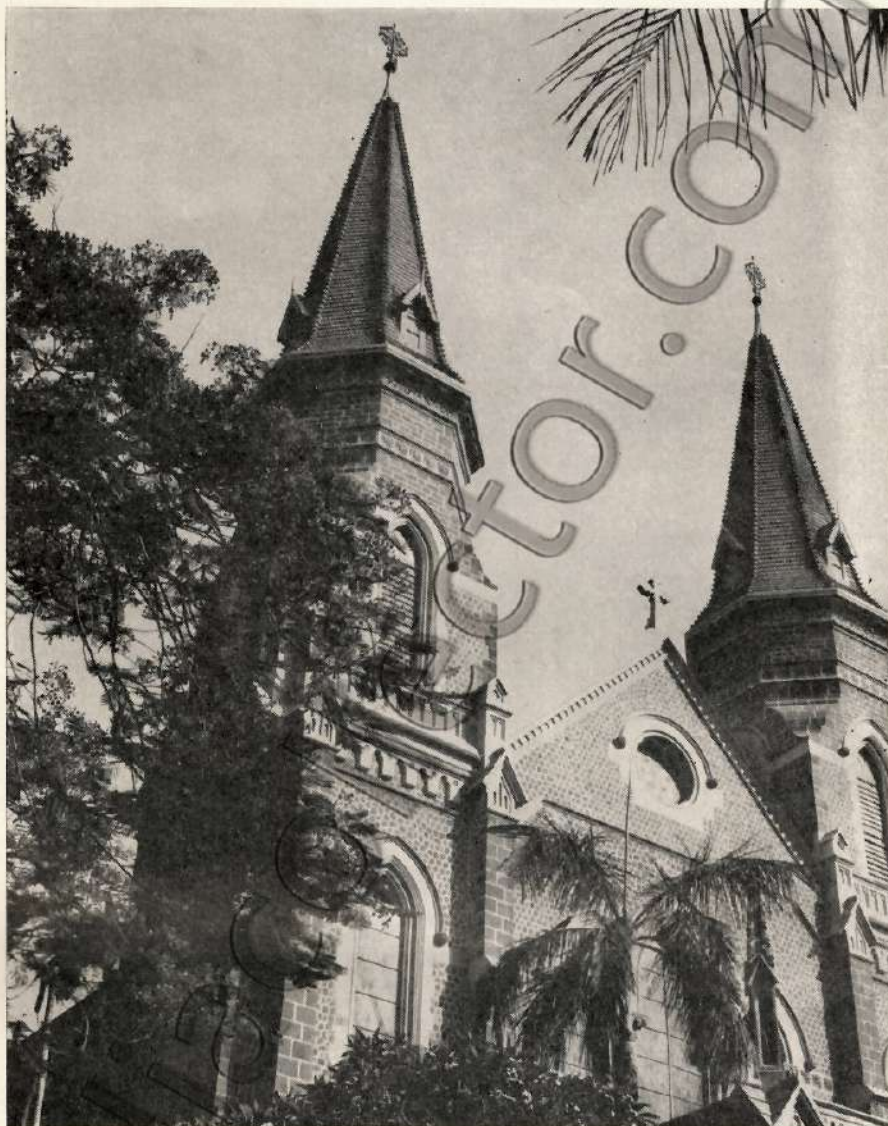
The main altar at the Pro-Cathedral of the Holy Name in Bombay.

The Taj Mahal Hotel. The Gateway of India is on the right.





His Eminence Valerian Cardinal Gracias, Archbishop of Bombay, who will play host to the Congress.



A view of the Pro-Cathedral of the Holy Name located in downtown Bombay.
(Below) Mrs. Vijayalakshmi Pandit, Governor of Bombay, assures Government's full support to the Cardinal and Organisers of the Congress when she met the Hosts Committee.





St. Theresa's Church in Bandra, a suburb of Bombay
An example of modernistic church architecture.

The Prince of Wales Museum in Bombay, which houses a rare collection of Indian paintings, sculpture and other object d'art.

EUCCHARISTIC CONGRESS

(Continued from page 6)

Before the formal inauguration of the Congress, the organisers are planning a three-day seminar on food and health problems. About fifty experts from all over the world, including some representatives of United Nations Agencies, are expected to participate in the seminar.

During the Congress week, there will be sectional meetings covering different professions like teaching, medicine, nursing and social service. There are plans to hold language group discussions—linguistic groups selecting different themes for discussions.

Thus, the Bombay International Eucharistic Congress in November will be an unprecedented and a historic event. The week-long deliberations will turn the city into a veritable Rome of the East, and its sun-kissed streets will echo to the babble of foreign tongues from many climes.

R. Sattawalla



OUR COMMANDERS—6

CAPT. J. S. DHILLON

"Yes, I remember very well the time when I flew the late Prime Minister Nehru from Cairo to London. When he came to the flight deck, he was fascinated with the maze of instruments in the cockpit and asked us innumerable questions about our new 707s. And, before disembarking, he had a word of encouragement for the entire crew."

There was a tinge of nostalgia in his voice when Captain Jotindar Singh Dhillon, our Chief Pilot in Singapore, described to the Magic Carpet this flight in 1960 when Mr. Nehru flew out of India for the first time on our Boeing 707.

During his 18 years with Air-India, Captain Dhillon has flown a number of world-famous personalities on the Route of the Magic Carpet. But today, more than ever, the late Prime Minister's flight in 1960 is his most memorable one.

Born in 1922 in Faridkot, a former princely state in south-east Punjab, where his father was the Chief Minister, Captain Dhillon, burly, bearded and expansive, stumbled on his aviation career by sheer accident after completing his education at the Government College in Lahore.

Chance Meeting

One day in 1941 when he came out of a movie theatre in Lahore, he ran into a Recruiting Officer of the Indian Air Force. They talked about the World War and the important role of the Air Force in it. At the end of that chance meeting Captain Dhillon could not resist the lure of the song of the clouds and joined the Indian Air Force as a cadet. He reported to the Initial Training Wing in Lahore where he was put through his paces and was assigned to a bomber squadron after further intensive training at the Elementary Flying Training School in Ambala, Service Flying Training School in Bhopal and Operations Training Centre in Peshawar in the former North West Frontier Province.

In December 1943, Captain Dhillon—who was Flying Officer

at the time—saw active service in Burma. Assigned to the fighter squadron, he flew Vulture, Vengeance and Spitfires. He was in Rangoon when the World war ended.

He joined Air-India (Tata's) in 1946 with the first batch of post-war pilots recruited from the Indian Air Force. His first flying experience with Air-India was on Twin Beech Expeditors and then DC-3s, followed by Vikings, Constellations, Super Constellations and now Boeing 707s.

Captain Dhillon still vividly recalls his first commercial flight out of India to Colombo as a co-pilot. "I was quite bewildered at the time", he said. "In the Air Force plane I was my own boss, but here I found myself doing what I was told to do from the right hand seat."

Capt. J. S. Dhillon

Friendly and unassuming, Captain Dhillon confessed that commercial flying had mellowed him. "Being up there all alone in a fighter bomber is quite different from having a plane-load of passengers to worry about," he explained.

'Satisfying Career'

With over 17,000 flying hours to his credit and having flown on all our routes, Captain Dhillon gets a kick out of flying. He considers flying a "satisfying career." "There are no inhibitions in a pilot's job," he said. "I feel a deep sense of satisfaction when I rub shoulders with passengers from all corners of the world and am proud to carry our national flag to countries far and near."

Those of us who have flown with Captain Dhillon cannot but feel his presence in the left hand

seat for he comes over the public address system with unfailing regularity to tell the passengers how the aircraft is behaving, the weather ahead, the height at which he is flying, pointing out the landscapes and interesting landmarks 35,000 ft. below.

During his 23-year-old career as a pilot, Captain Dhillon has flown various types of equipment. But he is now looking forward with great expectations to the SST, which, with its greater speed, "will revolutionise commercial aviation."

Besides flying, his other interest is photography—a hobby which he now finds expensive after his marriage two years ago. He lives in Singapore with his Austrian wife Helen and his 9-month old son Indar.

R. Sattawalla



WASHINGTON OFFICE

(Continued from page 1)

Chavda, one of the leading young artists from India. Chavda, specially commissioned by Air-India, has captured in this mural the vivid colours of India and gaiety of a festive occasion with gracious movement of bejewelled men and women, caparisoned elephants and camels.

Besides the mural, Air-India's office also displays floor-to-ceiling cement panels brought from India depicting worshippers of Buddha in bold relief. The panels were fashioned from old temples capturing their original cave-like setting and evoking an atmosphere of calm serenity.

Maximum Comfort

Commenting on the new office, Mr. Mahta explained, "The motif and decor are in keeping with the Indian theme in cabin decoration of our Boeing 707 Aircraft. In fact, our main purpose in opening this new office is to ensure maximum care and comfort on the ground for our passengers matching our well-known in-flight service."

Replying, Mr. Justice Douglas said, "The hospitality of the airline has been deeply appreciated by me and all my family over the years, and I am very happy that we can be here to participate in the opening of this very important office, which, I am sure, will over the years prosper and bring us many friends from India."

"The bonds between our countries are very great. The lawyers are aware that there are many basic principles common to the Indian and American jurisprudence. We have many bonds in literature, many spiritual bonds, many bonds in poetry and music, and this beautiful mural will

become a new bond over the years, I am sure, between many of the Indians and the many Americans.

"The colour and the richness of the Indian culture is all here and will lift the heart of everyone who comes into this room.

"There are other bonds as well of personal friendship and bonds of commerce and trade and industry, and Air-India will be one of those continuing bonds of friendship between these two great nations.

"We feel with your people a very close bond of friendship in the years ahead, and we have a genuine feeling that we of the United States, and you of India are partners in a great democratic cause, and Air-India will help bring us and keep us close together."

Mr. Ashok Dutt welcomes Mr. Ellesworth Bunker, former U. S. Ambassador to India.



A view of our ticket counter at the new Washington office. In the background is a mural of a gay princely procession painted by an eminent Indian artist S. Chavda.



Mr. P. F. Mahta presents the Chief Guest with a wood carving. Raj Mallick, Area Sales Manager, is on the left.

Mr. P. F. Mahta with Mr. G. D. Birla, an Indian industrialist, during the opening of our Washington office.



THE KINDEST AND MOST CONSIDERATE OF PASSENGERS

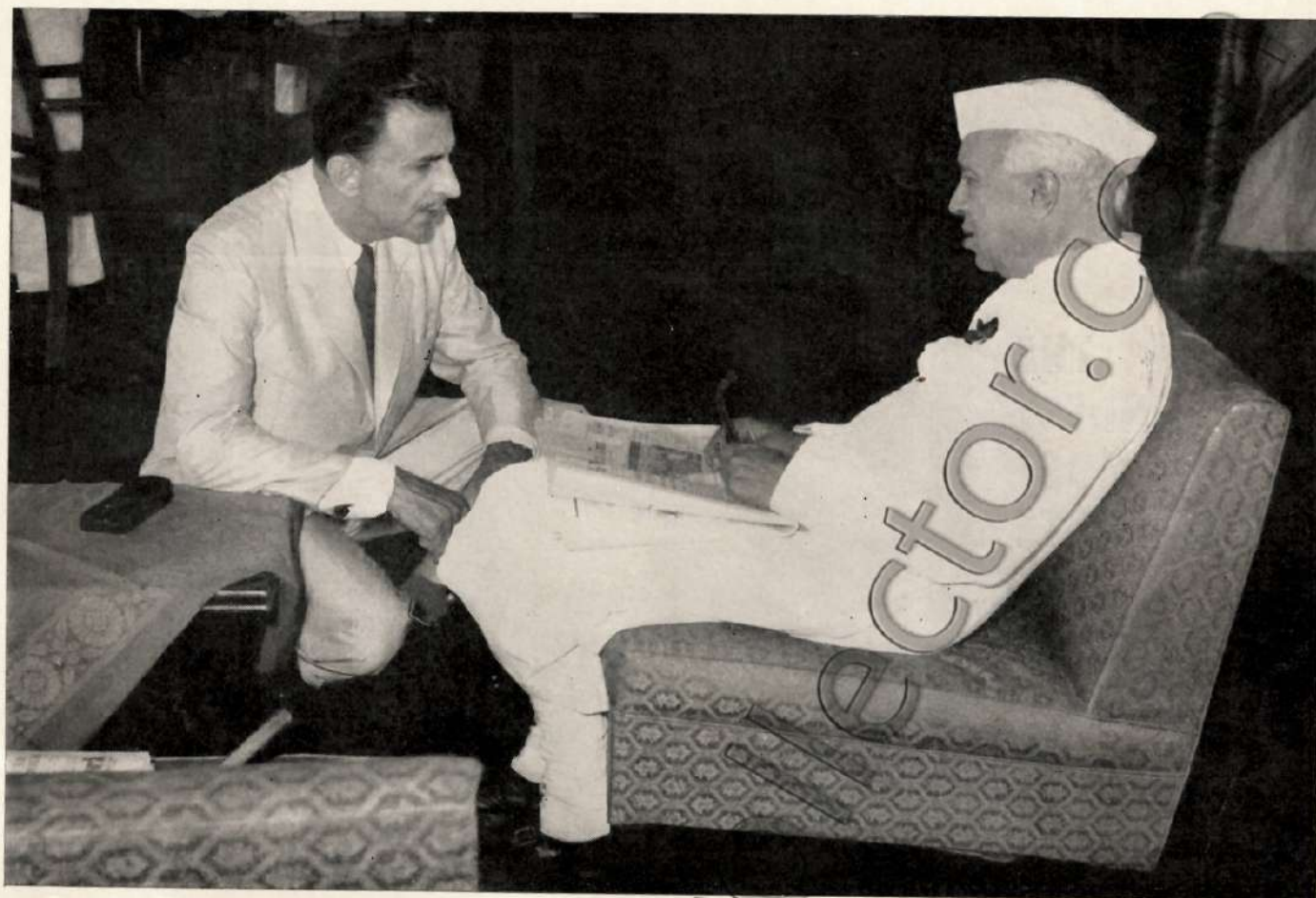
I N Jawaharlal Nehru we mourn not only one of the world's greatest leaders, but also one to whom we, in Air-India, felt particularly close and were especially devoted.

Of all the many remarkable aspects of his unique life and career, none was more striking than his capacity for arousing the love and loyalty of those who came into contact with him and even of those who had only heard or read of him.

We, in Air-India, loved Jawaharlal, not only for the man he was, but for the friendship, the understanding and the support he extended to us so generously.

If working for Air-India has been a labour of love for so





many of us, it is, to a great extent, because we felt that we were working for Panditji and that he appreciated, and was proud of our efforts to make it an outstandingly efficient and successful airline.

We were particularly happy at the opportunities, rare as they were, to look after him on board our aircraft. On those occasions, he was to us both a super V.I.P. the responsibility for whose safety and comfort at times gave us the jitters, and the kindest and most considerate of passengers whom it was a joy to serve.

For my part, I was fortunate in knowing

him for some forty years. After he took up the crushing burden of the Prime Ministership, although my personal contacts with him were less frequent than I would have wished them to be, his friendship and unfailing courtesy meant much to me over these many years, and I shall miss him more than I can say.

How can we in Air-India best serve his memory and thus continue to justify the faith and pride he had in us?

I believe we can do so by doing the very best of whatever job is ours. Nothing displeased Jawaharlal more than a job

shoddily done, or made him happier than superlative performance.

We work in an industry where nothing but the best is good enough and from the start we have striven for perfection. Perhaps that was why Jawaharlal thought well of us.

The most fitting tribute we can pay to his memory is to put into each working day of ours, that extra bit of zest and inspiration, to enhance still further the high reputation we have built for Air-India over the years, at the cost of so much effort, hard work and devotion.

J. D. Tata



Mr. F. K. Khambatta
(the author)

EFFECTIVE COMMUNICATION IS THE MARK OF EFFICIENT MANAGEMENT

FROM the baby in the cradle to the President of the largest trade combine, the art of communication is the earliest means to an end.

Like Public Relations, Human Relations and all other Relations that are inter-related, Communication is a far neglected aspect which today has become one of the most vital factors in the efficient economic performances of Management.

Better Communication helps to get better job performance, wins the co-operation of others, gets ideas and instructions closely understood and brings about immediate and desired changes in work performance. Efficient Communication encompasses all activities which influence personnel at all levels in all forms of modern Management activity.

Proper Understanding

It is strange and at times alarming to see how specialization tends to segregate a part of something from the whole. In the field of medicine, for example, where we have specialists for every part of the body, we sometimes lose proper understanding of the relationship of the body to a particular part. We tend to think of the part as a separately operating mechanism. When I say "we" I am speaking of the patients and not the doctors.

The same is true of communication. It is being approached from many different angles and being subjected to many specialised techniques and methods. Some in Management have become so preoccupied with these specialities that they give the impression of believing that one particular method of communication—such as audiovisual aids, or non-directive interviews, or conferences—is the answer to all communication; that communication is a separate kind of activity from the other activities of Management; that communication, as such is something new, which has not been used very extensively.

Communication is that process whereby one person makes his ideas and feelings known to another. It is the primary means by which one influences others. It has been taking place ever since the beginning of time. While we are constantly learning more

effective methods of accomplishing it, there is nothing new about the activity itself.

One-way communication is a skill that requires the ability to get other people to understand us. Two-way communication involves a second skill—that of helping others make themselves understood by us. Participation takes place when each of the parties contributes to the thoughts and understanding of the other and something new is created as a product of that interchange.

Communication is the means whereby Management gets its job done. Without it an executive is as ineffectual as a violinist without his instrument. It is a skill of Management; it is, however, essential to every other management skill.

Executive's Function

The function of an executive is to decide what he wishes to accomplish; to forecast the future conditions under which the goals are to be attained; to make plans which will attain the goals under the conditions forecast; to provide the people required to build an adequate organization; to constantly lead these people in the direction he wishes them to take. His job is to make things happen which would not have come about but for his leadership.

After he has determined his goals, made his forecasts and plans, and set up and manned his organization, absolutely nothing happens if he does not communicate with people. The degree to which something does happen in terms of his objectives is dependent upon the clarity of his own mental image of the desired result and his skill in transferring that image to the minds of others. This means that he not only must communicate the specific content of a message but also must be able to convey with it a definite spirit that reflects an attitude on the part of the sender. This is true of both formal and informal communications. In organizations where communication of this kind exists, it has led, in time to almost intuitive understanding.

For communication, it should be remembered, is an "atmosphere"; it is not something that one can put his finger on. In the absence of a favourable atmosphere of this kind, misunderstanding flourishes and it brings with it inefficiency, friction and failure.

There is no formula that can be offered for creating this atmosphere. The nearest I can come to is to urge that the executive speak to people and write to people as he himself would like to be spoken and written to—in terms that are considerate, in terms that acknowledge the intelligence and thinking capacity of those who are to carry out the orders.

Dynamic Leadership

There is a voluminous evidence today that the understanding on the part of Management people of the nature of the basic management function is increasing by leaps and bounds. The fact that there is much more dynamic leadership today than ever before means that more people in management comprehend their own power and responsibility to guide the future rather than be guided by it.

This could be the reason for the increasing management interest in the whole field of Communication.

NEW ZEALANDERS IN INDIA

Two New Zealand career women recently paid a visit to India on our service for an enterprising and unusual assignment.

They were Mrs. Don Penberthy and Mrs. Paddy Walker. Both of them are well known in the fashion world of the Dominion—Mrs. Walker as a fashion coordinator, and Mrs. Penberthy as a top designer.

They were the guests of the Indian Trade Council for selecting dress and furnishing fabrics for the Indian Pavilion at the International Fair to be held in Wellington in August.

Mrs. Walker concentrated on collecting goods for the Indian pavilion and Mrs. Penberthy selected fabrics for a collection of 25 garments, with a distinct Indian flair, to be shown in special parades at the Fair.

Mrs. Penberthy spent ten days in India and looked at silks and soft cottons for the average woman. She primarily looked for Indian atmosphere and colour, but also kept in mind what the Australian and New Zealand woman will buy. Mrs. Walker stayed in India until mid-July.

Mrs. Don Penberthy and Mrs. Paddy Walker






PHOTO NEWS



- 1 The New Zealand Wrestling Team, which recently toured India, leaves Wellington on our service.
- 2 Miss Siri Fox from our Auckland office models in Tibetan costume at a meeting in aid of the Tibetan Children's Relief Society.
- 3 Miss J. Meecham, West Australian Apple Queen, at our airport Counter in Singapore.
- 4 Peter O'Sullivan, Junior Champion Farmer, is welcomed aboard our Boeing 707 at Sydney by Air-Hostess Nina Dubey.
- 5 Our hostess Marina Aibrecht with the second prize she won at a recent beauty contest for International Airline Hostesses in Bombay.
- 6 Our Melbourne Sales Secretary Olive Long and John Dennis Flocas were married on March 7.