

The Magic Carpet



VOL. 16 NO. 3 THE STAFF MAGAZINE OF AIR-INDIA MARCH 1972

DEP. HEADS APPOINTED TO THE BOARD

THREE new directors have been appointed from within Air-India to Air-India's Board. They are Mr. S. K. Kooka, Commercial Director, Mr. K.K. Unni, Assistant Managing Director and Mr. K.G. Appusamy, Director of Engineering.

Their appointments follow the amendments to the Air Corporations' Act (1953) passed by the Parliament in its last session. The amendments came into effect on February 1, 1972 after the President's approval.

The amendments are designed to help Air-India and Indian Airlines to function more efficiently and with greater flexibility in dealing with many of the problems of management. The General Managers of the two Corporations are now known as Managing Directors while the members of the Board are known as Directors. The number of Directors has been raised to 15, including the Chairman. So far the Government has appointed 11 Directors.

The new Board consists of the following: Mr. J.R.D. Tata, Mr. N.P. Sen, Air Marshal M.S. Chaturvedi, Mr. K.N. Mookerjee, Mr. N. Khosla, Air Vice Marshal S.A. Hussain, Mr. Ravi J. Matthai, Mr. M.S. Sundara, Mr. S. K. Kooka, Mr. K.K. Unni and Mr. K.G. Appusamy.

The most important change that has been brought about by the new Act is that Air-India will be able to establish and manage wholly-owned subsidiary companies. It is under this amendment that the "Air-India Charters Limited" and the "Hotel Corporation of India" have been formed as wholly-owned subsidiary companies of Air-India.

The Board of Directors has now been given powers to sanction capital expenditure to the extent of Rs.40 lakhs as against Rs.15 lakhs previously.



Mr. J.R.D. Tata, Chairman



Air Marshal M.S. Chaturvedi, Managing Director



Mr. S.K. Kooka, Commercial Director



Mr. K.K. Unni, Asst. Managing Director



Mr. K.G. Appusamy, Director of Engineering

MANAGEMENT BY OBJECTIVES

Seminar points the way

A three-day seminar on "Management by Objectives" was inaugurated by Air Marshal M.S. Chaturvedi, Managing Director, at the Technical Building on February 23, 1972. The seminar was conducted by Dr. B.L. Maheshwari of the Administrative Staff College, Hyderabad and was attended by some of the senior officers from all departments.

Speaking on the occasion, the Managing Director said: "In the good old days, when the aeroplanes first started, you did everything yourself; you flew them, you serviced them and even repaired them yourself. You learnt everything as you got along. Even in an industry, you received on-the-job training".

But those days are gone. Modern technology is far too complex to be mastered in this way. Besides with modern communications it is possible to exchange ideas with your counterparts in remote parts of the world and therefore a system of training has been evolved whereby you learn from other's experience. "New ideas, concepts are emerging which must be fruitfully exploited", the M.D. said.

He emphasised the need for organi-

sing many more such seminars for officers at various levels in Air-India. "We have been lagging behind in this sphere!" he added.

Earlier in his introductory speech, Mr. K.K. Unni, Assistant Managing Director, explained the purpose of the seminar and said: "In a growing organisation like ours, it is important to lay down objectives, to decide upon the goals so that a proper approach towards converting these goals into monetary gains can be developed".

Mr. Unni referred to the film "Management by Objectives", which was shown at the Headquarters some days ago, and said: "The film began with a shot of a football field, with players of both teams concentrating all their energies on one objective—to score a goal. That was a good example".

At this stage in Air-India's history, he said, Air-India needs capable managers all the time. "We must do everything to develop managerial talent", he added.

"There is no need to introduce Dr. Maheshwari. He is a wellknown personality. It is nice of him to come here to conduct this seminar".

Dr. Maheshwari thanked the Air Marshal and Mr. Unni and said: "This is a pleasant occasion for me. We have a special relationship with Air-India. We have claims on Air-India too, because our former Principal is now on your Board".

Dr. Maheshwari then gave a broad idea of the subject. He said that the whole concept of management by Objectives is based on identifying your objectives and then finding the best and quickest means of achieving them. "You say to yourself 'this is where I want to go' and then concentrate all your resources on getting there".

Dr. Maheshwari said that objectives laid down by the management provide guidelines for action. Everything should be related to set objectives and it is the output which is important and not the inputs. Of course, quality, cost and time are important factors in achieving the objectives. "It becomes a rigorous exercise", said Dr. Maheshwari. (See article and photographs on page 3).

Intern'l Airports Authority formed

THE international airports at Delhi, Bombay, Calcutta and Madras which are the aerial gateways of India will be owned and managed by an autonomous statutory Authority, following the enactment of the legislation by Parliament for the purpose. The Authority, to be known as 'The International Airports Authority of India', will take over these airports from the Department of Civil Aviation which at present operates all the civil aerodromes in India.

With the constitution of this Authority, the scope of the public sector in civil aviation in this country which is presently concerned with the operation of domestic and international air services by the Indian Airlines and Air-India respectively, will be enlarged to cover the ownership and management of the international airports.

The major airports around the world are managed by autonomous bodies set up by statute or under the law relating to the setting up of companies/corporations, like Kennedy Airport in New York, London Airport and four other airports in the U.K.,

(Continued on page 2)

The Indian Association of Geneva collected Sw.Frs.20,000 (Rs.36,400) for the Bangladesh Refugee Fund. The photograph shows Mr. S. Chidambaram, President of the Indian Association, presenting the cheque to H.E. Air Chief Marshal Arjan Singh, Ambassador of India. Others seen in the photograph (from L to R) are Miss C. Tschering, First Secretary; Mr. C.M. Amin, Accounts Manager, Air-India and Honorary Secretary, Indian Association; Mrs. Arjan Singh and Mr. S.J. Fernandes, Manager, Switzerland and Austria.



Mr. Bhag Israni who has been appointed Chairman of the International Airports Authority. He was Asst. General Manager of Indian Airlines. Before joining IA in 1963, Mr. Israni was Commercial Manager-Sales, Air-India.





Mr. Ramachandran (third from L) with Mr. N.J. Pavri, Mr. C.V.R. Rao, Financial Controller, Mr. P.K. Balaporia, Deputy Financial Controller, Mr. C.L. Sharma, Deputy Controller (Finance) and other senior officers of the Accounts Department.

Accounts farewell to Mr. Ramachandran

Mr. L. Ramachandran, former Regional Accounts Manager-USA & Canada, who resigned from the Corporation last December, was given a farewell party recently by the officers of the Accounts Department at the Air-India Executive Club in Bombay. Among those present were Mr. N.J. Pavri, former Financial Controller and Mr. C.V.R. Rao, Financial Controller.

Mr. Ramachandran joined Air-India at Delhi in February 1948. He became the Station Accountant in 1954. He was transferred to New York in November 1960.

As reported in the January 1972 issue of the Magic Carpet, Mr. Ramachandran is now the Financial Controller of Olympic Airways in New York.

Muzaffar's painting selected for National Gallery

MUZAFFAR ALI, Assistant Publicity Manager, is known to few of us as a serious painter. Yet he was introduced to Air-India through his paintings, and has always maintained a keen interest in the promotion of contemporary art. One of his paintings has been recently acquired by the National Gallery of Modern Art, New Delhi.

The intensity of feeling which he brings to his canvases dates back at least ten years to his days at the University. Being a student of science, he was fascinated by the chemistry of different mediums, and their interaction; by the metamorphosis of forms, movement, balance in his compositions and a scientific methodology in his approach.

Five years in the advertising world brought with it fresh visual contacts. Although this has not made any direct impact, yet the assimilation of certain graphic qualities is evident in his work. At present he is interested in working with textures and the sensi-



tivity of paper to various treatments. The forms are much simplified, yet defined with a certain precision and balance in space that could be paralleled with the printing process.

Marathi plays staged in US and Canada by A-I staff

Two of the most successful Marathi plays—"Khoon Pahava Karoon" and "Tuze Aahe Tujapashi"—which enjoyed long runs in Bombay and elsewhere in Maharashtra, were staged in Toronto, New York and Philadelphia by Air-India staff.

A scene from the play 'Tuze Aahe Tujapashi'.



A cast of 16 amateur theatre enthusiasts—all of them members of the Air-India Maharashtra Mitra Mandal—flew to Toronto at the invitation of Maharashtra families resident there to beg in their two-week tour. Fair-sized audience had assembled at both Toronto and New York—some had driven from as far away as 100 miles to watch the plays.

In Philadelphia a small church was converted into a temporary theatre with an improvised stage without curtains. There was not even a back-drop. Besides, absence of heating for a little while after the start, which nobody in the audience noticed until the cast began to show signs of discomfort, led to a somewhat shaky start. But once the heaters were switched on, the cast put up one of their best performances of the tour and the small audience hardly noticed the absence of normal sets.

Among those whose performance was considered outstanding throughout the tour were Miss Hira Desai, Mr. Madhav Watve, Mr. P.N. Karmarkar and Mr. Arvind Karkhanis.

WHO'S WHO & WHERE

PROMOTIONS

COMMERCIAL DEPARTMENT

Mr. K. Cherian, Madras.	Sr. Stn. Manager	Mr. P. Ganesan, Bombay.	Asst. Stn. Supdt.
Mr. M.N. Bhat Samurkar, Bombay.	Asst. Stn. Supdt.	Mr. S.B. Dalvi, Bombay.	Asst. Stn. Supdt.
	Mr. R. Krishnan, Bombay.	B.A. to C.D.	

Dr. Guha appointed to IATA Medical Committee

Dr. B.B. GUHA THAKURTA, our Principal Medical Officer, has been appointed to the International Air Transport Association's Medical Committee. The appointment was announced during the 27th Annual General Meeting of IATA in Honolulu in November 1971.

Dr. Guha Thakurta who joined Air-India in 1970 graduated in medicine from the Calcutta Medical College in 1952 and served for three years in the Indian Army Medical Corps. His post-graduate studies in Obstetrics, Gynaecology, Child Health and Dermatology won him a gold medal. He went to the U.K. and received his M.R.C.P. and D.T.M.H.

Dr. Guha Thakurta also has been elected a member of the Aero-Space Association & Space Medicine Branch, Washington. He attended the meetings of the Airline Medical Directors' Association and the Aerospace Medical Association at Houston, Texas and the 19th International Congress of Aviation and Space Medicine at Tel Aviv.



International Airports (Continued from page 1)

Shannon in Ireland, Paris, Schiphol in Amsterdam, Frankfurt, Berlin and Tokyo.

It may be mentioned that our airports were till recently spared the traffic density problems which have overwhelmed airports in the advanced countries. The facilities available at the four international airports in India were minimum and even these had deteriorated by mid-60s beyond acceptable limits. The terminal buildings at none of these airports were worthy of the name.

It is against this background that Government appointed in 1967 a high-powered Committee under the Chairmanship of Mr. J.R.D. Tata, Chairman, Air-India.

Extensive programme

The Tata Committee recommended an extensive programme of works at the four international airports, spread over three plan periods at an estimated cost of Rs.106.12 crores. The Committee recommended that a Corporation should be set up under the Companies Act to own and manage the present and future assets of the four international airports (Bombay, Delhi, Calcutta and Madras-Ed.), excepting for the functions of the aeronautical communication, navigation and air traffic services as well as the weather forecast services which would continue to be under the control of Departments of Civil Aviation and Meteorology respectively. The Committee felt that only a commercially oriented organisation with sufficient flexibility and autonomy in financial matters and freed from the requirements of regular Government procedures would be able to provide the drive and speed so necessary for the quick development and business-like management of these airports.

Government accepted this recommendation of the Committee for the setting up of a corporation for management of the four international airports. However, having regard to the decision of Government on the re-

commendations of the Administrative Reforms Commission that the statutory corporation form of management may be preferable for certain enterprises providing public utilities which are primarily intended to develop basic infrastructure facilities, as is the case here, it has been decided to constitute a statutory Authority.

The Authority will consist of a Chairman who will be its chief executive and such members of other whole-time or part-time members being not less than seven and not more than fourteen. The Director General of Civil Aviation will be one of the ex-officio members of the Authority. To start with the Authority will be responsible for the four international airports and if the Government considers it necessary, the management of some other Indian airports may be given to the Authority. The Government will retain its control over Air Navigation Services.

It will be the objective of the Authority to ensure that our international airports are maintained and developed to provide facilities for the comfort and convenience of passengers and efficient handling of cargo. They should also be geared for the safe, convenient and economic operation of all types of air traffic.

(This is a summary of an article written by S. Ramanathan, Jr. Secretary, Ministry of Tourism & Civil Aviation and Director, Airports Authority)

AIRPORTS AUTHORITY BOARD

MR Marshal M.S. Chaturvedi, Managing Director, has been appointed to the Board of the International Airports Authority. Apart from Mr. Bhag Israni, who has been appointed Chairman, the other members are Mr. G.C. Arya, Mr. S. Dutt, Air Vice Marshal S.A. Hussain, Mr. B.N. Raman, Mr. S. Ramanathan and Mr. C.R. Rao.

Fête Indienne

By Pat Rodericks

THE big event in December for Switzerland was the two-day 'Fête Indienne', organised by the Indian Association of Geneva in aid of the Bangladesh refugees. Needless to say the Fête had the whole-hearted support of all Air-India and the Indian Tourist Office staff.

We had Indian handicraft stalls manned by Mrs. Hefti, Pat Rigby, Bapsey, Ranina, Ali Dharamsey and Jean-Claude Clavier, fresh Indian fruit sold by Adnan Chreih, bars run by Jean-Pierre Platz, Sheila Mathrani and Freddy Herzig (including the sale of genuine "India Kings" and "Charminar"), a "How to wear a Sari" demonstration by Ritu Khosla, hand reading by Noni and Jay, distribution of Air-India Posters and Maharajah Models by Indira Kaczynski and Marcel Alibrandi, slide shows and films organised by Jaggi Malik and his girls Annie, Betty and Gun, of the Tourist Office and certainly the most popular attraction was the fresh Chowpatty "Bhel-Puri" prepared by the RMCE himself - mild, medium or strong - something to suit all tastes!

As the President of the Indian Association wrote: "The Fair would have been difficult to organise without Air-India's co-operation which was provided readily and generously".



(from R) Mme Hefti and Miss Kramer at the Fête Indienne, Geneva.

□ Our warmest congratulations to Mr. N.H. Dastur, RMCE, who recently completed 25 years service with Air-India....

....And to Michel Goujon on his recent appointment as Vice-Chairman of the Airline Operators' Committee, Geneva Airport.

Congratulations also to Mr. and Mrs. (Ubi) Uberoi, ASM, Belgrade, on the arrival of a baby daughter and sister to Samir. Ubi proudly said: "That's it - our family is now complete... till next time!"

□ Mr. Sydney Fernandes has been designated as Manager, Switzerland and Austria and Mr. Ajit Singh as Manager, Benelux and Scandinavia.

□ We bade farewell to Homi Dubash, who resigned from the Corporation after more than 25 years service. We wish him and his family every happiness and success for the future.



MANAGEMENT BY OBJECTIVES

By
B. L. Maheshwari

THE main concern of management is to produce the desired results effectively. This has been the focus of the evolution of management approaches and techniques. In the context of the simple managerial situations of yester-years when the owner himself was the manager, when the level of technology was low and the organisational complexities were non-existent, sophisticated techniques were not needed. But with the rapid development of technology at all levels, with organisation pyramids becoming larger and more complex and with the separation of ownership and management, new situations have emerged which demand different responses. It is now recognised that when the managers cease to be risk bearers, it becomes necessary to devise some means to increase their stake in the output of the organisation. The system of Management by Objectives (MBO) is designed to achieve that.

The MBO approach is only fourteen years old although the logic and many of the ingredients of this approach are as old as management itself. The credit for using the term goes to Peter Drucker, who stressed that each job should be directed towards the objectives of the whole business. He referred to the story of three stone-cutters and concluded that the man who said he was building a cathedral was the true manager because he was aware of the relationship of his job to the goals of the enterprise.

One finds in current management literature that "Management by Objectives", "Management by Results" and "Improving Business Performance" are used to describe the system of management which, as its core, emphasises results or goal-oriented action.

It is a system for improving performance, both of the individual managers and the enterprise as a whole, by the setting of objectives at the corporate, departmental and individual manager levels. The basis of this system is the simple concept that

unless you know what results you want to achieve, you are unlikely to achieve them. Setting of objectives is thus important for determining direction as well as for evaluating performance.

The system of MBO can be better understood by identifying the four major steps in the process.

First, the corporate objectives are defined. Basic questions are asked on the direction of the organisation and strategic goals are determined.

Second, the corporate strategic plan is split into operating plans for the various units and sub-units. This ensures that each division, department or section knows what is expected of it during the specified period.

Third, objectives are set for the individual managers and supervisors at all levels.

Finally, "the coach and counsel method" is used to get the expected results. Evaluation of performance at periodic intervals is used not only to find out the level of achievement but also to modify expectations in the light of past experience.

Minimal effort

Management by Objectives can also be called "Management by Exception" since it concentrates on those matters which require attention and devotes only the minimal effort to activities which are running smoothly. By setting objectives and periodically measuring the results achieved, management can be alerted promptly when deviations occur and can take corrective action.

One of the basic assumptions in MBO is that all management methods and sub-systems follow the basic step of the identification of the corporate objectives. Another important assumption is that managerial behaviour is more important than manager-personality, and that this behaviour should

be defined in terms of results measured against the agreed and established goals. Under MBO a successful manager is the manager of situations. This means that there is no one "best" pattern of management, since all management behaviour is discriminatory, being related to specific goals and shaped by the larger economic system within which it operates.

The advocates of MBO recommend it as an important device to motivate the professional managers who do not bear personal risks in the working of the enterprises. All the writers on this subject seem to be unanimous in this view. George Odiome argues that in riskless, administered capitalism, as represented in the large corporations, business managers have become more like government administrators. He asserts that the manager who does not bear risks tends to be less inclined to innovate. Hence, the need for a kind of leadership that will restore to the individual manager his personal risk for loss or gain.

It should be emphasised here that the very process of setting objectives for the enterprise, departments and the individual managers is of great educational significance since it helps to bring greater clarity to the purpose of the organisation. One of the main causes of inefficiency everywhere is the absence of clearly defined goals. The most important advantage of setting objectives in advance thus lies in the clarification of issues which were formerly obscure.

All the writers have emphasised the need for personal involvement and commitment of the chief executive. The boss must be in accord with the goals of the subordinates. Humble insists that the top man "must lead the critical study of the company's present position and its long-term plans". His leadership is particularly crucial because "he must create a climate of opinion in which his senior team can be completely frank and self-critical". This top man could be the chairman, managing director or

(Continued on page 7)

Above, Air Marshal M.S. Chaturvedi, Managing Director, inaugurating the three-day Seminar on 'Management by Objectives' at the Technical Building on February 23, 1972. Seen in the photograph (from L) Dr. B.L. Maheshwari, who conducted the Seminar, Mr. C.V.R. Rao, FC, Mr. K.K. Unni, AMD and Capt. K. Vishvanath, DP(T). Below, the senior officers who attended the Seminar.





An interior view of the Process Shop.



Mr. D.P. Nimkar, E.M. (O), Mr. K.G. Bakre, S.T.O. (centre) and Mr. S.R. Shenai, Dy. E.M. (R) discuss salvaging of a Conway engine gear by hard chrome plating.

Various engine components being cleaned by (L to R) Mr. D.R. Niwate and Mr. S.M. Parab, both cleaners.



A Conway compressor wheel being cleaned by Mr. B.B. Kasare, Cleaner, with a special water atomiser gun.



A jet engine is like the human heart, incredibly functional capability. Watch it while you are 'cru' is probably -50°C or during take-off from some 50°C mark and it will not appear any different.

most vital and fascinating part

TAKING OFF PLANE

A passenger sitting comfortably in an Air India jet airliner – whether it is the newest Boeing 747 or the Boeing 707 – probably never pays much attention to the engine just outside his window. Its subdued whine is no more than a gentle reminder of its existence. Like so much else inside the plane, its mysteries are hidden from his view and its smooth exterior betrays not a tremor, despite the fact that some parts inside, like the compressor, are spinning at 10,000 revolutions per minute and the temperature inside the core reaches an incredible $2,000^{\circ}\text{C}$. And it goes on hour after hour for several thousand hours, operating with the same efficiency regardless of the weather, which may vary from intense heat to intense cold, from rain to snow in a matter of minutes.

A great deal of ingenuity goes into the design and manufacture of jet engines including use of different metals and alloys to meet such demanding performance requirements. Take just one example. There are literally thousands of blades in the compressor and turbine sections of the big engines such as the Rolls-Royce Conway and Pratt & Whitney JT3D fitted on our Boeing 707s and the P&W JT9D on our Boeing 747s. Because they spin at such fantastic speeds, these blades have to be precisely shaped and accurately balanced. Otherwise they would set off such vibrations that the engine would be torn apart. They also must be made from the lightest possible alloy. And in the case of turbine blades, they must be designed to withstand extremely high temperatures. There are other components made from special steels, some from alloys which are painted and some are plated. The aim is to prevent degeneration or fatigue from the unrelenting onslaught of the elements.

The result is that such sophisticated technology demands equally sophisticated facilities with the airlines to take care of the engines. After all it is the airlines who have to service, repair and overhaul them. The engines, or even their parts, are hardly cheap, that they can be thrown away after using once like some of the other disposable items. They cost a great deal of money. For instance, a Boeing 707 engine costs around \$225,000 and a 747 engine four times as much or about a million dollars. Those compressor blades alone cost \$30,000.

To get an idea of the level of facilities required, you only have to walk through our Jet Engine Overhaul Plant which was set up in 1963. It is comparable to the best in the world and takes care not only of the engines fitted on our Boeing 707s, but also those on Indian Airlines' Caravelles and Boeing 737s. In a couple of years time, the Shop should be ready to handle the giant Boeing 747 engines too.

For a layman there is no better way to appreciate the job that is done here than to watch an engine, just brought in for overhaul, as it is stripped down into thousands of sooty, mouldy and battered components, with paint peeling off from some; and then glance in the other direction where another engine is being reassembled after overhaul, all shiny and new, freshly painted and without so much as a scratch anywhere.

In between these stages lies a long process of cleaning, inspection, reconditioning and repairs, which restores every single component of the engine to its original specifications. And in this by far the most vital part is played by a subsidiary shop called the Process Shop, tucked away

tough and incredibly delicate, with the same superb
sing at 30,000 ft., when the outside temperature
ert airport when the mercury is nudging past the
ft roars with the same gusto. It is one of the
s of an aeroplane's anatomy.

ARE OF A HEART

into one side of the main plant. It is here that
the job of restoring all components to their normal
healthy state is undertaken through complicated
and highly specialised processes. It is here too
that all engine components are cleaned initially
before they are sent for inspection.

The growth of this Shop in the last few years
is symptomatic of the increasing sophistication
in engine technology. Its 240 ft. length is occu-
pied by almost 100 giant tanks placed in four
rows, containing some of the most exotic chemi-
cals - many of them imported - including a variety
of lethal cyanides, all used for either cleaning or
reconditioning engine and other aircraft compo-
nents. The solutions have to be maintained at a
certain level of concentration all the time, so
samples are taken periodically and checked in a
special laboratory set up as part of the Shop. The
tanks have all been built to rigid specifica-
tions laid down by the engine manufacturers.

It may come as a surprise to many people
that even cleaning of engine components is rigi-
dly controlled with different processes for differ-
ent components. For instance, the turbine blades
are abrasive blasted in a special machine while
the turbine disk is cleaned with powerful water
spray fired through a Water Atomiser Gun. Some
components are dipped in chemicals.

"The whole idea is to remove grime, rust
and oxide layers without damaging the compo-
nents", said Mr. K.G. Bakre, Senior Technical
Officer, in charge of the Shop. "We have to re-
move even the protective layers, such as paints,
so that inspection is not hampered."

Mr. Bakre, 41, who is a B.Sc.(Tech), came into
the Shop in 1955. He joined Air-India in the
Stores Department, and had no hope of ever being
able to use his professional knowledge.

With the arrival of the Super Constellations,
however, what began as a modest Plating Section,
attached to Engine Shop, had to be expanded to
undertake more specialised jobs, which required
the services of a trained chemical engineer. By
then too, Mr. P.L.R. Rao, now Senior Technical
Officer in the Technical Services Division, who
was looking after the Section, had moved off to
the new Radiological Laboratory, so Mr. Bakre got
the job.

But the Shop came into its own really in 1963
with the setting up of the JEOD. "From the
start our philosophy has been not to throw away
components which can be reconditioned and to
this end we have used this specialised facility
to the fullest extent. Over the years we have
saved a lot of foreign exchange this way", said
Mr. D.P. Nimkar, Engineering Manager (Overhaul).

Once the inspection is over and the faults
pinpointed, the engine components move back
into the Process Shop for the highly specialised
reconditioning job. Any time you walk into the
Shop, you will find a wide range of components
hung inside different tanks, getting a thin coat
of required metal deposit in order to restore them
of their original state, later to be machined to the
precise shape. At the same time you will find
some other components being given a protective
coat of paint, still others being baked in an oven.

"We strive to maintain the highest standards
of workmanship", said Mr. S.R. Shenai, Deputy
Engineering Manager in charge of the JEOD. "If
we don't, we would be changing engine parts
frequently and that would send our costs soar-
ing".



Mr. A.N. Pingle, Aircraft Technician, who holds a B.Sc. degree in Chemistry, carrying out a laboratory check on solutions.

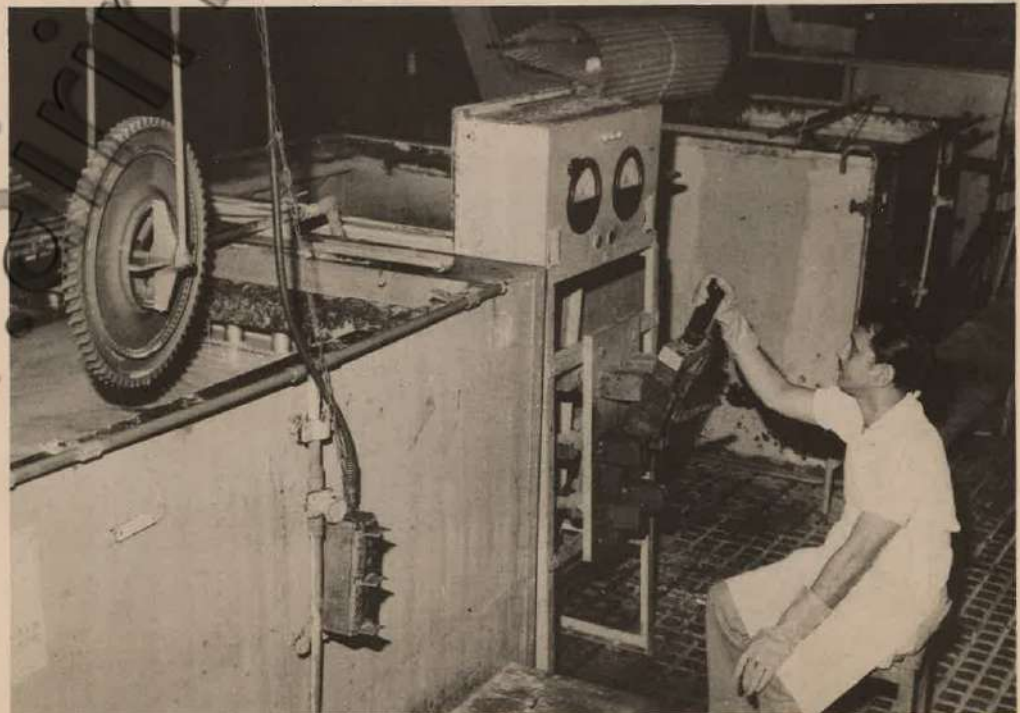


Mr. S. Ferreira waxing a Pratt and Whitney engine casing.



Mr. C.G. Phatarphod, Chargehand, checking a Conway component which has arrived in the shop.

Mr. C.V. Kharkar, a Trainee Technician, operates a switch to charge current inside the tank.





Regional Director-UK seen at a farewell party with the Tarapores (L) and the Dattas (R).

London Diary

By
Trevor Turner

SINCE Christmas we have had a round of farewell parties. Always sad occasions and at each a number of us gathered together to say *au revoir* to our colleagues, leaving us after their tour of duty. The first was Minoo Boomla, followed by Hari Kaul and then we had a joint party for K.P. Datta and Eric Tarapore. To all we say *au revoir*, good luck and come back and visit us when you can. To A. D'Lima, T.P. Narayan, B.H. Billimoria and N. Turner who have joined us in London we say welcome and we hope you will be happy with us all in the U.K.

Christmas came and went with all the usual jollifications and in Bond Street there was a special window display competition for the Christmas theme.

Unfortunately we had no contestant for this year's Miss London Airport Competition, which was won by Miss Turkish Airlines with Miss British Caledonian in second place, and Miss British European Airways in third.

Heathrow was busier than ever in 1971 with a 5.3 per cent increase in passengers and the number of flights increased by over 12,000. At the time of writing it is just over two years since the first 747 came to London.

Stage two of the extension of the Piccadilly Line to Heathrow starts any moment now. A £2 million contract has been signed for the boring of the tunnels from Hatton Cross to Heathrow Central. The 3½ mile Hounslow West to Hatton Cross stage is due to open in April 1974.

Our ground receptionists are resplendent in their new saris which are colourful, but perhaps more suitable for a sunshine climate or a spring day, than the dark and damp January day in London, when they were introduced.

Air-India Charters Ltd., seem to be well under way from London and the passengers who come to Bond street to make their bookings are rapidly wearing out the carpets.

In most parts of the world the airlines come in for some strong talk about our fares. We all had a New Year's present from London Transport, who with the minimum of publicity and the maximum of cunning increased the fares. Last year the Confederation of British Industries reached agreement with the majority of industries that prices would not increase more than 5 per cent. Imagine our surprise therefore when the bus and underground fares went up in the new year and, in some cases (including mine), 100 per cent.

It will be remembered that last year the U.K. had an ad which featured the sculptures at Khajuraho with a caption "We taught you how to love. We'd like to teach you how to fly". We recently had a letter from somebody in the U.K. who was not asking us to teach him how to fly but told us about his family problems and asked for our advice. In the airline business you have to be prepared to answer all the questions!

Mrs. Ratan Kaur, Head Chef for our eastern vegetarian food in London.



Minoo Boomla, Resident Engineer in London, drinking from the tankard which was presented to him at a farewell party.



WEDDINGS



Gulabi to V.G. Shetty of RM-India's Office, Bombay.



Beroze Elavia to Cherag B. Khareghat of Transport (Movt.), Santa Cruz.



Laxmikutty to M.P.N. Kutty of Air-India Press, Santa Cruz.



S. Saraswathi of our Pay Accounts to C.R. Venkateswaran of Industrial Meters (P) Ltd., Bombay.

BENEFIT MATCH FOR A VETERAN

A Benefit Cricket Match has been arranged in recognition of the contribution made by Vijay Manjrekar, our Officer-in-Charge, Sports to the Indian Cricket. The match, in which all the leading cricketers of the country will take part, will be played at Hubli some time later this month.

Mr. Manjrekar played for India from 1952 to 1965. During this period, he toured, as a member of the Indian Cricket Team, England, West Indies (twice) and Pakistan. He also played against all the visiting sides in this country. He continued to play first class cricket till 1969. He was awarded the "Arjuna Award", the highest sports award by the Govern-

ment of India, for his services to the Indian cricket.

Since joining Air-India in 1968, he has successfully led Air-India cricket team in several matches, not only in this country but also in Fiji and Kenya. He was largely instrumental in Air-India winning The Times of India Challenge Shield Tournament in the 'B' division. He has been elected on the selection committee of the Bombay Cricket Association.

Our Sports Control Committee has launched a Benefit Fund for Mr. Manjrekar. Staff are welcome to contribute to this fund.

MANAGEMENT BY OBJECTIVES (Continued from page 3)

a general manager. It could be a departmental head if the system is to be installed in a department.

Some of the writers have cautioned against undue haste in implementing the system. They have pointed out that it is necessary to develop the proper climate for results-oriented management. Individuals in the organisation should be coached and prepared for the new system. McConkey, in particular, has suggested a gradualist approach. He says that it is better to select one department or a division for this programme and extend it in stages to cover the entire company. In the beginning, measuring period should be short and objectives should be simple.

All the authors have stressed the importance of organisation planning and have suggested that the organisation structure should be in accordance with the goals. For example, before an organisation can successfully implement MBO, the top man should give up the personalised style of leadership and personal control. Humble has suggested a set of six "critical questions" the top management should ask about the organisation structure: (i) Is there an effective division of work to be done? (ii) Are responsibilities and objectives really understood? (iii) Is there a sound line of command? (iv) Is there provision for control and accountability? (v) Does the organisation provide for proper use of human resources? (vi) Is the structure working in good spirit?

Since MBO involves the logic of decentralisation it may be necessary for an organisation to redesign its structure in accordance with the new strategies.

Particular goal

Most good work in management aims to accomplish some specific and such as achieving a particular goal, solving a particular problem or reaching some fixed terminal point. The definition of these objectives for the whole organisation, for all its units and for the individual managers is thus the logical starting point.

An objective, in brief, is a definition of where a business wants to go. There are three essential elements of an objective, i.e., starting point or the present position, terminal point or the expected result, and the specified duration of time by which the goal is to be reached. The writers have emphasised that objectives should not be confused with general directives or statements of purpose or policy often found in the charters of the corporations.

It should be remembered that setting of corporate objectives is the most important as well as the most difficult task. Some of the writers have suggested that it might be necessary to start at the unit rather than at the company level but the assumption of MBO is that, without the determination and clarification

of the corporate objectives, it is not possible to relate managerial or departmental performance to some overall perspective.

MBO generally stresses the need for long-term and short-term corporate planning. The assumption here is that if an organisation has some notions about its position five or ten years hence, it can think more clearly about the activities and plans for the next year. Besides, it is the process, the mechanism of planning, and not the plan that is of greater importance.

Most writers on the subject have emphasised that, to the extent possible, performance objectives should be stated in quantitative terms and be clearly and specifically defined. They also emphasise that such objectives should be set only in the key areas of manager's responsibility.

Participative style

How should the performance objectives be set? Most of the writers appear to be solidly behind the participative style. Thus, McConkey suggests that the manager should prepare the first draft of his performance objectives and this should be finalised in consultation with and with the consent of, his superior. He comments that "To have his objectives simply handed to him, makes a man a mere tool for implementing someone else's thinking and decision-making and precludes the necessity for him to think through his own responsibilities".

Management by Objectives as a management approach is a departure from the emphasis on human relations which was prevalent in USA in the fifties. It is now recognised that it is not enough to be a nice guy. Since management is concerned with getting results, much more emphasis should be placed on the ability to get results. In this context, the business world is looking for the tough-minded men who can succeed, in the tough climate of competition.

It should be mentioned here that in its enthusiasm for results, MBO does not concern itself with the methods and means although they are important in the context of the value system accepted in a society. When the means to achieve results are left to the concerned managers, there is the possibility of promoting an innovative atmosphere but if proper care is not taken to integrate ends and means in setting up a MBO programme and in explaining the value and assumptions behind the objectives, there is a fear that the managers may be encouraged to use dubious and unethical means to achieve the desired goals. This is bound to have implications for the management style of the enterprise and may strain the relationship between the enterprise and the larger social system. This may also create a situation where the long term objectives of the enterprise may be vitiated and frustrated by the short-term considerations.

CONGRATULATIONS

The following staff have acquired degrees, diplomas and certificates during the academic year 1970-71.

DEGREE



Miss Jyoti Shivdasani, Public Relations Office - B.A. (Sp.)



Mr. V.B. Shinde, Headquarters - B.A. (Sp.)



Miss R.C. Machado, Commercial - B.A. (Sp.)



Mr. A.V. Govindan, Commercial - M.A.



Mr. S. Subramanian, Accounts - M. Com.



Mr. N.C. Puthran, Accounts - L.L.B.



Mr. G. Prasad, Commercial - M.A.



Mr. K.V. Shetty, Stores - B.G.L.



Mr. V.K. Motwani, Stores - B.A. (Sp.)

DIPLOMA



Mr. D.B. Tirodgar, Stores Business Management



Mr. T.R. Chandra Shekher, Engineering - Trade Unionism & Industrial Relations



Mr. B.P. Pai, Stores Business Management

CERTIFICATE



Mr. S.P. Rao, Engineering Introductory Managerial Mathematics



Mr. V.M. Shrotriya, Engineering - PERT/CPM Planning Technique and Fortran IV Programming



Mr. M.C. Menon, Commercial German Language

Mr. T. V. K. Murthy, M. I. A. S. Accounts - Console Operations

Mr. C.P.M. Menon, Engineering Associate Member of AeSI





The Vijayanagar Sisters, well-known classical dancers, recently left on our service to Frankfurt to begin their European tour. They were seen off at Bombay Airport by Mr. L.J. Shetty, our Sales Officer, who is seen on the left.



At Hong Kong's Kai Tak Airport are the popular Chung Sisters - Betty (R), cabaret and TV artiste and Linda, TV weather girl before leaving on our service to Bangkok for a short holiday trip.

NEWS IN PICTURES



Mr. P. Olmeda, our DSM-Madrid (L), receiving two free round-the-world tickets from Mr. C. Welthrop, DSM, Qantas in Madrid as the first prize for an interline competition which he won recently.



Dr. K.L. Rao, Union Minister for Agriculture, Irrigation and Power (fourth from L) recently left on our service for Nairobi. He was seen off at Addis Ababa Airport by Mr. K.S. Venkateswaran, our Manager-Ethiopia (second from R), H.E. Ato Assefa Defaye, Vice Minister for Awash Valley Authority, Imperial Ethiopian Government; and Mr. K.C. Sen Gupta, Indian Ambassador to Ethiopia.

Below left, Stanley Ho (R), the well-known Macau casino magnate, at Kai Tak Airport, Hong Kong, with Mr. Lincoln Linn, our DSM, Hong Kong. Mr. Ho left on our service to Bangkok. Right, members of the Hungarian Olympic Pentathlon Team photographed at London Airport, before departure on our service.

