

Nasser
retrospect

AIR-INDIA

Magic Carpet

VOL. 22, NO. 8

AUGUST 1978



Silver Jubilee

*Magic Carpet offers
this floral tribute
to*

*Indian Airlines & Air-India
on
1st August 1978*

ON THE MOVE UP

The following staff have been promoted:

Commercial Department:

Messrs R.K. Thadhani, F.V. Mascarenhas, M. Gomez and Ajit Singh as Commercial Managers; and Mr F.E. Da Gama as Regional Manager-Middle East.

Operations Department:

Messrs A.K. Razdan, T.K. Anila Simha, S.S. Kamath and S. Gupta as Dy Managers-Flight Despatch; and Messrs F.X. Fernandes and A. Nagalingam as Asstt Crew Scheduling Officers.

Vigilance/Security Division:

Messrs A.A. Vete and P.M. Phatarpekar as Sr Vigilance Officers; and Messrs N.S.Y. Rao and J.C. Adams as Sr Security Officers.

Stores and Purchases Department:

Mr M.K. Rao as Asstt Controller of Stores & Purchases (Headquarters); and Mr W.B. Mirchandani as Dy Stores Manager.

Ground Handling Department:

Mr N.N. Elavia as Superintendent-Transport.



A silver model of the Puss Moth flown by Mr J.R.D. Tata from Karachi to Bombay on October 15, 1932 was presented to Mr Tata in June 1978. Below is the text of the letter sent to our MD by Mr Tata.

Letter from Mr Tata

You have no idea how touched and pleased I was at the gift of a beautiful, perfect silver replica of the Puss Moth with which the history of Air-India began forty-six years ago, which you presented to me on the 14th instant on behalf of the staff of Air-India. Every time I look at it, which is many times a day as it stands on a table immediately facing my desk, it brings back vivid memories of those early days of the airline and of my actual flying of the mail as pilot. No gift was necessary to convey to me the affection and esteem of the staff of Air-India or to keep alive my own devotion to the airline and to those who have helped me in building it and my pride in them, but if out of their generosity a memento of my long association with them was to be given to me, none could have pleased me more than this one.

Do please convey my grateful thanks and warm appreciation of both the gift and the kind thought that prompted it to all those who have contributed to it.

With renewed thanks and warm wishes for the continued success of the great enterprise we have all built together.

Destination India

The Tourism Section of Air-India once again moved into high gear in 1977-78 during which period a series of campaigns and educational tours, some of which exclusively planned for agents, were organised to promote India as a tourist destination.

As explained by Mr Jimmy Meher-Homji, Manager-Tourism, it launched the year with an Indian Food Festival at Zurich which was jointly sponsored by Oberoi-Sheraton Hotel, Hotel Nova Park and Air-India. This was subsequently followed up by a similar festival at Nairobi in association with Casino International Hotel and Centaur Hotel.

The Section also conducted surveys of beach resorts of Diu in Gujarat, Daman, and of Ladakh to promote its

unique environment with the possibility of highlighting its Hemis Gompa Festival which annually draws 5,000 tourists.

In September 1977, 60 journalists from leading international media were taken on an exhaustive tour of South India. The campaign called "Destination South India" afforded a unique opportunity for the journalists to visit famous hill stations such as Ooty, Mercara and Kodaikanal; the wildlife sanctuaries of Periyar, Bandipur and Nargole; the renowned southern cities of Bangalore, Mangalore and Hyderabad; and the golden beaches of Kovalam and Goa.

(Continued on page 7)



Air Chief Marshal P.C. Lal, Chairman, Air-India and Indian Airlines, was invited by Skol Club of Bombay, as Guest Speaker at the luncheon in June 1978. Photograph shows Air Chief Marshal Lal receiving a memento from Mr Aroon J. Mehta, President of the Club (centre) and Mr Surendra Patel, Hon. Secretary.

CLUES

ACROSS:

1. Tax not applicable to this air-plane.
3. An Air-India Passenger or important suitcase.
8. Russian airplane sounds to be a false conception.
9. Without another.
10. Flying machine for inter-planet services.

DOWN:

2. First greeting from hostess.
4. Police constable is red on the chair.
5. With nothing in existence, Air-India keeps them flying.
6. Hot tempered person in Battle of Britain.
7. Aerial roads?

A Message

HCI Completes Seven Years

The hotel Corporation of India was formally registered as a Company on July 8, 1971. As such, July 8 has a special significance for us all.

Whether in the life of an individual or an organisation, an anniversary is the appropriate occasion for taking stock of one's achievements and shortcomings, the difficulties encountered in the preceding years and for charting future course of action.

You are all aware of our existing activities which include the Centaur Hotel, Bombay; Flight Kitchens, Bombay and Delhi; airport restaurants at Bombay and Delhi; and the tourist resort on Bangaram Islands. Personally, I feel quite satisfied with whatever has been achieved in the short span of HCI's existence.

Our future plans include the operation of a tourist resort at Port Blair Island effective October 1, 1978, technical assistance for "Vishnu", an Indian restaurant in Paris, proposals for a 350-room five-star hotel at Juhu Beach, Bombay, and a 275-room convention centre and hotel complex at Srinagar. We are also studying in earnestness proposals to put up three-

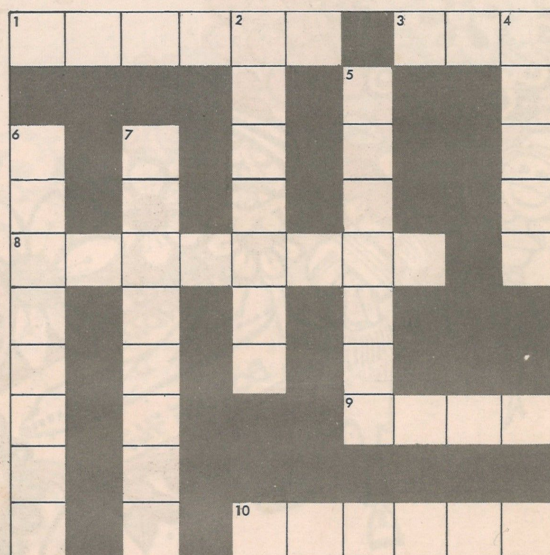
star hotels at Buddhist centres at Kushinagar in U.P. and Rajgir in Bihar. Besides, we propose to put up two flight kitchens at the new Bombay and Palam airport complexes. As and when these various projects come up, there will be ample opportunities for our staff by way of contribution to the growth of the Company, and advancement in career, etc.

The achievements so far are due to the hard work put in by you all. But the road ahead is long, arduous and full of hope. We are engaged in a highly competitive and exacting activity and none but the best can survive. I have no doubt that each one of you, in whatever capacity you may be working, will continue to do your utmost so that the infant HCI can grow into a healthy and prosperous organisation.

On this happy occasion of our Company's 7th Anniversary, I send to you all, and to your families, our very best wishes. I trust that through your hard work, devotion to duty and sincerity of purpose, HCI, in the years to come, will forge ahead to a position of eminent success.

R. K. Narpat Singh

CROSSWORD





Photographs taken during the tour/inspection of the 3rd Parliamentary Sub-Committee on Official Language show (above) Mr. S.K. Nanda, Dy Director-Personnel & Industrial Relations, with the Convenor, Mr. Om Mehta (left). (Below) The Sub-Committee in session.

Parliamentary Sub - Committee

The 3rd Parliamentary Sub-Committee held its meeting in New Delhi in June with Mr Om Mehta as the Convenor.

Mr Nanda informed the Sub-Committee about the progress on the use in Hindi in Air-India, the introduction of Hindi classes for the employees of Air-India and the financial incentives given to the employees who have successfully completed their Hindi examination. Mr Nanda also made

mention of a two-page supplement in Air-India's house magazine, the Magic Carpet which had a world-wide circulation.

The Air-India team at the meeting included Mr S.K. Nanda, Dy D.P. & I.R.; Mr Randhir Singh, Manager-NI; Mr B.L. Parashara, Manager-Delhi Airport; Mr P.H. Bandodkar, Dy Manager-NI; Mr N.R. Kshatriya, Dy Personnel Manager (Welfare); and Mr S.M Puri, Personnel Officer, Delhi.

LRC Meet

The Labour Relations Committee held its 11th meeting at Lonavala near Bombay with Mr V.M. Fernandes as Chairman.

At this meeting it has recommended a miscellaneous loan for the employees at 3 per cent interest to facilitate purchase of fridge, TV set, furniture etc. and for acquiring telephones at residence. The LRC has also requested for centralised issuing of passage authorities and time-keeping jobs at New Terminal Building and at Nariman Point.

Address to Rotary Club

Mr S.K. Nanda, Dy Director of Personnel & Industrial Relations, addressed the members of the Rotary Club of Bombay (East) in June at the Centaur Hotel in Bombay.

Speaking on "Industrial Relations", he said that an industrial organisational environment is bound to produce differences, problems and tensions, and "we need not stress them too much".

The organisations will have to be more effective to make the industrial technical system more viable to achieve better co-ordination, co-operation, integration. This will also help in tackling the problems of human and material resources to meet its objectives.

He added that it is difficult to

visualise a situation where conflicts can be more or less totally eliminated. He said we will have to learn to manage the conflicts and harmonise the differences.

Too much of reliance on labour legislation is not going to solve the problems of Industrial Relations. He pointed out that we will have to search deep for the causes of tensions and conflicts. Mr Nanda recommended a dynamic and innovative application to the rules, existing systems, procedures and schemes to manage industrial relations.

Lastly, he said that the union leaders will have to realise that good industrial relations is an exercise in mutuality and reciprocity.

New Canteen

Over 2,000 Air-India employees positioned at Bombay Airport will, for the first time, have adequate canteen facilities for purposes of food and recreation. This project was held up for many years owing to paucity of space in the area around the New Terminal Building, Bombay Airport.

The new Air-India Canteen was officially opened on June 21, 1978. With a floor area of 8,000 sq. ft., it will accommodate upto 300 persons at a time. The canteen has a modern up-to-date kitchen with the latest gadgets incorporated.

Mr Felix Fernandes, Personnel Manager, the longest serving member of Air-India present at the function (38 years), performed the inauguration ceremony. Mr K.G. Appusamy, Managing Director, was the chief guest. Large numbers of Air-India staff, including loaders and cleaners, were also present.

A new amenity for the A-1 staff has been provided with the commissioning of canteen facilities for food



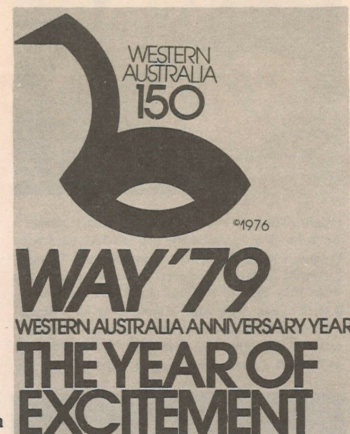
Mr K.G. Appusamy, Managing Director, who was the chief guest, is seen here lighting a gas stove in the new canteen.

Year of Excitement for West Australia

Western Australia celebrates its 150th Anniversary in 1979.

The Government of Western Australia has planned a series of events, conferences and entertainment programmes to make this festival a great success.

Air-India designed a special poster to commemorate this festival. The design, shown alongside, has been approved by the festival authorities.



OBITUARY

We regret to record the death of Mr Arjun Krishna Mohite, Cleaner. Joined: October 15, 1957.

THE TOP THREE

The variation of revenue over target for the three regions whose earnings have exceeded their targets by the highest proportions for the period April '77-March '78.

- | | |
|-----------------------|--------|
| 1. East Asia | + 7.5% |
| 2. Middle East + Gulf | + 6.6% |
| 3. Africa/Aden | + 2.6% |



Cairo Looks Back

Our Cairo office hummed with hectic activity to celebrate the 30th Anniversary of Air-India's inaugural flight to London via Cairo.

The office was renovated and decorated with traditional Indian motifs. The Air-India neon sign over the building, which was dormant since the war days, was once again put into commission.

The highlight of the celebration was an exhibition of films on Cairo television featuring Air-India and India. It also included a quiz programme with Cairo Television giving a trip to India as a prize.

'Al-Ahram', a leading Arabic newspaper, published a full page supplement on Air-India, its operations, in-flight service, training and facilities provided to tourists.

The celebrations concluded with a reception attended by the representatives of the tourism industry, diplomatic corps and government dignitaries.

On the occasion, Mr J.S. Joglekar, Manager-Cairo, received 'a model of the Lockheed Tristar L-1011 from Mr Robert F. Conley, President of Lockheed Aircraft (Middle East and Africa) as a token of appreciation for Air-India's association with them. It will be recalled that the Air-India's inaugural service 30 years ago was operated with a Lockheed Constellation 749. Mr Joglekar also received a letter of congratulations from Mr Hassan Ahmed, Chef Du Cabinet of the President.

The Magic Carpet reproduces on this page photographic flashbacks of our operations in Cairo.

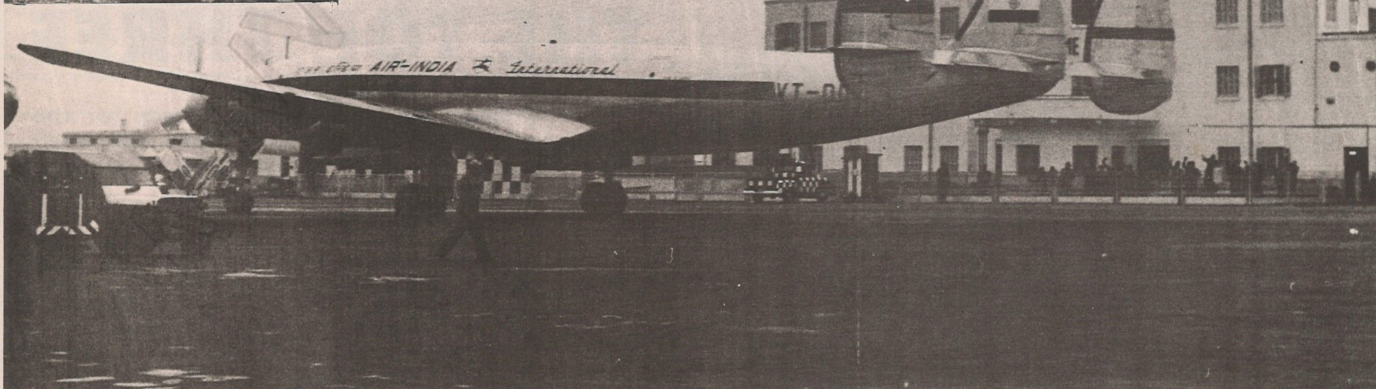


Mr J.S. Joglekar receiving a model of Lockheed Tristar from Mr Robert F. Conley. With them is Mr Suleiman A. Nassar, Regional Director of Lockheed Aircraft (Middle East & Africa) S.A. in Cairo.

FLASH BACK



(Right) The late President Gamal Abdel Nasser when he flew to India on our service. (Above) Egyptian stars, Ms Faten Hamama and Omar El-Sherif (before he achieved Hollywood fame), when they flew to Peking. (Inset) Mr and Mrs J.R.D. Tata with our Manager at the time, Mr Fali Nariman, at the Old Terminal Building in Cairo. (Below) Also, our Super Constellation at the Old Terminal Building at Cairo.



Competition in World Air Transport

By Mr K. G. Appusamy

This vexing problem raised at the International Conference at Chicago in 1944 by UK's Lord Swinton still remains a problem today, 34 years later. Just how large a share of the world's international air traffic should be shared among whom and in what proportion is a question that remains largely undecided. Over the years, countries have constantly sought through bilateral negotiations to achieve what they could not on a multi-lateral basis, that is an orderly distribution of traffic rights and routes among themselves. The situation has become more and more complex with the independence of every new country whose order of priority invariably appears to be a national flag, a national anthem and a national airline, in that order.

Two of the most difficult problems in negotiating a bilateral agreement are the determination of the routes to be operated by the two airlines and the capacity/frequency that each airline will operate on these routes.

The advent of conventional and wide-bodied jets makes the question of determining capacity and frequencies a complex one. Going purely by frequencies, can a 120-seat jet be equated with a 400-seat jet? If not, can one merely multiply the capacity of an aircraft by the number of frequencies and arrive at an equitable solution? Obviously not. It redounds to the credit of negotiating bodies that these and other intricate details are eventually resolved in a mutual spirit of give-and-take.

In the matter of competition in the air transport industry, delineation of routes also poses a problem. Routes are generally agreed upon on the basis of strict reciprocity. Differences seldom arise in naming the intermediate points between the territories of the two countries. However, serious differences can and do arise in specifying points of call beyond the territories of the other party. To quote a purely hypothetical example, if a Yemeni airline wishes to carry traffic from India to the Far East, would this be evenly balanced by Air-India carrying passengers from a Yemeni airport to points in Africa or Europe?

The essence of a bilateral agreement is contained in the phrase "fair and equal opportunity" for the airlines concerned to carry passengers, baggage, cargo and mail on specified routes, but even here there are many in-built constraints. US citizens, for example, are free to travel round the globe; would such an agreement cause conflict with a country where the government imposes severe restrictions on its people travelling abroad? Again, certain governments make it compulsory for their nationals to patronise the national carrier. Is this free and equal opportunity?

NEW PROBLEMS

In addition to the traditional problems outlined above, many new ones have arisen in recent years. Most of these are external conditions which cannot be controlled by airlines. The more important of these are the impact of inflation on labour costs, fuel and other supplies, and other user charges,

"Every nation which aspires to be in the air will wish to have, and indeed will insist on it, in addition to its own internal traffic, a fair share of its external traffic as well."



On the occasion of the Silver Jubilee of nationalisation of the air transport industry in India, Magic Carpet persuaded Air-India's Managing Director, who has been associated with the industry for over 35 years, to write an article on "Competition in World Air Transport". It may be mentioned that Mr Appusamy is a member of the five-man Task Force appointed to examine the re-organisation and restructuring of IATA Traffic Conference objectives and procedures to meet the changing commercial and international regulatory conditions facing scheduled international carriers. (More about this in our next issue.)

widely fluctuating currency and exchange rates, and credit restrictions; the absence of a coordinated regulatory framework for the entire air transport market and unregulated competition on major routes; the declining benefits of improved technology on unit operating costs; and environmental considerations necessitating large capital expenditure by airlines.

There are many internal factors also, but these are to some extent controllable though not necessarily less problematical. These include the lack of a more flexible pricing policy to meet the demands of the market; planning for more rational adjustments to changes in the technological, social and political environment, and the constant problem of scheduling and cost control.

AIR-INDIA VS INDUSTRY PERFORMANCE

Despite all the constraints that exist in the Air Transport Industry, Air-India has in recent years been increasingly successful in competing with the major world carriers. The national carrier

made a profit of Rs. 6.00 crores in 1975-76, Rs. 17.00 crores in 76-77 and an estimated profit of Rs. 28½ crores in 77-78. This is no mean achievement when one pits Air-India's small fleet of 14 aircraft against giants like USA's United Airlines which has an all-jet fleet of 365 aeroplanes and yet compares favourably in financial results.

There is undoubtedly an overall improvement in both passenger and overall load factors since 1975 owing to the growing trend in air travel. The forecast for the International Air Transport Association Carriers' scheduled international passenger traffic for the period 1976-1982 is an annual growth of 8%. Air-India's growth rate over the last two years has been lower than that of the Industry as a whole. Our passenger kilometer growth rate over the last two financial years has been around only 6.0%. This was mainly due to shortage of equipment resulting in the capacity growth of only 4%.

We could therefore be justifiably proud that our aggressive marketing strategy, optimum utilisation of equipment and other available resources, and a judicious mix of high-yield and low-yield traffic, have all combined to produce excellent financial results.

WHAT OF THE FUTURE?

With the fierce competition that exists today among the scheduled airlines of the world and the entry into this lucrative market by non-scheduled private charter companies, there is a dire need for a drastic overhaul of the age-old regulatory framework so as to meet the changing conditions of today. The world's governments must sit across the table and must actively apply their minds to the development of an international machinery which would establish price floors covering the entire air transport service spectrum.

Most important of all, it must be constantly borne in mind that the main objective of the industry is 'service to the public' who have little or no interest in traffic rights, pool agreements and so on. The common man's main interest is how to get from A to B as economically as possible. The industry must therefore aim to provide a service realistically related to sensible allocation of available resources, investment and operating costs involved, at the same time—by making optimum use of these resources—introducing a simplified fare structure and offering the lowest possible but still economically viable fares for group and individual travel.

The International Air Transport Association has undertaken a study to rationalise its fare making machinery to suit the changed circumstances.

In the Indian context, Air-India has come to grips with the realities of the market situation where due to lack of effective enforcement action, considerable malpractices exist and has taken action through legitimate means available with the support of the Governments concerned, including our Government to fix suitable levels of fares designed to cater to specific segments of the market. There is a constant process of review and Air-India will continue to take whatever steps are necessary.

Meanwhile, Air-India has been constantly monitoring growth trends in air traffic so as to reassess its capacity requirements and cater to future traffic demands. A systems study has been made for the selection of new aircraft for the period 1978/79 to 1987/88 attempts being made, among other things, to identify the volume of future traffic in and out of India. The 20-year-old 707 fleet will soon have to be phased out. What type of aircraft will be required to replace these, taking into account traffic growth, route expansion, opening of new routes, fuel hikes and, most important of all, competing fairly yet successfully with the 40-odd carriers operating to and through India—all these are matters under active consideration.

In the ultimate analysis, it is a question of cleaning up the market place. We must fairly and squarely face up to the perennial problem of agency commission. We must eliminate malpractices by strengthening our compliance machinery. We must establish fares at a level at which we are willing to sell our product by legitimate means using our respective governments for support. Above all, we must help to ensure fair and equal opportunity for all. □

PRATT & WHITNEY TENNIS TROPHY

The Pratt & Whitney Aircraft have presented a Tennis Trophy to Air-India.

The trophy, with the inscription "Air-India—Pratt & Whitney Aircraft Annual Tennis Classic", will be presented annually to the winners of the tennis tournament between the two Corporations.

The photograph taken during the presentation of the trophy to Air-India Sports Control Board shows (from left) Mr V.N. Herekar, Director of Engineering; Mr Nic Tomassetti, RD-Customer Support Group, P&W; Mr Ken Graff, Customer Support Group,

Table Tennis Championship

Our Delhi office fielded a three-member team to participate in the Inter-institutional Table Tennis League Championship.

The team included Mr S. Chakravarty, Ground Support Division, Airport; Mr S.M. Seth, Traffic, Airport; and Mr Deepak Gandhi, Reservations.

The team was placed third in the Championship.

P&W; Mr D.P. Nimkar, President, Air-India Sports Control Board; and Mr V.M. Bhagwat, Officer-in-Charge, Sports.



Dance Performance

Ms Latha Sivasubramanian, daughter of Mr R. Sivasubramanian, from Commercial-Administration, recently gave a dance performance in a Ballet Programme organised by the Bombay Tamil Sangam.

Latha is a keen dancer and she has been receiving her training for the dance performance from Ms Rukmani Mani.



Promoting Tourism

"She came, she danced her way into the hearts of the audience and she conquered them all," that is how a U.N. Representative reacted when he saw Ms Usha Krishnamurthy of Air-India, Delhi, on the stage at the Dar Al-Salam Hotel, Baghdad.

Air-India had invited Usha, Prima Ballerina in the troupe of famous Ms Kamala Laxminarayan, to come to Iraq to promote tourism to India.

Her first programme was held on June 8 at Basrah to commemorate the 30th Anniversary of Air-India's international operation. The Cooperative Society for Tourism and Travel, Basrah, had arranged for a wide coverage of the programme and the dance performance took place in the open-air auditorium of the famous Hunting Club.

Usha received a rousing reception from over 300 couples who attended the performance. In addition to a number of bouquets presented to her, she also received a memento from the Society.

After Basrah, Usha and her party went to Baghdad to perform at an India Evening.

The Ambassador of India, H.E. Mr D.S. Kamtekar, also invited Usha to give an exclusive performance at the Embassy for the Diplomatic Corps. This programme at the Embassy was compered by Ms Kamtekar, wife of our Ambassador, and the other programme at Basrah was compered by Mr G.D. Subramaniam, Manager-Iraq.



On the Way UP

Christabella Fernandes, daughter of Mr A. Fernandes, our Inflight Supervisor, was a star performer at a recent suburban tennis tournament in Bombay when she won the triple crown.

Ms Fernandes is now in the U.S.A. on a tennis scholarship and we hope that she will learn there how to give the ball a real whack during the match.



Our Chef Recommends - CHEESE PUFFS

Ingredients:

Flour: $\frac{3}{4}$ cup, salt: $\frac{1}{4}$ teaspoon, egg: 1 (beaten), oil: 1 table spoon, beer: $\frac{1}{2}$ cup, egg white: 1 (beaten stiff), cheese: cut into $\frac{1}{2}$ inch cubes and oil

for deep frying.

Method:

Sift together $\frac{1}{2}$ cup of the flour and the salt. Add beaten up egg and oil. Add the beer gradually, stirring until

the mixture is smooth. Let the mixture stand for one hour. Add the beaten egg white. Toss the cheese cubes with the remaining flour, then dip them into the batter.

Heat the oil upto 370°. Drop each cube into the fat without crowding the pan. Fry until brown. Drain on paper towels and serve hot.

The above makes about 30 puffs.

H.K. Bhatnagar

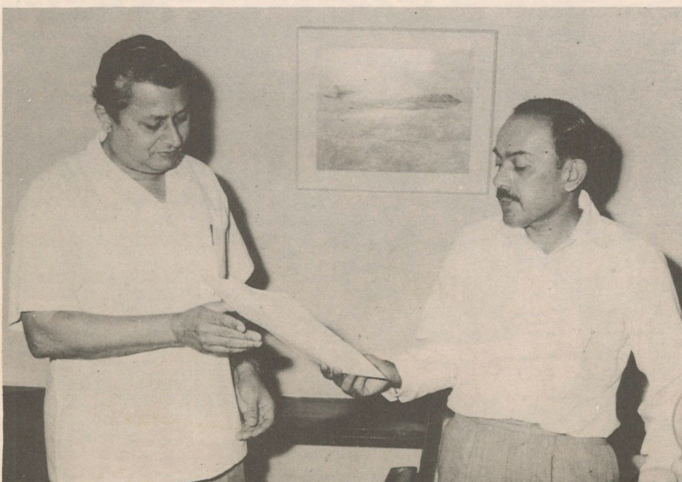
FAREWELLS



Mr Madan Lall, Manager-WA & SA, giving a farewell gift to Ms Margo Lancaster, Accounts Supervisor, Perth.



Mr G.D. Adekar, who retired early this year, is seen with Mr A.J. D'Souza, Asst Engineering Manager, Components Overhaul Division.



Capt D. Bose, Director of Operations, presenting farewell mementos to Mr S. Chandra Gopal, Manager-Flight Engineering (HQ) (above); and Mr M.N. Pai, Manager-Flight Despatch (left). (Below) Brig M.P. Joseph, Controller of Civil Works & Properties, giving a farewell present to Mr A. Fonseca, Senior Carpenter.



Destination India

(Continued from page 2)

Yet another promotional campaign for the media was organised in November 1977 to popularise Rajasthan. The visit of the media representatives tied in with the 250th Anniversary Celebrations of the Pink City of Jaipur.

Besides organising an Indian Jewellery Exhibition in Singapore in January this year and audio-visual presentations on India in the Gulf area, the highlight of our tourism activities was participation in the Pacific Area Travel Association meeting in Delhi and Colombo, and the cruises in the Ganges and the Brahmaputra.

With over 1,700 foreign delegates taking part in PATA, the largest number in its history, it was acclaimed as the best organised conference with Mr

J.R.D. Tata, our Chairman at that time, being the first Indian ever to be invited as the keynote speaker. PATA held a workshop session at Colombo for which Air-India arranged special flights. The jet boat expedition in the Ganges and the Brahmaputra (From Ocean to Sky) was led by Sir Edmund Hillary.

CROSSWORD SOLUTION

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AWARD FOR DESIGN

The replacement of a stage-I of nozzle guide vane locating pin on the turbine nozzle case of the JT3D engines on our Boeing 707 used to require two persons 35 hours to complete the job. Mr B.S. Tripathi, Engineer-II of the Power Plant Overhaul Division (left) designed a tool

which has simplified the job to such an extent that the job now can be done in just 15 man-hours. An award of Rs 150 was given to Mr Tripathi who joined Air-India on April 2, 1973. Seen with Mr Tripathi is Mr A.B. Kamble, Aircraft Technician.



RETURN TO INDIA

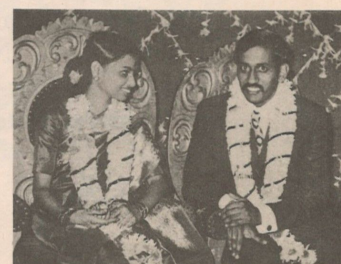
Members of the London Airport Staff gathered at the Wing Hangar to facilitate Raj Nanda and his family prior to their return to India after several years in London where he set

up the Ramp Handling Unit. He is seen here with his wife and children together with (left to right) Pyra Singh and Makhan Singh of Ramp Handling, London Airport.

WEDDING BELLS



Nalinakshi, daughter of Mr P. Poojari of Cargo, married Vaman Suvarna.



Usha, daughter of Mr K. Subramaniam of Cargo, married M. Sridharan.



Air-India acquired its first Super Constellation during the first year of nationalisation. Our photograph shows the aircraft flying over Bombay harbour. It will be of interest to note the old Nariman Point breakwater alongside which a concrete jungle today stands, including the Air-India Building. In the foreground is the old Green's Hotel which is now the Tajmahal Inter-Continental.

