



AIR-INDIA, good neighbour airline

Frankfurt airport award

AIR-INDIA was among the four airlines to be awarded a cash prize for its effective noise abatement procedure at Frankfurt. The other three airlines were Lufthansa, Pan Am and Condor. Air-India won DM 65,701 (Rs 2.7 lakhs) as prize money.

In order to minimise noise nuisance to residents along the approach path, the Frankfurt airport authorities had sponsored the scheme in July 1974 to encourage operation of aircraft which are manufactured or retrofitted to meet ICAO noise standards. Under the Scheme participating airlines' noise performance was judged between November 1, 1974 and October 31, 1975 and prizes awarded to the first four. A total of 32 airlines participated in this scheme.

The Air-India pilots used "low drag low power" approach technique to minimise the noise level. The aircraft approached the airport in clean configuration until the last possible moment before the landing gear and flaps were lowered for landing.

This is the first time that a scheme of this nature was announced in the air transport industry and Air-India seized the opportunity to actively participate in the joint effort to minimise noise nuisance.



Emperor Akbar arrives in Bombay

Our fifth Boeing 747, "Emperor Akbar", arrived in Bombay from Seattle via New York, London, Frankfurt and Delhi on December 27, 1975. The aircraft was accepted at Seattle by Mr K.G. Appusamy, Deputy Managing Director. To greet the "Emperor Akbar" at Bombay Airport were Mr K.K. Unni, Managing Director, Mrs Unni, Mr S.K. Kooka, Mr Om Sawhny, Director of Engineering and Capt V.N. Shirodkar, Director of Operations. The new aircraft was under the command of Capt D. Bose, Dy Director of Operations, from Seattle to Delhi, with Capt C.R.S. Rao taking over for the final Delhi-Bombay leg. The photograph shows Mr Unni greeting Capt Bose and Capt Rao. Capt Shirodkar is at left.

Employees' Children get Study Grants

AIR-INDIA is to spend Rs 59,075 on Study Grants to 362 children of its employees during 1975-76.

A total of 530 applications were received in response to a Staff Notice. Among those selected are 14 children of ex-employees, who died whilst in service. This year 51 students have received Grants for University and the rest for secondary school education.

A major portion of the amount goes to children of lower-paid employees (with a salary below Rs 1,000 per month), although exceptionally brilliant children of higher-salaried employees are also considered. The selection is on the basis of merit and the students are required to submit their progress reports to Air-India.



Chris Bonington, leader of the British Everest Expedition took this photograph of the Air-India flag flying at Base Camp 2. Above the Air-India flag is a prayer flag belonging to one of the Sherpas who accompanied the climbers. In the inset photograph Chris is seen at London Airport (see London Diary P.6)

SABENA 707 wet leased

AIR-INDIA has leased a Boeing 707 freighter from Sabena (Belgian World Airlines) to operate the all-cargo scheduled services between Bombay/London and Bombay/Tokyo. In view of the increased passenger traffic to and from India during the current winter period, which is the peak period for tourist traffic to India, Air-India had to augment its capacity.

This step will achieve the twin objectives of increasing our passenger and cargo capacity on the India/Gulf and India/Europe routes. The growth of traffic on these routes and the peak period requirements have been such that if we had not taken quick action to provide extra capacity, we would have lost our market share of this traffic. Our entire fleet of Boeing 707's and 747's is now being used for passenger-cum-cargo operations.

Feasibility studies carried out revealed that leasing of the aircraft from Sabena offered the best ad hoc solution to the problem of shortage of capacity. The lease will be for a temporary period.

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Mr N.H. Dastur, Dy MD(C) and President of the Air-India 25-Year Club, addressing the members of the club. The others seen in the photograph are (L to R) Mr K.K. Gadgil, Sr Dy Controller, GHD; Mr V.G. Gadgil, former CSP; Mr R.R. Gangolly, Admin Officer, Engineering Dept.; Capt K. Vishwanath, former D.O. and Mr A. Rodrigues, Inspector, Eng. Dept.

25-YEAR CLUB

Annual General Meeting

MR N.H. DASTUR, Deputy Managing Director (Commercial), was unanimously re-elected President of the Air-India 25-Year Club, when the Club held its Annual General Meeting in the first floor canteen hall at Santa Cruz on December 3, 1975.

Mr Felix Fernandes, Personnel Manager and Mr R.R. Gangolly, Administrative Officer (Engineering) were re-elected Vice-President and Hon Secretary and Treasurer respectively.

The other Managing Committee members re-elected for the next term were Mr K.K. Gadgil, Senior Deputy Controller, Ground Handling Department, Mr A. Rodrigues and Mr S.G. Pednekar, both of Engineering Department. The General Body authorised the Managing Committee to co-opt one member from each Department so as to make the Committee fully representative.

Mr Dastur welcomed all the members and said he was particularly happy to see so many retired employees present including two past Presidents of the Club - Mr V.G. Gadgil, former Controller of Stores and Purchases and Captain K. Vishwanath, former Director of Operations, who made it a point to attend in spite of other pressing engagements.

Reviewing the activities of the Club Mr Dastur said that due to certain unavoidable circumstances the AGM could not be held in 1974. In the meanwhile, the membership of the club had risen by 600. As on August 1, 1975, a total of 1,116 employees had completed 25 years service with the Corporation.

Mr Dastur appealed to all employees, especially the flight crew who have completed 25 years service to enroll as members of the club.

Some of the members of the Air-India 25-Year Club who attended the AGM. Mr Om Sawhney, DE and Mr Venkataraman, DPIR, are seen in the front row at right.



PEOPLE

Dr. V. Ramchandran

DR Ramchandran, Principal of our Staff College, has been elected Hon Secretary of the Bombay Productivity Council. He has also been elected a member of the All India Management Association Diploma Committee and has been nominated on the editorial board of the 'Indian Management', the journal of the All India Management Association.



mates of Rajesh and his teachers at the Air-India Modern School.

Rajesh has always shown keen interest in art and has passed two art examinations. He is equally good in his studies. Last year he was awarded the general proficiency award by the school. His newest interest? Judo and Karate!



Dr Ramchandran is a Committee Member of the Bombay Unit of the Indian Society for Training and Development, which recently organised an International Training and Development Conference at New Delhi. He was one of the speakers at the Conference.

Rajesh Mudholkar

RAJESH, 13-year-old son of Bal Mudholkar, one of our Security Assistants, won first prize for cottage work and embroidery in the child art/craft competition organised by the art and craft teachers' association on November 14, 1975.

Rajesh was among 6,000 children who participated in the competition which was held at 12 centres throughout Bombay.

Mudholkar family was naturally delighted and so were the class-

Umesh Karkhanis



ANOTHER bright student who is doing well in his studies and sports is Umesh, 12-year-old son of Mr P.G. Karkhanis, Assistant Accounts Officer, who is at present posted in Brussels.

A student of Parle Tilak High School, Vile Parle, Umesh started the year by winning a Government Scholarship. He has won prizes in elocution and handwriting as well as in running and long jump.

RANDOM JOTTINGS

By Wandering Mind

WELL, what do you think of Air-India, is a question often asked of me. My first reaction? Just as well no one asks me: 'What does Air-India think of you!' However, as a veteran of three months, here are some first impressions.

The 22nd floor of the Nariman Point building, I quickly discovered, is the sanctum sanctorum (holy of holies) to those who never learned Latin. Here, you hitch up your pants and check the knot on your tie before the lift door opens onto the sacred precincts. You walk on tiptoe, you speak in hushed tones and the receptionist looks at you reproachfully if you dare raise your voice. Even the telephone bells seem muted. However, once you have met the Maharajahs of the 22nd floor, you find that they are human after all!

The 18th floor is the original Ali Baba's cave. Here the inimitable Jal Cowasji sits amidst a profusion of inkwells, antique clocks and pin-ups. In his unique and splendid studio, his artists are bent to their task while they assiduously plan the 1980 Air-India calendar or the decor for the ninth 747. Little

matter that the former may be cancelled in 1979. A true artist knows no irks. He just believes in creating a splash - wait, says Jal, fill you see the fifth Jumbo.

The prettiest girls in the rarified atmosphere of Nariman Point are concentrated in the Personnel and Industrial Relations Department - and why not? If I was Mr Sapat, I would do the same. And every time I see George Clement walking down the corridor with his retinue, I can understand how he has managed to graduate to hostesses' training school. Talking of hostess training, I recently met five-by-five Laurie Noronha. When he demonstrates the use of the oxygen mask in flight, he requires four hostesses to lift him up.

One thing I learned fast. The brains may be concentrated at Nariman Point but Santa Cruz is the home of the muscle. Before anyone comes after me with a ventral fin spanner I hasten to add:

a) that I am proceeding on long leave before this issue is out, and

b) I mean no offence. On the contrary, the muscle works harder than the brain. - and the

lights don't go off at Santa Cruz at 7 p.m.!

The Engineering Department - like most of those at Santa Cruz - works round the clock. It is a sight to see lilliputian mechanics swarming over a 747 gulliver and, in a matter of hours, reducing him to bare bones. Sometimes I wonder how they ever manage to put him back together again. This doubt almost crystallised into fact in my mind when I recently boarded a 747 for the first time, walked into the first class section and found no cockpit - sorry no flight-deck!

But, seriously, our engineers are doing a fine job, both in Air-India and Singapore Airlines.

Civil Works, I have been told, cover the whole world. If the Honolulu office needs an extra 'gents', it is Civil Works who must say yes to the Honolulu-oo. Also, I believe, the Finance people were perfectly happy in their old Accounts building until a new one was built for them. It leaked "something 'orrible", flooded all the records, and now they can't find out what the first 747 cost.

Talking of Accounts, one must here mention the indefatig-

able Aspi Jussawalla who walks at such high speed that one can't help getting the impression that he is making a quick getaway after rifling the office safe!

I must mention my visit to the 747 Simulator with Capt D. Bose in the driver's seat. After a fairly smooth flight, he demonstrated a rough landing at Juhu - I mean Santa Cruz. Once again, I was back on board a ship. The airplane bucked, pitched and rolled, and a really rugged touch-down was simulated - while I simulated my emotions into an airsick bag!

Oh, yes, Air-India is a huge organisation and there are many many departments, sections and offices - not to mention the mammoth Commercial Department. Young men of serious mien who walk and talk meaningfully of load factor, VFR, market shares and frequencies; are so immersed in the files they carry that they must take the lift two floors up rather than waste a single moment walking up the stairs.

There are the flight deck crew, the ground-handling staff, security men and a host of others - and, of course, Ganesh Dubey.

More of them anon.

J.R.M.

LABOUR RELATIONS COMMITTEE

FOCUS ON DELHI

SPECIAL attention was focussed at the ninth meeting of the LRC on the problems faced by the 1,000-member Air-India contingent stationed in Delhi. The meeting was held in the capital on December 9, 1975, with Mr J.P.D. Tata in the chair.

Mr N.B. Patil and Mr M.H. Hegiste who sponsored the points raised by Mr S.L. Narasimhan, the Delhi Branch Secretary, emphasised the need for clean and hygienic rest rooms and for improved canteen facilities for staff on duty at the airport. The LRC team had made an inspection tour of Palam the previous day and all members were unanimous in decriing the insanitary conditions prevailing in the rest rooms and toilets as well as the poor quality of food in the contractor-run canteen in the engineering hangar.

Brigadier M.P. Joseph undertook the task of immediate repair of exhaust fans and toilet facilities in the various rest rooms. He, however, strongly advocated some degree of personal involvement in the matter of cleanliness. Supervision of sweepers by the staff concerned on a rotatory basis was essential; this was being done by various departments at Santa Cruz with gratifying results, he said.

As regards the canteen, Mr P.V. Gole, Director of Personnel & Industrial Relations, was of the view that since the new contractor had been operating for only a month he should be given a further opportunity to improve the quality of food. In the meantime, he would immediately position a canteen supervisor from Bombay at Delhi airport. He also requested Brigadier Joseph to vigorously pursue with the International Airports Authority of India the question of location of the new canteen building, plans for which had already been approved, so that construction could be undertaken expeditiously. In response to a suggestion made by Mr V.M. Fernandes, Mr Gole said that Chefair would not be willing to take over running of the canteen.

It was agreed that a suitable site for the medical clinic would be found so that a medical officer could be appointed as early as possible to function partly at the Branch Office and partly at the Airport.

Problems faced by residents of the Air-India Colony came in for considerable discussion. However, since the colony was under the overall control of Indian Airlines, it was felt that more contact at the personal level would help in eliminating many of the difficulties concerning security, water supply, cleanliness, etc. As regards building defects, Brig. Joseph said that responsibility for the first year was that of the contractor. Only thereafter could he take remedial action. Mr V.N. Herekar, Dy Director of Engineering, advised the Delhi Branch Office representatives to forward to the Uniforms Committee certain points they had raised regarding special uniforms which Delhi's extremes of climate demanded.

Strong plea

A strong plea was made on behalf of the airport staff for positioning of a separate Personnel Officer at the airport, since much inconvenience was caused travelling to the city to sort out their personal affairs. Mr H.M. Kaul, Manager-Northern India, assured the LRC that he would look into this matter and ensure that the problem was solved to the satisfaction of all concerned.

Mr Kaul also promised to give all matters raised by the Delhi-based staff his personal attention.

Mr R.N. Dhople brought up certain points relating to housing. He said that although the flats in the co-operative housing societies are known as 'ownership flats', no individual flat owner had a marketable title to the flat owned by him and could not, therefore, mortgage his flat. Since the Maharashtra Apartment Ownership Act, 1970 provided that an ownership flat could constitute inheritable and transferable

immovable property, he recommended that potential owners could be advanced loans up to 80 per cent by mortgaging their flats to the Corporation. He also recommended that the government should be requested to permit those staff who had completed 15 years of service, a final withdrawal from their Provident Fund for repayment of housing loans obtained by them from the Govt. agencies like LIC, Finance Corporation etc., so that they could save interest of at least 5% to 6% per year on their loans, as many of such staff had taken loans from LIC or other organisations repayable at an interest of 9 - 12 per cent. Alternatively, he suggested that the Corporation should absorb the difference in the interest charged by the Government Agencies and that being charged by the Corporation.

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AI and IA Declared Essential Services

The Government of India, in a Gazette of India Extraordinary issued on December 12, 1975, has declared Air-India and Indian Airlines as essential services. Under this order, all employees in Air-India and Indian Airlines connected with operations, maintenance and overhaul of aircraft, are declared as essential to the life of the community.

OBITUARY

Capt H. B. Mistry



CAPT H.B. MISTRY, one of our senior commanders on Boeing 747s, died in Kuwait on November 27, 1975. He was 57.

The news of his sudden death came as a great shock to all those who knew him. "He was a wonderful companion," said Capt V.N. Shirodkar, Director of Operations. "He had a great sense of humour. In the old days we used to play cricket together and he was up to some trick or the other all the time."

Capt Mistry joined Tata Airlines as a pilot in October 1944 after having spent four years with Indian National Airways as a pilot and six months with the Karachi Aero Club as an instructor. He became the Chief Pilot in May 1947 and in December 1947 came over to Air-India International. He was also our Chief Pilot in the Central Division from October 1956 to December 1965.

Capt Mistry leaves behind his wife and one son. To them we send our sincere condolences.

WESTERN INDIA SALES CONFERENCE

Hitting the target

THE need for Western India to achieve its target in the remaining months of the current financial year was stressed by Major S.G. Srinivasan, Regional Manager-India during his inaugural address at the Western India Sales Conference in Bombay on November 14, 1975.

He complimented the various off-line stations which were on target and said that the paramount need was to improve the area's overall performance.

Mr F.E. da Gama, Manager-Western India emphasised the vital role Western India must play in Air-India's overall revenue performance since the earnings of this area for the year are pegged at Rs 22 crores, not to mention cargo revenues which is Rs 5 crores.

In the afternoon, Mr D. Warden, Commercial Manager, Indian Airlines, Bombay, assured the conference that Indian Airlines managers at various stations strived hard to sell Air-India. He felt that joint marketing and sales promotion by Air-India and Indian Airlines must in the long run prove fruitful. Major Srinivasan thanked Mr Warden and said that Air-India would be prepared to offer any assistance to Indian Airlines stations to ensure that they met their targets for international sales.

The opening session of the Conference took place in the newly-built auditorium on the first floor of the Air-India Building.

There were four other working sessions, during which problems of marketing, sales promotion, cargo, reservations, publicity and administration were reviewed.

With the transfer of cargo sales at Bombay under Manager-Western India from November 1, 1975, the conference devoted some time to discussion about cargo. Participating in the discussion were Mr B.L. Parashara, Cargo Sales Manager and Mr R.K. Chhatrapalsinh, Cargo Sales Manager-Western India.

At a banquet hosted by Mr Fakhruddin Ali Ahmed, President of India, in Cairo Mr M.Y. Mathure, our Manager-Egypt, and Mrs Mathure being introduced to Mr Anwar Sadat, President of Egypt. Mrs Gihan El Sadat, the First Lady of Egypt is on the right.



To a layman a budget may seem a waste of time, but it is an essential part of business management. Most individuals find any kind of pre-planning of expenditure according to income, which is what a budget is, irksome and give up the effort after a few unsuccessful attempts. This indifference to personal finances may be acceptable to an individual, but such a policy in a business enterprise will certainly spell disaster.

The budget is a form of financial discipline. No enterprise can succeed without this discipline, least of all one like Air-India which operates in an intensely competitive environment and has to fight for every rupee it earns. Air transport at best of times has been an industry with marginal profitability and in these days of inflation and recession it is even more so. Under the circumstances, only the most careful assessment of resources and their deployment can save an airline from financial disaster.

This explains why budgeting has assumed such importance in Air-India over the years. As a matter of fact, Mr C.L. Sharma, the present Director of Finance, came to Air-India as the Budget Officer, back in 1962 and the first steps towards formulating a detailed stationwise budget for the Corporation were taken in 1963, when funds were allocated to our outstations under each head of account after a thorough scrutiny of their requirements and their anticipated revenue performance. The station managers were asked to fill out a simple form specifying how much they were going to spend on staff, housing, travelling, communication, etc., giving brief reasons justifying the projected requirements. They were also asked to send monthly reports of expenditure and explain the reasons for variations in expenditure viz-a-viz the budget allotments.

"This was the starting point for having an effective control over expenditure at outstations. This does not mean that there was no control over expenditure earlier. What was done was to formalize the procedures and arrange for availability of necessary data so that these controls could be continuous, methodical and effective", said Mr Sharma. Later when the procedures got established these "expenditure" reports were made quarterly to ease the burden on stations. As the years have rolled by more and more refinements have been introduced, so that now each station, even offline ones, have a proper system of budget control and they plan their expenditure under various heads for the next year.

According to Mr Sharma it has not been possible as yet to introduce these measures as effectively for departments at Santa Cruz in regard to Revenue expenditure, although Capital expenditure is fairly actively controlled. But efforts are continuously being made to develop proper systems. "We have to post an Officer from Finance & Accounts in every department to achieve this" said Mr Sharma.

"Budget is not a blind exercise", explained Mr S.R. Gupte, Assistant Financial Controller, who is in charge of the Budget Control and Financial Accounts Section. "It gives the management an opportunity to allocate resources in such a way as to balance the needs of all our departments for maximum benefit to the Corporation".

The Corporation's budget is prepared on the basis of an operating plan and revenue projections. The operating plan is prepared by the Commercial Department in close consultation with the Engineering and the Operations Departments, from which the Planning Department produces the revenue projections for the year. The Planning Department takes into account the historical growth in traffic, the average yields on our various routes and the number of hours to be flown in estimating the revenue. So much for the revenue from scheduled services. But the Corporation also earns revenue from other sources such as charter flights, from handling of other airlines at Indian airports from maintenance and overhaul of engines, etc. of other airlines and from our Headquarters building. The Budget Section is actively associated with all these exercises, and they evaluate particularly the cost side of each of the available alternatives so that decisions can be taken which result in maximum profitability.

Once these decisions have been taken, the next task is to establish the budget requirements of our stations and departments under three different heads - capital, procurement and revenue expenditure. Anything that adds to the Corporation's assets - aircraft, hangars, buildings and equipment - goes under the capital budget. The procurement budget covers such consumables as spares, while the revenue expenditure budget is concerned with staff salaries, fuel and oil, landing and handling charges, publicity and communications; in other words, money that is spent on day to day running of the business.

By November the budget forms are sent out to our stations and de-

partments. The form is comprehensive covering every single head under which stations/departments spend money. It not only asks the stations to specify how much money they are going to spend on, say, pay and allowances and provident fund contributions, but also such other expenditure as fuel and oil for cars, for housing and for landing and handling charges. The stations have to provide actual amounts spent under each of these heads from April to September of the current year too. "We give them about a month to return the form" said Mr Gupte.

Budgets are boring boggling figures spread over are calculated to deter accountants. How useful relevance to the more of airline? Or is the exercise by the finance men to confuse The Magic Carpet investigation



Mr T.M. Venkataraman, Asst. Financial Controller, in charge of the Capital Budget and Projects Section.



Mr M.K. Venkataraman, Assistant Accounts Officer, Capital Budget.
Mr C.N.C. Shekhar, Senior Accounts



Mr S. Shenoy, Accountant (R) of the Revenue Expenditure Budget Section with Mr P.S. Ramnathan and Mr R. Rajmani.

Staff of Revenue Expenditure Budget Section.



BUDGET and Why?

let's face it! Those mind-
er acres and acres of paper
anyone except professional
is a budget? Has it any
effective management of an
some kind of a trick played
se the lesser mortals?

tes...

Before the funds are allocated the forms are carefully scrutinised by the FA & BC Section and those related to capital projects are checked by the Capital Budget and Property Control Section, which is headed by Mr T.M. Venkataraman, Asst Financial Controller.

Although the procedure for the preparation of capital budget may appear to be the same as the revenue budget, the yardsticks applied are different. Any business, if it is to progress and prosper, must renew and replace its assets from time to time. But the assets themselves fall into so many different categories

that the management requires considerable judgment in setting priorities for their replacement or renewals.

It never happens that unlimited funds are available to meet all the requirements. So a process of careful allocation of funds is necessary among the various competing demands. There are assets, like aircraft in our case, which are the main source of revenue for the Corporation and, therefore, have the highest priority. There are others like the simulator for pilot-training, or workshops or hangars, or office buildings which may not directly contribute to the revenue, but nevertheless have a bearing on it. Then too the management cannot ignore the need for such welfare projects as expansion of the medical clinic, staff housing, office furniture, which may not again bring in cold cash, but they certainly add to the overall efficiency of the business through improved staff morale. The management has to constantly keep the long term prospect of the business in view.

The best way to finance capital projects is, of course, from internal resources. But this may not always be possible as the funds generated from internal resources may not be enough to meet all the capital requirements in these days of high capital costs of re-equipment. The Corporation has, therefore, to either seek Government help in increasing its capital base or borrow from outside sources as we have done for purchasing our aircraft fleet. "The normal business practice is to take long term loans to finance capital projects, while short term loans are basically taken to meet emergency cash requirements" said Mr Venkataraman.

With ever increasing demand for funds from all sides, a process of pruning expenditure to the bare minimum level is inevitable. "There is an understandable tendency to inflate demand," commented Mr Gupte. "So we question all figures and how they were arrived at. We have considerable historical data on the expenses of every station and department and we also have the revenue targets fixed for every station and region, all of which are a great help in assessing requirements for funds". Discussions take place with the various departments in order to set priorities and cut or postpone expenditure wherever possible. Usually a compromise is arrived at in allocation of funds.

The margin for cutting down expenditure in our business is not as much as some people imagine according to Mr Sharma. This is be-

cause of the fact that certain large items of cost are not only unavoidable but there is very limited scope for any reduction once the level of rates for the year has been determined. These are items like insurance, fuel, staff salaries, interests on loans, depreciation, etc. "Where we can and do apply cuts is on controllable heads like printing, stationery, travel, publicity and entertainment, staff overtime, staff costs, communication expenses, expenses on maintenance of vehicles and buildings, etc.", said Mr Sharma. "Even here there's a limit beyond which we cannot go. What we must do, however, is to control our staff strength. After all, staff salaries is one of the biggest items of our expenditure and control on staff numbers also automatically results in control of staff costs, insurance, overtime, travel, office accommodation, communication expenses, expenses on residences, vehicles, etc."

The "shell" of the budget gets ready by mid-December and it takes another fortnight to fill in the core before it is ready for presenting to the Management, who ultimately decide where the cuts should be applied, which project should be undertaken and which should be deferred. The budget is usually presented to the Board for approval by the end of January.

While the preparation of the next year's budget goes on, the FA & BC Section undertakes the review of the previous year's budget on the basis of actual figures for the first six months of the year which become available by November. "This exercise is useful in as much as we want to know whether we are on the right track and to obtain updated guidelines for preparing the following year's estimates", said Mr Sharma.

The budget needs to be revised also because with inflation and fluctuations in various currency values, allocations made at the beginning of a financial year sometimes become invalid. Also the operating plan would have undergone changes, as frequently happens.

"The philosophy behind our budgets policy is not to lay down an absolute limit to expenditure of a region or a station, but to establish cost/revenue ratios", said Mr Sharma. "If a station spends a little more to earn extra revenue and improve its direct cost revenue ratio, that is perfectly all right. We have a fairly flexible approach in implementing these procedures and the objective at all times is maximization of profits".

- K. S. Mhatre



Mr E.H. Parbhoo, Accounts Officer, Revenue Expenditure Budget.



Mr S.R. Gupte, Asst. Financial Controller, who is in charge of the Financial Accounts & Budget Control Section.

Mr R. Vishwanathan, Accountant (L) with Mr D.D. Ajeonkar and Mrs M. Abraham.



Staff of Capital Budget and Project Section at work.



London Diary

By Trevor Turner

OVER a hundred members of the public and passers by came into the Bond Street Booking Office one day at lunch time in November, when Chris Bonington was autographing photographs. A number of our staff were also able to meet the leader of the successful British Everest Expedition who conquered the South West Face earlier this year. Readers may recall that Chris Bonington carried with him on his expedition an Air-India flag which flew from Base Camp 2, but unfortunately due to the rapidity of their descent from the mountain the flag and other equipment from Camp 2 was not retrieved. A few days prior to Chris Bonington's visit to Bond Street the team were received by the Queen at a Buckingham Palace Reception.

A committee in the UK was formed to honour Mahendra Kaul known to millions of UK radio listeners for his great work on radio and television programmes for the ethnic community in the UK. Mahendra Kaul was honoured by the Queen in the latest Honours list. A Committee consisting of representatives of India, Pakistan and Bangladesh got together to do honour to him at a Dinner at the Hilton and your correspondent, together with Gus D'Lima, was among nearly 500 guests.

The Bond Street Darts Team, ably led by Derek Llambras, have been battling with Qantas and lost their first match and won the return. Any moment now the final is about to be played, so watch this space.

There was a lot of excitement at LHR recently when the first Air-India 747 charter took a group of 300 seamen from the 'Canberra' home to India on holiday and were replaced by an equivalent number from India who flew on the same aircraft.

Phil Bocarro has recently had a major change of job function. She is now 'our girl at Cooks'. This means that she is acting as our representative for the Thomas Cook branches in London and also the enormous Thomas Cook Office organisation in Berkeley Street. We send to her our good wishes for this new assignment. Other news from Sales is that Vaughan Heenan recently went on his second sales visit tour to Southern Ireland where he visited agents. It so happened that whilst he was there our aircraft was diverted on a couple of occasions to Shannon, because of bad weather.

Phil Bocarro, 'Our Girl at Cooks'



Jock Dann, our DSM in Manchester, escorted the first of two Air-India - Government of India Tourist Office - London educational trips to India. Shortly after this Jim Harper escorted a group of senior cargo agent managers to India to attend an Air-India Training Course, which was held at the Centaur Hotel. This was the first of such courses for very senior cargo agent managers, and it was appropriate that this should also be the first group from the UK to stay at our new Centaur Hotel.



Sherpa Ang Phu and Sherpa Pertemba with Mrs Pertemba were invited by the British Everest Expedition Team to return with them to the UK and they stayed with the teams' families for several weeks before returning to India. They are seen here prior to their departure on our service for Delhi.

Mr Dalal in his capacity as Minister-Civil Aviation and Tourism to the High Commission of India, and Mrs Dalal attended the evening reception given by the Queen at



Trevett Abreo (L) talking with Don Hyatt from P & O and Terry Bradley from Bahr Behrend & Co. Limited in the Maharajah Lounge at London Airport before the arrival and departure of our charter 747 carrying the crews of the P & O Liner 'Canberra'.

TWO SPACE ODYSSEYS

Oh, to explore the Universe!
Oh, to conquer the stars!
What ecstasy!

Oh, to return to a perfect world
Oh, idyllic dream,
What fantasy!

ALAN HAMER

Space, a deep, black, silent void
Seemingly empty yet so obviously full
A place where man is lost
And yet may one day find himself!

JOHN MARSH

Your Letters, Please!

The editor invites letters from members of the staff for publication in the Magic Carpet. Letters should be brief and should be constructive in their outlook. The editor reserves the right to edit and publish any letter. Unsigned letters will not be published.

Letters should be addressed to:

Editor, Magic Carpet,
Public Relations Office,
Air-India Building, 20th Floor,
Nariman Point, Bombay 400021.

FIRE! FIRE!

On November 23, 1975 a fire was detected on the 9th floor of the Air-India building by a staff member of the First National City Bank. Our Security and Maintenance Staff were quickly on the job and extinguished the fire even before the Fire Brigade appeared on the scene. This speaks volumes for the excellent training imparted by our Fire Officer, Mr. B. G. Sawant.

The Management have sent letters of appreciation to all concerned.

WHO'S WHO & WHERE PROMOTIONS

Headquarters

Dr. S.K. Palit Dy. Chief Medical Officer
Dr. Satish Puri Dy. Chief Medical Officer

Ground Handling Department

Mr S.M. Shinde Technical Officer
Santa Cruz
Mr R.K. Malhotra Technical Officer
Delhi
Mr R.K. Shukla Technical Officer
Delhi
Mr M.A. Irani Technical Officer
Santa Cruz
Mr N. Chandrasekharan Technical Officer
Delhi
Mr R. Subramaniam Planning Officer
Santa Cruz
Mr M.W. Deshmukh Administrative Officer
Santa Cruz
Mr R. Pimento Dy Transport Supervisor
Santa Cruz

Operations Department

Mr S. Padmanabhan Sr. Flight Despatcher
Delhi

POSTINGS

Commercial Department

Mr V.N. Kayshap Asst Commercial Manager
Airport Manager
New York
Capt M.S. Kohli Asst Commercial Manager
Bombay
Mr A. Khanna Manager
Delhi
Mr M.P. Mascarenhas Manager
Bombay
Mr R.P. Miera Manager
Bombay
Mr N.R. Khambolja Asst. Manager/Airport Manager
Santa Cruz
Mr K. Sundaresan Asst. Manager/Airport Manager
Madras
Mr T.K. Pal Asst. Manager/Airport Manager
Dacca

THANK YOU

The Station Manager,
AIR-INDIA,
Abu Dhabi.

Dear Sir,

I write this to express my gratitude towards Air-India for the best care they have taken to bring my 4 year old son, Master Joy (who is studying in one of the public schools in Ootacamund), from Madras to Abu Dhabi per IC 110 and AI 807 on 13th November, 1975. Especially it was very kind of Air India for sending a special hostess to accompany my son during his journey. The hostess had looked after my son very well indeed during journey and handed over to me at Abu Dhabi Airport. Please convey our thanks to her as well.

The "BEST SERVICE" of Air India will be remembered with gratitude at all times.

Yours faithfully,
Sd/-
(K.VIJAYAN)
Stores Supervisor
Purchase & Stores Department,
Abu Dhabi National Oil Co. for Dist.,
Abu Dhabi UAE.

Abu Dhabi
17th November 1975



Our hostess Neelam Khoury, who brought Joy to Abu Dhabi, photographed at the airport on arrival (See letter alongside).

FOCUS ON DELHI

(Continued from page 3)

Mr Gole said that the Management was fully aware of all these problems and the need for adequate housing facilities for employees of the Corporation. These matters were being actively considered.

Mr Dhople also asked for relaxation of the current age limit of 35 years for technicians who apply for the post of Flight Engineers. Mr K. A. Sapat, Industrial Relations Manager, pointed out that a young Flight Engineer trainee was required to undergo seven to eight years training before he was finally competent to operate independently as a flight engineer. If the current age limit for technicians were to be relaxed, the personnel in question would be too old to make an effective contribution during the remainder of their service.

Promotions

Mr V.M. Fernandes made an impassioned appeal on behalf of those members of the staff whose promotions had been blocked merely because there were no vacancies in the higher grades in their particular departments. While some staff moved up rapidly owing to expansion in their departments, others were not so fortunate. As a result, he said, the morale of such staff had considerably deteriorated. He, therefore, recommended that some system should be worked out whereby promotions were more-or-less equitable throughout the Corporation. This position, Mr Gole said, was being actively considered and he gave his assurance that some solution would be found.

With regard to notification to Accounts regarding additional contributory medical benefits to and recoveries from staff whose salary group had changed, Mr J.N. Mogrelia, Deputy Director of Finance, Secretary of the LRC, said that the possibility of instituting a procedure whereby this could be done automatically was being examined.

The question of medical facilities for staff working at off-line stations on a credit basis, which was brought up by Mr N.B. Patil, was discussed. Mr Balendu Shah said that arrangements already existed at such stations for medicines prescribed by doctors to be purchased from prescribed chemists on credit. He would arrange for a circular to be issued to draw the attention of all managers to this procedure.

Mr Dhople and Mr Fernandes made a proposal that old furniture which was to be disposed of should first be offered to members of the staff before being sold to private contractors. Mr P.D. Baliwala, Controller of Stores and Purchases, said that this subject had been thoroughly examined before and that there was not sufficient furniture to go around. He would, however, look into the matter once again.

Special mention must be made of the effective chairmanship of Mr J. P.D. Tata. He handled the meeting with a fine sense of tact, understanding and firmness and made a particular point of summarising the discussion on each item of the agenda so that the final decision was clearly enunciated.

Bangalore,
29.9.1975

M/s. Air-India,
Bombay.

Dear Sirs,

In the year 1968, I was a passenger in your esteemed airlines from Cairo to Bombay. I was carrying excess baggage of about 8 kgs for which an amount of about Rs 175 - was paid.

I was having about a kg additional things with me then that I did not behave decently to have this also charged out of my mean mindedness.

I was thinking about this incident recently in view of some circumstances and was very much ashamed of myself.

I am therefore enclosing herewith postal orders in your favour for Rs 25/- towards the money that should have been paid to you long ago in this regard, which please accept.

I would request you to please forgive me in this regard.

Thanking you,

Yours faithfully,
Sd/-
(K. Ranganathan)

Dear Lion Narain,

CHARITY WALK

The last Charity Walk organised by the Club on Saturday, the 29th of November, 1975 has been widely acclaimed as a very successful event of the Club. To my mind, this has been possible, to a large measure, due to the valuable guidance and untiring zeal of Lions like you. I feel privileged to be the President of the Club which is being run with the whole-hearted support of Lions of your stature and unqualified calibre. I wish to thank you personally for your efforts.

At the end of the walk, the tired walkers with their families and friends were welcomed by you and your charming wife, and you both extended your warm hospitality in honour of the walkers in the form of a grand garden party in your house. The Board of Directors have greatly appreciated your kind gesture, and they have asked me to convey to you and your wife the Club's special gratitude for your wonderful hospitality.

With warm personal regards,

Yours sincerely,

Sd-
Tilahun Paulos
President
Lions Club of Addis Ababa

Mr P.A. Narain
Manager-Ethiopia & Sudan
AIR-INDIA
Addis Ababa

AIR-INDIA By Radhika Khosla

Air-India is my country's international airline,
The big white jumbo striped with a red line,
And of course, we mustn't forget the little maharajah,
Who of the airline is the shehen shah.
This airline is always on time,
That is how goes my rhyme.
At the airport, and through customs and immigration,
The Air-India staff give you attention.
But, once up the steps they are no more
They leave you to a hostess, who greets you at the door.
She takes you to your seat,
Which is comfortable and nice
Clean and neat.
This airline's seven four seven,
Is like a palace in the heaven.
The many hostesses who give you attention,
Are dressed in different costumes of my nation.
In the Jumbo lounge you hear the rustle of silk,
That announces the arrival of your hostess
Who's as fair as milk.
She comes wearing a Rajasthani dress,
And listens to your each and every request.
She wears the most fabulous jewellery,
Selected from the most expensive gallery.
And if by any chance, the flight is diverted from one city to another,
The Air-India people make a bother.
They make such a fuss
And see you off in a bus.
To a hotel, a de-luxe 5 star
Which gives the children a choco-bar.
The Air-India airport staff ring you two hours in advance,
So that you do not miss your chance,
And take the flight back to your destination,
That is the airline of my nation.
So it is wonderful and helpful in every way
Not a complaint you can say,
About my country's international airline,
And the big white jumbo striped with a red line,
And the little maharajah,
Who of the airline is the wonderful shehen-shah.



Radhika, 13-year-old daughter of Mr L.M. Khosla, our Manager, Teheran.

SABENA (Continued from page 1)

There will be no loss of foreign exchange to the country in the leasing arrangement which has been approved by the Government since the revenue earned in foreign exchange from the extra capacity will be more than offset the lease charges, while at the same time Air-India will be able to retain the goodwill of its clients.

Another reason for Air-India having to lease an aircraft from a foreign carrier was that no suitable aircraft were available in India with other operators to carry out the cargo operations. The only aircraft available with private operators are a DC-4 and a Viscount neither of which is suitable to take over our freighter operations.

THE GREAT CARGO CONTROVERSY

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