

The Magic Carpet



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WELCOME ABOARD 'EMPEROR AKBAR'

New Decor for AI's Fifth 747

Air-India will take delivery of its fifth Boeing 747, Emperor Akbar, at Seattle on December 23, 1975. After a ferry flight up to Frankfurt via London, the aircraft will be utilised for a revenue flight. The aircraft will arrive in Bombay on December 27, 1975.

Entirely decorated and designed by Air-India's Art Studio under the able stewardship of Mr. Jal Cowasji, Commercial Manager (Publicity) and inspired by the Indian way of life, the interior of the fifth aircraft, introduces the passenger to an ideal Indian atmosphere; an atmosphere of leisure, comfort and hospitality.

The window panels of Emperor Akbar capture in an artistic blending of colours, Indians at work and at leisure. The motifs created by distinguished Indian artist, B. Prabha, show men and women from rural India working in the fields, toiling at home chores, taking the produce from the fields to the market place in bullock carts, and, as the evening dawns, while the men play chess, the women get together for singing and dancing.



Title page of the brochure 'FIVE AIR-INDIA EMPERORS'

Air-India's Art Studio has prepared a brochure entitled 'FIVE AIR-INDIA EMPERORS' to publicise its Boeing 747s which have been named after Emperors Ashoka, Vikramaditya, Rajendra Chola, Shahjahan and now the fifth 747 aircraft, named after Emperor Akbar.

A page in the booklet states: "Akbar - Emperor with a dream. In the hollow of his hand, he held a near sub-continent. In his heart he dreamt of a truly united people. Great with the great, lowly with the low."

Air-India's five Emperors give you the spacious luxury on the 747s with our lovely hostesses serving you with charming courtesy. Air-India's 747s are sparked with a culture that is more than 5,000 years old and ever in the fifth aircraft, passengers will find a beautiful mosaic of the old and the new.

Colourful festivities are particularly dear to the Indian. An Indian marriage ceremony is always preceded by activity and gaiety and so are the days of Diwali, the Festival of Lights, when hundreds of lamps are lit on roof-tops and women decorate their court-yards with Rangoli (floral designs). These little events from the lives of happy Indians are vividly depicted on the panels in the aircraft.

A leading Bombay artist, Ramchandra Savant, has sculpted an exquisite mural for the upper deck. The mural in aluminium foil shows celestial apsaras, maidens and musicians reproduced from the ancient sculptures of Madurai, Mysore, Sanchi, Gaya, Khajuraho and Rajasthan.

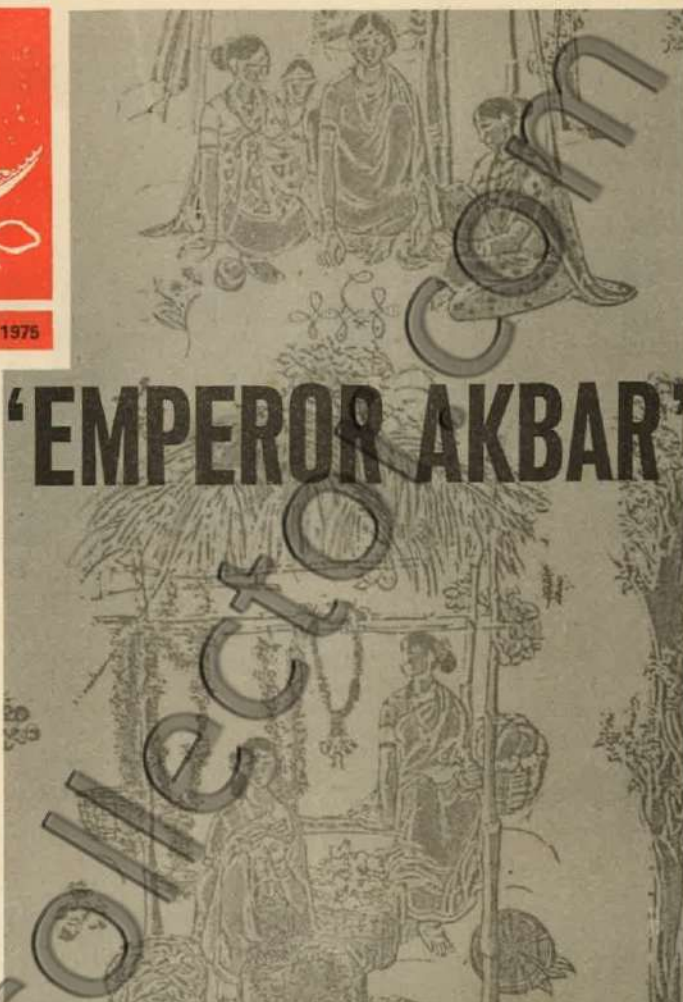
The aircraft has pale pink and pale blue window panels in alternate zones in the economy class and a shade of lavender on the window panels in the first class. The designs on the bulkhead have flower and leaf tracery work in gold. Air-India will be the first airline to introduce a delicate design in muted colours on the ceilings as well. The upholstery has been carefully selected to complement the colour of the interior.

The new Boeing 747 will be slightly different from the existing four aircraft in our fleet. It will accommodate 24 first class and 329 economy passengers, including four seats for crew, instead of the 32 first class and 321 economy seats in our present 747s.

The upper deck Maharajah Lounge of the fifth Boeing 747 has been extended by almost six feet and has been partitioned into two sections. The Lounge with 15 seats is spacious and luxuriously furnished for the exclusive use of first class passengers. The Lounge is partitioned by translucent glass panels printed in gold with stylised designs of exotic birds and trees.

Apart from a bar in the Maharajah Lounge, there will also be a bar in the first class section of the new Boeing 747. Two additional toilets have been provided in the new aircraft, bringing the total to 14 on the main deck.

In order to bring its entire fleet of Boeing 747s to the same standard as the new Boeing 747, Air-India plans to ground the earlier four aircraft, one at a time, for two to three weeks to carry out modifications. However the Maharajah Lounge on the older aircraft will remain of the same size as it is at present. It may be extended at a later date.



Above: A glimpse of the panel decor in Emperor Akbar.

Below: Air-India Hostesses pose with the Maharajah at the Chem-Tech '75 Exhibition held at the National Sports Club of India stadium in Bombay from November 8 to 12. The panels in the Air-India Booth were patterned on the interior of Air-India's Boeing 747s.





A Boeing 747SP on a 70,000-mile World Demonstration Flight was here in Bombay last month. Mr K. G. Appusamy, Dy Managing Director, along with other senior executives of Air-India were invited for a 45-minute demonstration flight. Photograph shows Dy Managing Director with Mr K. F. Holtby (extreme right), Vice President and General Manager of the Boeing Company along with other Boeing officials and invitees from Air-India's Engineering Department. A lower passenger capacity version of the 747, the 747SP (Special Performance) is shorter by 47 ft overall as compared to the current models of the Boeing superjet. It is capable of carrying 280 passengers to nearly 6,900 statute miles and has a lighter weight structure, a taller tail and new trailing-edge wing flaps.

Freedoms of the Air

By J. P. de Andrade

LATE one afternoon, the new PRM of Air-India and editor of the Magic Carpet, lowered himself into a chair opposite me and said, "we say old chap, what the heck are these freedoms of the air anyway!" Inasmuch as Jimmy is a naval captain he could be forgiven for not knowing that there is more than one freedom of the air.

It was in 1944 that the governments of the world agreed that the phrase contained in it adequate authority for each of them to exercise jurisdiction in the airspace over their respective territories. What the governments did not do, but should have done was to carry out further research into the possibility that the unlamented and once inebriated Caesar, under



They are exercising sixth freedom rights, I guess.

No one is certain how and when Air Law was born, but we do know that it was in ancient Rome. History has it, that some somnolent Caesar, awakening from a post-prandial and post-organismic stupor, plucked the 'E' string of his fiddle and yodded, "cujus est solum ejus usque ad coelum et ad inferos". Since there was no Roman around at the time erudite enough to unravel the hidden meaning of this seemingly profound observation, the lay sans melody was handed down from century to century until the nineteenth, when a not too obscure jurist loosely translated it into English thus: "he who owns what is under him owns what is above it to the periphery of the universe, and what is below it down to the centre of the earth".

the circumstances in which he was then placed, might have intended the lay to mean something very different. Be that as it may, the expression operated as modern law, requiring airlines to obtain the permission of a state before flying through its airspace. So was born the first freedom of the air, which is the privilege to fly across the territory of a state without landing.

There were limitations

There were, of course, limitations in the way of states claiming absolute dominion in the space above their respective territories, but these were not discovered until quite recently when, with supreme indifference and



Film-star Dharmendra addressing the audience at the Transport Division Welfare Unity Fund function held in Santa Cruz last month. Others in the photograph are Mr K.A. Sapat, Industrial Relations Manager, Mr N.H. Dastur, Dy Managing Director (Commercial), who also presided over the function, film-star Madhu Malini, Mr K.K. Gadgil, Senior Deputy Controller-Ground Handling and Mr D.P. Nimkar, Controller-Ground Handling.

Transport Divn. gets applause and donations

A VARIETY entertainment programme organised by the Transport Division Welfare Unity Fund was held last month at Santa Cruz. Mr N. H. Dastur, Dy Managing Director (C), presided.

Addressing the audience Mr Dastur said, "the slogan of your Association is 'Unity is Strength'. I would say that this slogan holds good for the entire Corporation and its employees. It is imperative that each one of us join hands not only to assist the Corporation and make it stronger but also help the country move from strength to strength". He was happy to learn that the members of the Unity Fund worked towards larger benefits for their members.

Film star Dharmendra said that he was happy to be present on the occasion and was deeply moved by the welfare objectives of the Unity

Fund. He announced a donation of Rs. 1,000. Mr C.R.S. Rao, Operations Manager (Trg.) has also announced a donation of Rs. 100 every year to the Unity Fund.

On behalf of Air-India Mr C. Simon, Secretary of the Unity Fund gave gifts to film stars Dharmendra and Madhu Malini.

The highlight of the function was singing and dance programmes presented by Balakram Worlikar and his associates.

The Transport Division Welfare Unity Fund was established in 1970 to give financial assistance to its members who retired from the services of the Corporation as well as help the children of members of its fund towards higher education. The Fund is also used to assist its members who suffer from physical disability.

without so much as a "by your leave" cosmonauts, astronauts and aryabathis traversed several airspaces in apparent searches for the periphery of the universe. These rash excursions into space made nonsense of any claim our Roman Caesar might have had as 'paterfamilias' of Air Law, so, a renewed search was launched for a less discreditable authority. Nevertheless, states quite unfairly continued to insist, and still do, that foreign airlines must obtain their permission before overflying their respective territories.

The second freedom of the air, which is the privilege to land in a state for refuelling, is a logical extension of the first. One pays so heavily for it by way of landing fees, fuel costs, customs duties and other charges, that one wonders why the second freedom should be called a freedom. The third freedom is the privilege an airline is granted to set down in a foreign state, passengers, cargo and mail picked up in the territory of the airline's nationality. The fourth is the privilege to pick up traffic in a foreign country to set it down in the country of the airline's nationality. The fifth is the privilege to pick up and set down traffic which is set down and picked up in any other state.

It is unnecessary, and in fact undesirable that the uninitiated get involved in the formal process that

precedes the exchange of the various freedoms between governments on behalf of their respective airlines. The irreverent call the process horset rading, pointing out that frequencies and seats of Boeings and DC-10s are now counted instead of teeth in the head of Shetland pony and Arab thoroughbred.

The freedoms are not equal

The freedoms like all human beings are not equal in Air Law. The third and fourth rank higher than the fifth, while the first two are generally taken for granted. The frequency and capacity that an airline can operate in a foreign country is assessed on the quantum of third and fourth freedom traffic it has carried or may be expected to carry. The fun starts when government delegations get together to put the various passengers and cargo carried into their proper categories. The process is so involved, that it has not been beyond their ingenuity to discover three more freedoms of the air. It is a matter of experience, that for reasons of dignity, other pressing engagements or expediency, government delegations invariably appoint representatives from the airlines on sub-committees to sort out matters. The result is invariably an agreement based on the requirements of the airlines. Amen!

In India, where Mrs Chhobi Chellaram comes from, the man of the house was once the ruler and was treated like a prince by his wife and family.

All this is changing now, says the vivacious Mrs Chellaram, who is believed to be the only woman airline manager in the world.

"Women in India are getting out of the house and taking jobs in professions, trade and commerce," says the South and West Australian manager of Air India.

"And husbands are accepting the fact that we can no longer afford the time to treat them like princes or maharajahs."

Her husband Parsram (Percy) smilingly agrees. "It's a sad fact of life — we are lord and master of our homes, but no longer treated like potentates."

Chhobi Chellaram has not had a meteoric rise with Air India, but has worked her way patiently to the top.

Her promotions could have been swifter had she not devoted so much time to bringing up a daughter (who has made her a proud grandmother).

"I feel I've had a wonderful life, combining my airline work with my domestic obligations very satisfactorily," she says.

"I passed up the chance to spend four years in the New York office," she recalls, "because I decided that my daughter's education was of utmost importance."

Earlier she had given up a promising career as a classical Indian dancer to concentrate on her job with the airline company. She had studied classical Indian dancing at a Bombay academy, and when she was invited to join a troupe on an England-Europe tour she was tempted.

"But I decided my career with Air

Right: Mrs Chhobi Chellaram wears a sari to the office.

This manager is really jet powered

India was more important," she says.

Chhobi was pleased when her only daughter Purnima (it means Full Moon) asked to be taught classical dancing. She became an exponent of the traditional Bharatnatyam style and has performed for Air India in many parts of the world.

"Even my four-year-old granddaughter Sonar (Gold) has started to learn classical dancing," says Mrs Chellaram.

In September, she flew home to Bombay from her present home in Perth to be with Purnima for the birth of her second child.

Born in Calcutta in eastern India, Chhobi lost her father at a young age. Her mother sent her to an English school in Calcutta.

Always keen on sport — hockey, basketball, swimming — she studied for a physical education diploma.

She taught physical education until the second World War broke out, then she joined the Women's Royal Indian Navy in Bombay.

When she was not decoding or deciphering messages she was a PT instructor. She married during the war



and her daughter was born in 1945.

"I joined Air India in 1946 as a receptionist," she recalls. "Next year I'll have been with the company for 30 years."

"It was a very small company when I started. Soon I was working by myself selling flights at the Taj Mahal Hotel in Bombay where Air India had a counter."

"It was very interesting and I met people from all walks of life."

Valuable experience

Promoted to counter supervisor in head office, she was sent to New York in 1960 when her company started flights to America.

"After three months in New York, I was offered a four-year term there, but I thought it would be too much of an upheaval to take my daughter from Cambridge School in Bombay to New York."

"So it was back to Bombay where I applied for, and was granted, a transfer to the sales section."

She became the first woman to be made deputy manager of one of the four regional Air India offices — the Western India region — which gave her tremendous experience.

Next step in her inexorable rise was her appointment to deputy commercial manager of administration at headquarters.

After three years in this position she was offered the WA-SA manager's job.

Chhobi has been in Perth only since March this year, but she is captivated by the city and its people.

Her Swan River-side home at Alfred Cove is called "Water's Edge", and the Chellarams can sit on a huge front patio and gaze across the river to the Perth skyline.

Mrs Chellaram wears a colourful sari to the office and for formal occasions. At home she is happier in a "lungi" or bharara kirta — flared skirt under a top.

"Sometimes I wear a maxi dress made from Indian material," she says.

She has a big wardrobe of Indian-style clothes and Indian jewellery — "but I've still got a lot more clothes at home".

An enthusiastic curry cook, Chhobi Chellaram holds curry evenings and invites both Australian and Indian friends over.

By comparison with her cooking, she says, Australian food is insipid. "But your canned soups are excellent, and Percy and I often make a light meal of them."

Mrs Chellaram does not let the WA or SA operations run themselves.

On Tuesdays and Saturdays when Air India jets land at Perth Airport she often visits the airport to watch embarkation and talk to passengers.

She believes that more and more Australians will visit India this year as Jumbo jets are put on the route by her company.

- Reprinted from "Woman's Day" magazine, Australia.

AIR-INDIA'S WAY TO Europe

Air-India and a leading travel agency in Australia have joined hands in providing exciting package holiday tours in Europe. The tours are publicised in a well-produced brochure called, "Air-India's Way to Europe".

Air-India flies from Australia to the five key cities of Europe—London, Paris, Rome, Geneva and Frankfurt. From each of these cities Air-India offers a series of very attractive inclusive tour programmes of outstanding value. The brochure also lists local sightseeing tours, mostly available year round.

The photograph below shows Mr Bruce Macklin, Marketing Manager, Australasia & South East Asia, studying the brochure along with Mr Bruno Dagasso, General Manager, CTI, Australia Pty Ltd.



MR. RAJ BAHADUR TOURS AUSTRALASIA

On a recent visit to New Zealand, the Hon. Union Minister of Tourism, Mr Raj Bahadur, who was accompanied by his wife, said that it was necessary to have a realistic excursion fare between New Zealand and India to further promote tourism between the two countries. The photograph reproduced here shows Mr Raj Bahadur with Dr A. Martyn Finlay, Hon. Minister for Civil Aviation & Justice, Government of New Zealand (third from left). Others in the photograph are (from L to R) Mr Malcolm Barretto, our Regional Manager - Australasia and SE Asia, Mrs Raj Bahadur and Mr L.N. Ray, High Commissioner for India in New Zealand.



THE subject of my talk this morning is "The New Manager"—a topic which lends itself to a variety of interpretations, ranging from a purely normative concept of the values, attitudes and attributes desirable in the present-day Manager to a factual presentation of modern managerial skills and techniques. However, I shall desist from the latter course. It is not my intention to present an esoteric paper on the updated principles of Management—a task best left to the teachers of this discipline. I shall instead orient my talk towards the nascent Managers in the less affluent, developing countries where the basic staples of economic growth are believed to be in short supply, where the challenges faced by the Manager are of an altogether different and more urgent dimension and where the conventional mores of management do not always apply.

As the accepted term LDCs (Less Developed Countries) denotes a vast conglomeration of heterogeneous countries, with little in common apart from their relatively low standard of living, I hope to be excused if I single out India as the context in which I propose to frame my presentation. This is admittedly partly on account of my own better understanding and acquaintance with the changing economic scenario in this country, but also because India by its very size (it has one-seventh of the world's population) has continuously engaged the interest of economists, sociologists and academicians. Nevertheless, I feel that apart from some specific comments on the conditions peculiar to India, many of my comments are generalized enough to be applicable to most developing countries.

The Manager in India

It is a matter of surprise to many, and a pride to Indians, that although India is not considered a "developed" country, the concept of management is not new. Students of history or sociology are probably aware that India has a centuries-old trading experience in small industry, internal trading and international commerce. Long before modern banks were instituted, Indian traders conducted business with each other in an unofficial banking system right across the country. Likewise, they used their ingenuity and enterprise to establish trading links with the Middle East Countries around the Arabian Sea—almost 2,000 years before the advent of the steamship! Likewise they established the famous Silk Route stretching from Peshawar through Mongolia to Western China as far as the fourth century B.C. Through these trading links, India became a fabled land of wealth—of gold and ivory, pepper, spices and preservatives—which inspired adventurers (amongst them Christopher Columbus) to seek out this land.

The successful outcome of these dauntless efforts was the period of Indian colonization about three centuries ago, which has been documented in several sources and has aroused several comments of a diverse nature. However, one facet of this period which generally escapes mention (and is of relevance and interest in the context of my speech), is the fact that this period influenced managerial styles to a significant extent. The East India Company which set foot in India in the early 17th century was managed by what were called "factors"—men who were far

away from home, entrusted with the total responsibility of the trading activities of their parent company in an alien land. The exigencies of business and the great geographical distance separating these men from their directors in London, resulted in a force-ripened Management. Total delegation was unavoidable—these men had to act first and consult later—often after a considerable time-lag. It is needless to add that immediate approval or disapproval of seniors had little relevance in this context and the only yardstick of performance was the profit for the Company.

The East India Company

The East India Company stopped its commercial operations in 1833. It was followed by the Managing Agency System, a unique and fascinating example of professional management in India. A Managing Agency System house was a conglomerate, whose greatest asset was its highly specialised management cadre. A firm abroad with commercial interests in India—a tea or indigo plantation, a colliery, or an engineering works—could turn to one of the many Managing Agency Houses and ask it to become its secretaries or treasurers. For a commission, the Agency would run the Indian activity of the foreign-based firm. The Managing Agency's assets were management, an impeccable integrity, and an able experienced set of senior partners. All the agencies were partnerships which promoted the promising cadres to partners; and thus gave them a stake in the business. The clue to their success lay in their flexibility and versatility rather than an adherence to narrow specialisation—as a result of which they developed a capacity to take an executive view as easily on a colliery as on a tea plantation.

Managing Agency firms of the nineteenth century in turn became anachronisms in the twentieth, because they did not move with the times. They stayed traders; they did not industrialise. Despite their considerable assets—funds, facilities, men of influence—they remained wary of entering industry or taking risks, and during the

"It is for the Manager to phase out the few remnants of antiquated hierarchical structure based on seniority and replace it with a meritocracy based on efficiency and initiative."

inter-war years it was concerns such as Dunlops, ICIs, Levers and Firestones that set up manufacturing in India; not the Managing Agency firms.

Managing Agency

Interestingly, it was the other way around with Indian Managing Agency Houses. These generally began as industrial concerns and adopted the Managing Agency System as a device for financial and managerial control at a low investment cost to the family and friends. The first attempts of Indians at industrialisation occurred at the time of the American Civil War when the rise in cotton prices provided a fillip to cotton exports and brought substantial gains to Indian traders. The enterprising amongst these, used these gains to set up the first textile mills in the country. Unfortunately, some

THE NEW M

Some 1500 of the world's top executives foregathered in Caracas, last month for the 1st Congress of the IMA. The Congress was inaugurated by President (C)

On the agenda of the five-day programme, talks on a wide range of subjects such as investment, economic power, natural resources, etc. delegates also discussed the new necessity for the formation of managers in developed and developing countries.

Reproduced here is "The New Manager" by Mr K. K. Unni, Managing Director, in the Indian Management Association.

early attempts were abortive because they were premature, done by merchants who were inexperienced in industry, and constrained by the almost total absence of an infrastructure that this first generation of industrialists could not afford to provide itself.

The last landmark in the evolution of Indian Management was the arrival of the multinationals in the 1930s. Till then, there was little opportunity for Indian professional Managers, as colonial firms brought their talents from home and the Indian industry relied on its entrepreneurial families. With the second World War, there arose a spurt in the demand for Indian Managers, as most of the colonialists were called away to be enlisted in the war effort.

The heritage of the new Indian Executive is therefore a curious one—an amalgam of the skill and adventure of his trader forbears in the distant past, the managerial styles introduced by the colonial powers and later on the multinationals. Often educated at prestigious universities abroad, he has with the advent of Independence turned to the many business schools and technical institutions within India, patterned on the best abroad. The Indian Executive has therefore been able to acquire a certain internationalness, even when he has not gone abroad for his education. He has acquired the core culture of international business.

The Role of the Indian Manager

The role of the new Indian Manager is more magnified than that of his counterpart in developed countries or his predecessors in India. If I were hard-pressed to single out one very important aspect of it, I would emphasize his role as a change-agent.

It is unfortunate that India, which unlike some other developing countries, does possess such a large potential reservoir of managerial talent has been unable to exploit it to the fullest extent in achieving rapid economic growth. As a consequence, Managers, along with doctors, teachers and engineers have been involuntarily exported through the popularity dubbed "Brain Drain". Although it is laudable that a developing country is able to produce highly qualified human material of an international

standard, it is nevertheless inequitable that it should spend sizeable funds in developing human resources which, (paradoxically), are donated to more affluent countries! The correct solution is obviously not a mere imposition of restrictions on movement—but a rate of growth which is rapid enough to absorb local talent. But this rate of growth is itself dependent, amongst other factors, on the availability of a dependable, highly qualified human infrastructure—the very same doctors and engineers, and more recently, managers—which were lured away to greener pastures. It is a "vicious circle" and a swift and deep-rooted change alone can break the link of what could become a self-perpetuating cycle.

Harbinger of change

The agent best suited as the harbinger of this change is the New Manager, who is essentially a product of the post-independence era. He has been nurtured in an atmosphere of great ideals and great aspirations—secularism, socialism, science and economic growth—as visualised by Jawaharlal Nehru and drafted into the Indian Constitution. Culled from the immense diversity of India, more mobile than his parents and less markedly regional in type than they, the new Indian has often been educated not only away from his home state, but also in different parts of India and occasionally abroad. He has thus become the first of a type that is the synthesis of the cultures of different regions in his sub-Continental country. Because of his training and style, he is sometimes regarded as a non-Indian, an alien to his country's ancient culture. It would be fairer to call him a "New Indian"—one to whom secularism is not merely a concept, but a reality which he engenders both in his working life and out of it.

The results of the changes sought to be introduced by the Manager in a developing country are likely to be more efficacious than those elsewhere. This is partly because of a sub-conscious awareness by all of the need for certain changes. It is also because those who manage are held in great esteem by employees who work for them and the employer-employee relationship is somewhat

MANAGER



Mr K. K. Unni

res, industrialists and economists
7th World Management Congress.
Carlos Andres of Venezuela.

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more hallowed than it is elsewhere.

Ethos of Leisure

Besides, the ethos of leisure — of a separate life quite different from the occupational — is a luxury too premature for developing countries. The life of a worker is typified primarily by his working life — not so much by his hobbies, his weekend's out and so on. This fortunately places the Manager at a focal point in disseminating new ideas, new methods and practices. For instance, the idea of secularism could be implanted by the Manager through the establishment of secular, unbiased policies of recruitment — to develop a heterogeneous, fully representative group of workers. In like manner, it is for the Manager to phase out the few remnants of an antiquated hierarchical structure based on seniority and replace it with a meritocracy based on efficiency and initiative. It is equally for the Manager to encourage worker's participation in business — to make them aware of their rights and their obligations — and give them a stake in the functioning of their concern. Through measures such as these and several others, the Manager could create a new culture — a culture which his workers will carry back home and will transmit to others through a change in their own attitudes to their work, to themselves and to society. In short, the New Manager's task whether he be in the Public Sector, Private Sector or in Government, is one of nation-building in an altogether different manner — of fashioning a new environment with human minds and material — of implementing the ideals which were mere concepts in the minds of idealists and visionaries.

Change Agent

The Manager's burden as a change agent — is perhaps the most exacting assignment that befalls his lot. It confers on him a great responsibility and demands of him a level of seriousness and a sense of discernment in order to determine what changes are needed, how they are to be introduced and at what pace. There is every temptation to import changes in toto from developed countries — to opt for the tried-and-tested. But this would not be a correct discharge

of his true role. The New Manager has perforce to be an "innovator" — in an altogether different sense — and pursue a difficult but purposeful path of trial-and-error to arrive at workable solutions which are viable in the Indian context. Dealing with human material, like a medical scientist, he has to test out to be sure that it will work with the people he has to deal with, taking into account their mores and susceptibility.

Admittedly, there are certain pockets in the economy where such adaptation is neither necessary nor appropriate. The Air Transport Industry of which I have experience is one such exception. This is a capital-intensive, highly competitive international industry, which implicitly requires of its participants a uniform manner of production. There is very little to differentiate Air-India's functioning with that of any other major airline; we fly the same type of aircraft as our competitors, have the same exacting standard of training for our pilots and the same level of safety; our offices and sales promotion abroad is as aggressive as any other. In like manner, management is dependent on an efficient system of management information; the use of computers is extensive as its absence will result in deferred decisions and inefficiency. The only difference that is consciously introduced is the "packaging" and the "presentation" of the product as it were — the oriental hospitality which is a distinctive feature of Air-India's service.

Exceptions

However, these are exceptions, and there are a vast majority of industries where these conditions do not apply — where there is a need for an adapted technology and method of production. The onus of evolving this intermediate technology rests with the Manager in the recipient country as capital exporters have little incentive to evolve this and generally export their own technology as part of a package deal. In this context, it is the Manager in the recipient country which forms the link between science and its application and through a careful process of selection and innovation formulates the technology best suited to his country's stage of development.

Another major facet of the New Manager is his new sense of accountability to Society, which was alien to the previous generation of Managers. His role, hitherto limited largely to expansion and profits, will be transmuted into one with a deeper content and involvement. "Growth with Social Justice" is the chief-motif of most countries the world over, but nowhere is it as relevant as in a developing country like India, where the lowest forty percent of population on the per-capita scale live in sub-optimal conditions of poverty. It is unfair and impractical to expect the Government alone to alleviate the misery of these people — even the best of Governments are helpless in the face of the magnitude of this task. Although there does exist a highly progressive tax structure, it is insufficient in itself to reduce income inequalities in the absence of a changed pattern of production which serves the majority of the poor. It is in this context that the New Manager will, out of compulsion, if not by choice, be required to re-orient his pattern of production to release reserves locked up in catering to the urban rich — to build with bamboo and brick instead of cement and concrete to provide more coarse cloth instead of superfine varieties, a people's bicycle instead of a car for the elite... and so on. It is not merely a switch in the quality of commodities — it is the innovative ability to fashion them out of indigenous material and make them available to the man-in-the-village at a reasonable price.

Pattern of Production

To a large extent, the onus of initiating changes in the pattern of production are of course a matter for the Government, which must develop a suitable economic model. To this end, the Indian Government has, in addition to introducing a progressive tax structure relied on the Public Sector to control the commanding heights of the Economy, to remove social inequalities and enter areas where the private sector did not put its best foot forward. However, although these are steps in the right direction, the Public Sector was unfortunately ridden with several difficulties in the early stages. Amongst its problems has been the

inheritance of an administrative instead of a professional commercially-oriented management approach. Fortunately, the position has rapidly changed and both professionalism and professional management are fast coming into the public sector. The ideological overtones familiar in the past are being tempered by a more practical approach: the old edict of being strictly non-commercial may be replaced by a quasi-commercial outlook. In short, the cleavage between the Public and Private Sector is fading — managerial mores are now more similar — and the major difference is, that of size and not ownership/investment (as all investment is underwritten in one form or another by society). And the Public Sector, with its panoply of resources and its operations in key sectors will soon be regarded as the major instrument of growth and the betterment of the poor.

In conclusion, let me reiterate that the New Manager, in any part of the world, faces a more exacting role than he has done before. The environment has changed and management styles must change with it. The World Economy at present is a shortage-dominated economy — newly awakened to the finite nature of its cultivable land, its water, energy and fertilizer — and even more so of its mineral resources. Management styles which were nurtured in conditions of plenty will have to make a deft turnaround to management in conditions of scarcity.

Non-specialist approach

This requires of the Manager a more integrated and non-specialist approach. The Manager can no longer confine himself to managing his own concern or being a "manager" per se — he must be part planner, part sociologist, part ecologist... At all times he must be aware of the "Social Costs" of his projects, or else considerable amount of resources invested in the production of a particular commodity could take a heavy toll of another equally important product. For example, the installation of a large fertilizer complex at the estuary of a river (which may be an ideal location for the fertilizer complex) could threaten to destroy marine life for several miles into the sea and deprive the locals of their staple sources of protein (and their livelihood), whilst, paradoxically purporting to feed many more elsewhere! These are costly errors and it requires a very enlightened, well-informed, and integrated outlook on the part of decision-makers to avoid these pitfalls whose costs are even more magnified in the present context of scarcity.

Every stage of economic development has bred a management culture of its own. During the last century, the dominant motivation was understandably a purely commercial one — profits and expansion — and little else mattered. This was the 19th and the early 20th century way of universal thought from which we have come a long way. The zeitgeist of today is not growth — for growth's sake, but balanced growth, a removal of inequalities and social justice — an infusion of moral considerations in what was an amoral occupation. Managers along with poets, writers and intellectuals will bear the burden of engendering these values and shaping the nation's culture — and the test of their contribution to society will be as much in their success in propagating these values as it will in tangible economic development.

GROUPS AND GALLANT WALKERS



The first-ever International Crime Writers Congress took place in London in October, and the group which came from New York travelled on our service to London. Many of them also returned with us to the United States. Many well-known names were present at the Conference which was organised by Penelope Wallace, daughter of Edgar Wallace.

LONDON TID-BITS

By Trevor Turner

FLIGHTS in and out of London have been very full for most of October and the early part of November showed little let-up. This is encouraging, and especially to those of us who feel that this is the reward for a certain amount of hard work. There have been many big groups or special parties and to those involved this always means an extra amount of planning and organising.

These groups have included delegates attending the 21st Commonwealth Parliamentary Conference in Delhi, members of the International Crime Writers Convention which met in London, a group of U.S. Boxers, the victorious climbers from Everest, to say nothing of the regular tours going to India through the various tour operators, whose purposes of visiting India vary from trekking in Nepal, to studying the architecture or lying on the beach.

To Bond Street from the Airport we have recently welcomed Joan Stokes who has joined Roy Wills in Tours, and to Traffic from Publicity goes Robert Upton. Incidentally, he was not to be outdone by our hostess who recently wore a pedometer on one of the Concorde flights ope-

rated by some of our crew. Robert Upton wore it one day in the Office and according to him he walked six miles carrying out his duties. He was a bit taken aback when we told him he would probably have to do more than that when he works in Traffic.

As we go to press John Marsh has gone off to Kashmir on leave and rumour has it that he is resting and is training for the Athletic Meeting in Calcutta in November. We hope by the time the date arrives there will be many entries from the UK but there is no foundation in the rumour that there is to be an additional event of a three-legged race.

Mr M.A.S. Dalal, the RD-UK, and Pat Conway, Sales Manager, represented us at the Association of British Travel Agents Convention in Miami and also there was Asha Mahotra, Director of the Indian Tourist Office from London.

A nice innovation which has been going on for a couple of months, has been the regular visit each month to London of our DSM's and this is not only useful from the business point of view, but it is good to see these faces in London on a regular basis.

Sadness fell upon all of us in October with the sudden and untimely passing of Yasmin Mehta who was affectionately known to nearly all of our UK staff. She had been with us for nearly seven years and was Secretary to two Managers for London (Hari Kaul and Gus D'Lima)

and for the last two years had been Secretary to the RD-UK. Many members of the staff both from the Airport and Bond Street attended her Service and Mr Hari Kaul came in from India. Our sympathies and thoughts have been constantly with her family.

In October a small function was held by the Regional Maintenance Manager at LHR when long service letters of commendation and service were presented. These involved nine people from Engineering to whom we send our congratulations and we would also like to mention that a number of members of the UK staff from various other departments

this year complete twenty years service.

One of our national papers recently ran an article about the considerable usage and popularity of the pocket calculator, a little machine which is today is almost everyday use in many parts of the world. It is even suggested that these are now allowed in some schools and they refer to a queue at the LHR Duty Free Shop when a pocket calculator owner took four minutes twenty seconds playing with his new toy to find out how much Sterling change he should get after buying a bottle of whisky with a 100 mark note.

British MPs Abse and Silverman together with their wives and our hostess Dilly Dalal, who were members of the delegation who flew on our service to the 21st Commonwealth Parliamentary Conference in New Delhi in October.





Mr Eric Tarapore, our Dy Manager, Santa Cruz, was the chief guest at the Fr Agnel Gift Stall Draw in Bandra recently. Mrs Yasmin Tarapore was asked to pick up the lucky winner who turned out to be Mrs Betsy D'Souza. She was awarded two return tickets to Amsterdam. The Draw was organised by Fr Agnel Ashram for their Bal Bhavan (Orphanage) Building.

WHO'S WHO & WHERE

PROMOTIONS

CIVIL WORKS & PROPERTIES DEPARTMENT

Mr T.S. Ramanarayanan Sr Technical Officer
Santa Cruz

ENGINEERING DEPARTMENT

Mr A.S. Waghmare Sr Technical Officer
Santa Cruz

Mr V.C. Mithaiwala Sr Technical Officer
Santa Cruz

Mr K.N.S. Murthy Sr Technical Officer
Santa Cruz

Mr D.A. Chiplunkar Sr Technical Officer
Santa Cruz

Mr S.R. Das Gupta Sr Technical Officer
Santa Cruz

Mr J.S. Chugani Sr Technical Officer
Santa Cruz

Mr V.A. Korde Engineer Gr I
Santa Cruz

Mr P.B. Kumar Engineer Gr I
Santa Cruz

Mr J. D'Souza Engineer Gr I
Santa Cruz

Mr R.B. Bhatia Aircraft Maintenance Engineer Gr I
Santa Cruz

Mr G.N. Iyer Technical Officer
Santa Cruz

Mr C.P.M.K. Menon Technical Officer
Santa Cruz

Mr N.X. Santos Technical Officer
Santa Cruz

OPERATIONS DEPARTMENT

Mr S.K. Gorakshakar Sr Technical Officer
Santa Cruz

Mr P.S. Ganapathy Sr Technical Officer
Santa Cruz

Miss V.G. Rao Sr Technical Officer
Santa Cruz

Mr O.P. Silhi Sr Flight Despatcher
London

STORES & PURCHASE DEPARTMENT

Mr P.D. Marathe Offg Dy Controller of Stores & Purchases
Santa Cruz

Mr R.J. Kanai Asst Controller of Stores & Purchases
Santa Cruz

Mr J. F. D'Cunha Supplies Manager
London

Mr R.V. Damle Stores Manager
Santa Cruz

Mr D.S. Andrade Stores Manager
Santa Cruz

Mr R.S. Narayanan Stores Manager
Santa Cruz

Mr V. Vishwanathan Stores Manager
Santa Cruz

Mr B.N. Rao Dy Stores Manager
Santa Cruz

Mr K.V. Bhat Dy Purchase Manager
Bombay

Mr V.A. Kombrabail Dy Stores Manager
Santa Cruz

Mr N.G. Visweswaran Dy Stores Manager
Santa Cruz

Mr V.E. Esaw Dy Purchase Manager
Santa Cruz

Mr J.R. Thadani Dy Purchase Manager
Santa Cruz

Mr S.N. Nayak Dy Purchase Manager
Santa Cruz

Mr B.P. Pai Dy Stores Manager
Santa Cruz

Mr C.H. Kajale Dy Purchase Manager
Santa Cruz

Mr P.V. Hegde Dy Purchase Manager
Santa Cruz

Mr T.P. Ganapathy Asst Supdt Stores
Santa Cruz

Mr V.B. Nariya Asst Supdt Stores
Santa Cruz

Mr K.P. Damle Asst Supdt Stores
Santa Cruz

Mr K.B. Krishnan Asst Supdt Stores
Santa Cruz

Mr I.R. Shetty Asst Supdt Stores
Bombay

Mr N.V. Pai Asst Supdt Stores
Bombay

Mr A. D'Souza Asst Supdt Stores
Santa Cruz

Mr R.V. Gadkari Asst Supdt Stores
Santa Cruz

Mr K. Seshumadhavan Asst Supdt Stores
Santa Cruz

Mr F. Vaz Asst Supdt Stores
Santa Cruz

Mr K.R. Nagaraj Asst Supdt Stores
Madras

Mr K.V. Satyanathan Asst Supdt Stores
Santa Cruz

Mr B.N. Pai Asst Supdt Stores
Santa Cruz

Mr P.P. Shetty Asst Supdt Stores
Santa Cruz

Mr S.D. Pai Asst Supdt Stores
Santa Cruz

CORRECTION

Mr M. Gomez, Manager, Japan, and Dr V. Ramchandran, Principal, Air-India Staff College, have been promoted as Senior Station Managers and not as Station Managers as mentioned in our list of promotions published in the November 1975 issue of the Magic Carpet. We regret the word 'Senior' was inadvertently omitted - Ed.

Tennis star in the making?

CHRISTABELLE FERNANDES. 14-year-old daughter of Mr Austin H. Fernandes, Inflight Supervisor, was presented with a special award for being the most promising and stylish player at the First All India Inter State Ladies' Lawn Tennis Tournament held by the Bowring Institute, Bangalore, in September this year.

Christabelle, or Crystal as she is known among her friends, is a student of the Avabai Petit School, Bandra. Before she took up tennis two years ago, Crystal had already established herself as an all-round athlete, having taken part in such events as javelin throw, shotput, discus throw, long jump, high jump, hurdles and sprinting.

She has won a number of awards in various competitions. In the Cadbury Athletics Meet held in Bombay during 1973-74, she won the first prize for high jump for girls under 13. She also won the Championship for girls under 14 in the St Joseph's High School Sports in 1974. At the Golden Jubilee Celebrations of the Deccan Gymkhana, Poona, this year,



she was runner-up in the Ladies Open Tennis Championship.

Initially coached by Mr A.C. Pereira, she is now being trained for National and International Lawn Tennis Meets by Taher Ali, cousin of Davis Cup Coach, Akhtar Ali.



Mrs Manju Sethi wife of Mr I.D. Sethi our Dy C.D. Marketing & Sales presenting the prize money to Mrs Nirupama Mankad who won the Ladies singles event in the All India Hard Court Tennis Championship held recently at MSLTA "Cooperage Tennis Centre" Bombay. Mr B.P. Baliga, AEM in charge of Production Planning and Sattawalla, Asst PRM, were members of the Tournament Committee for 1975-76.

SAYING GOOD-BYE



Mr L. R. Venkataraman, Asst Station Superintendent, who retired after 27 years of service with the Corporation. The photograph shows Mr D. N. Lingam, our Dy Manager, Madras, presenting a memento to Mr Venkataraman on the occasion.



Mr A.K.N. Swamy, Asst Supdt from Piston Engine Overhaul Shop, retired after 20 years of service with the Corporation. At a function held at Santa Cruz, Mr P.C. Jacob, Dy EM presented a silver bowl to Mr Swamy.



A group of United States Amateur Boxers arrived in London from New York on our service to fight county matches in the UK.

ON THE WING

Film-maker Satyajit Ray arrived on our service in London last month to attend the 50th Anniversary Celebrations of the British Federation of Film Societies. The Federation screened Ray's recent film "The Golden Fortress".



London's Capital Radio's well-known DJ Nicky Horne travelled to New York from London and back with us and referred to our service as "first class" on his programme.



Above, Kerala's Minister for Labour and Agriculture Mr Vekkom Purushothaman travelled on our service to USSR and Europe. He was seen off at the airport by Mr Rajan Mathew, our Resident Sales Representative at Trivandrum. Bottom right: Three travel agents left on our service for a 14-day educational tour to Kenya. They formed a part of a group of agents from East Asia invited by The Kenya Government and Air-India. The photograph shows (L to R) Mr Piti Sukakul of President Travel, Miss Valla Pirapokin of Siam Express and Mr Narong Charoensuk of Diethelm. Mr Prasith Hitanant, our DSM is on extreme left.

