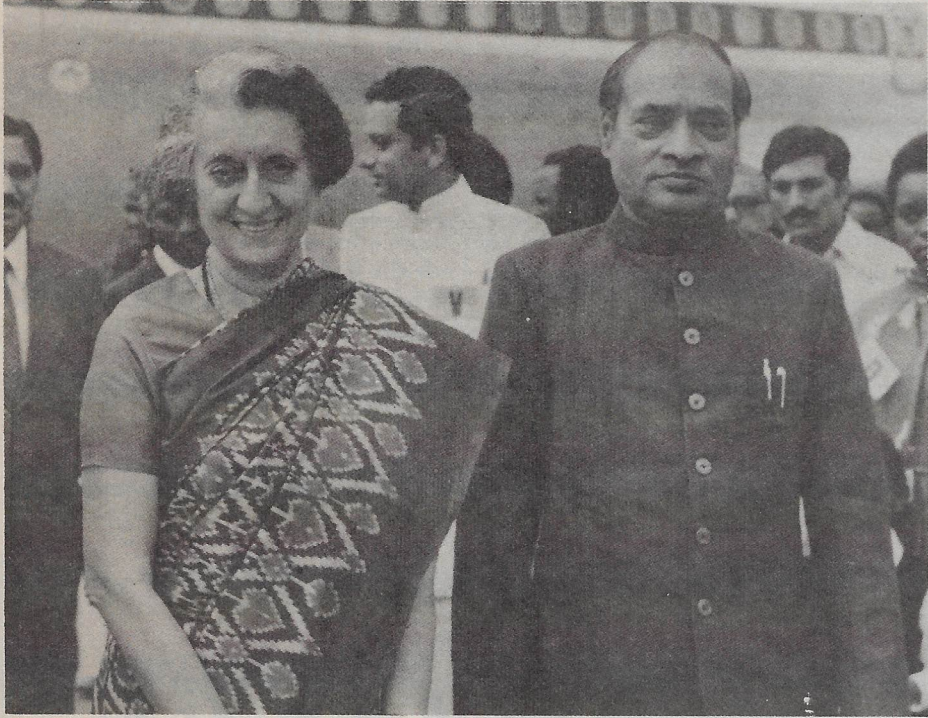


Magic Carpet

VOL. 24, No. 5

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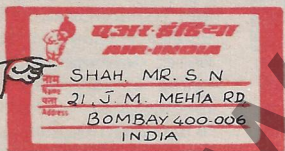


TO ZIMBABWE ON AIR-INDIA

Prime Minister Indira Gandhi recently flew to Salisbury on Air-India's Boeing 707 'Annapoorna' to participate in the independence celebrations of Zimbabwe. She was accompanied among others by Foreign Minister P.V. Narasimha Rao (left). Addressing a press conference on board 'Annapoorna', the Prime Minister told pressmen

that she looked forward to close ties between the two countries. On her arrival she told newsmen she was glad to take part in the celebrations since India had consistently supported Zimbabwe's liberation Struggle.

**Stick 'em up.
And you'll help me
deliver your baggage.**



Fill in name and address carefully.



Stick one label outside.



Stick one inside.

AIR-INDIA

Baggage Awareness Week

AIR-INDIA is an active participant in the ATC/IATA World-wide Baggage Awareness Week to be held from May 19 to 25, 1980.

During this week, a survey will be conducted to determine the effectiveness of baggage identification on an industry basis; a review of each airline's handling of onhand and unclaimed bags; and, a probe into problems at airports where there is some difficulty in clearing unclaimed and mishandled baggage through customs.

The heads of Local Baggage and Airline Operators Committees have been invited to submit suggestions for improving interline baggage processes to IATA to ensure a reduction in lost baggage and improved customer service.

All ATC and IATA member carriers at all airports have been requested to participate and support this year's programme. Even non-ATC and non-IATA carriers and handling agents have been invited to participate.

Air-India's Traffic Services have issued instructions to all Airport Managers to actively participate in this programme and provide 'extra' care and attention to the baggage aspect of passenger service.

A special poster (see alongside) has been designed and distributed throughout the system to highlight the importance of Passenger Name and Address or Baggage Identification Labels. These posters are being prominently displayed at all Ticketing and Airport counters both at online and offline stations. **-S.V.N. Ranga Rao**

RANDOM JOTTINGS

By Courteous Mind

WHAT is courtesy? Is it being polite and holding one's breath while a nagging wife goes on, and on, and on...? Is it giving a big (but entirely false) smile to an irate passenger when you know he (or more often she, because the female of the species is always deadlier than the male!) is completely in the wrong, but you are required to treat him or her tactfully? Is it telling your boss: 'You are perfectly right', knowing full well that he or she is not?

I have given the matter a great deal of thought and I would like, dear readers, to share my thoughts with you. Courtesy, to my mind, is making the other person feel warm (and I do not refer to Bombay's heat). Courtesy is saying thank-you to the liftman when you get off at your floor, or to the peon who gets you a glass of water. Courtesy is a polite, a very polite, ticking-off of a belligerent passenger of the I-know-all-the-answers or I-know-your-Chair-

man-and I will-make-sure-he-fixes-you variety; but it must be so polite that, without saying it, you imply: "You may know my Chairman but that still doesn't put you in the right, sir or madam" and he will go away with that warm feeling, while you have still preserved your dignity. Yes, it can be done!

Having conducted an analysis of literally thousands of complaints systemwide over the last 12 months (mark you, there were many many compliments also), I feel that Air-India is losing ground on the ground. Before I am jumped on by the traffic and counter staff both in airport and booking offices, let me hasten to add that I am fully aware of the constraints, restraints, stresses and strains they are subjected to; especially the heat, the bustle, the din and hubbub in our miserably overcrowded, dirty, hot and fuggy airports in India. People clamouring for special favours, people clamouring for waiving

of excess baggage, people just clamouring -- because in India we believe that you must yell to produce results.

But, I ask you, can we not regard this as a challenge? Can I, as a single individual standing behind the counter checking in passengers on a Jumbo flight to New York with a seething, irate mob confronting me as they hustle, bustle and jostle -- can I not say to myself: This morning I am not going to lose my cool, I am going to make every single one of these passengers as happy as I possibly can, I will always smile, I will try to accommodate every single one of them and answer all their silly bloody questions. I will do all this because it's good for my airline. I love you, you s.o.b., I love you even though you are the nastiest piece of work I've met in my life, I love you even though you're more abrasive than sand-paper. I love you because you're the reason I'm here, because you're my bread and butter. I am a member of the Air-India

team and my captain tells me my team can only win if I show good team-spirit. So I will be polite to you, and I will render you the service I am paid for.

So, sir (or madam), to continue the hockey-team metaphor, you may insidiously strike my shin with your stick, you may shove your elbow into my stomach or your knee into my groin, but I will grin and bear it. For you are what makes my airline tick, and come what may I will be courteous to you. And I will give you my broadest of smiles and say: Have a nice flight and hope you fly with us again.

And when I go off duty, I will grit my teeth and unfix my fixed smile. I will stop off to have a beer with the boys, for that's the least I deserve after dealing with that unruly mob. And when I get home and my dinner's cold and my nagging wife goes on and on, I beat her up. For courtesy is not something one thinks of in terms of one's wife! □



Dr Parukh addresses Managers. Mr C.L. Sharma and Mr S.K. Nanda listen attentively.

IS EMPLOYEE APPRAISAL FAIR?

Dr S.K. Parukh gives relevant guidelines to Managers

A seminar on "Appraising Managerial Performance" was conducted by Dr S.K. Parukh, Director, Beam Services on March 31, 1980 in the Engineering Conference Room, Santa Cruz, for the benefit of senior managers working in various departments of Air-India.

Dy Managing Director, Mr C.L. Sharma inaugurated the seminar which was attended by thirty senior managers.

In his introductory speech, Mr S.K. Nanda, Dy Director of Personnel & Industrial Relations said the present Seminar on appraising managerial performance was part of the activities of the Management Development Section of the Personnel Department which had organised a series of similar seminars in the past covering important areas of Management including employee appraisal which had helped about 200 managers at a senior level.

Mr C.L. Sharma said that it was necessary to ensure that Company objectives and targets were made clear to each and every Manager in order to improve the efficiency of the organisation especially when the Corporation was incurring losses. "The immediate objective before the Management today is to take drastic steps to contain the losses and improve the situation by increasing profits. It is not only necessary that the promotion policy and the system of performance appraisal are fair and good in themselves but they should also appear to be so in the eyes of the employees."

He added that it was not only necessary to make changes in the format of the Performance Appraisal but it was equally necessary that the thinking of the Appraising Officers should undergo the desired change so that the system of performance appraisal becomes an effective tool of motivating the personnel for increasing the efficiency and productivity of the organisation.

While dealing with the subject of appraising managerial performance, Dr Parukh differentiated "evaluation" from "judgement". He said that "evaluation" was concerned with "performance", while "judgement" was concerned with a "person". According to him, evaluation dealt with achievement of functional and managerial goals while

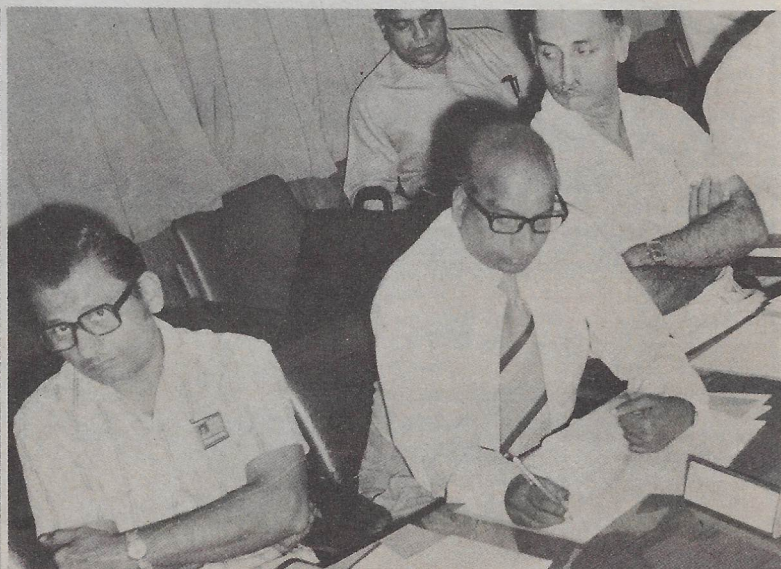
judgement tended to carry an undercurrent of personal attack or defence and was likely to evoke resistance from the rates.

He emphasised that purely objective evaluation of employees' performance was not possible since evaluation was done by a human agency which was subject to a number of subjective considerations. He said that in the case of a thermometer it was possible to measure the temperature most objectively and accurately because in such a case the instrument was separate from the user. However, this was not the case with human evaluation since discretion and intelligence had a great role to play in the appraisal of managerial performance.

Dr Parukh dealt with the various conditions necessary for effective evaluation of managerial performance. He said one of such conditions was that the Managers must be willing to evaluate people irrespective of the type or format of the Appraisal Report or the procedure followed. In

other words, the Manager must not shirk the responsibility of evaluating the performance and must be able to point out all the strengths and weaknesses of the subordinate. He stated that a good Manager should not try to escape from the responsibility of carrying out proper evaluation when it comes to appraising the shortcomings of the subordinates. According to him, some of the Managers were apt to either escape from the responsibility of evaluating properly or alternatively they indulged in direct confrontation with the subordinate, thereby creating a resistance or barrier of inter-personal communication between the rater and the ratee. He stated that both these approaches were improper and the correct approach would be of an "encounter" with the subordinate, in which the evaluator discusses the achievements and failures, including the strengths and weaknesses of the subordinate with him in a rational, candid and helpful manner.

Dr Parukh said that evaluation was a continuous process and was not to be done only at the end of the year. He stated that evaluation should serve two major purposes, firstly, it should facilitate development of the Manager which can be brought about through periodic diagnostic rating directed towards telling the rates where he stood, getting to know his problems and requirements, getting him to acquire the necessary know-how and discussing his future career development plans. Such a diagnostic rating should be done once in 4 months or so, so that the process of evaluation was made explicit to the rates from time to time. A lot of counselling therefore takes place at the diagnostic rating. As against this, the evaluation should also facilitate the Management in granting rewards to the manager for his achievement, which can be done through administrative rating carried out at the end of the year.



Commander Zero in ... while Mr Narayanaswamy carries out self-appraisal.



HIMALAYAN RALLY

HEADED FOR SUCCESS

By J. R. M.



India's first ever international motoring event is well on the road to success. With the main sponsorship of AIR-INDIA, the Himalayan Rally which will be flagged-off from Bombay on Saturday, October 18, 1980 has attracted a great deal of interest both abroad and within India. Competitors, manufacturers and tour operators have been flooding the office of the Himalayan Rally Association with enquiries. Kenya and various countries in the Middle East and Far East have shown particular interest. What is particularly gratifying is a very definite enquiry addressed to the Association Chairman, Nazir Hoosein from the American International Rally Team.

When the entries opened on April 25, 1980 with the release of the supplementary regulations containing the entry form, the first entry was the Flying Sikh of Kenya, Joginder Singh, who has won the Safari Rally of Kenya three times. He handed in his entry form to Mr I. D. Sethi, Dy Managing Director (C); the guiding spirit behind the Rally, and a member of the Himalayan Rally Association Management Committee. Joginder plans to bring in from Germany one of the most sophisticated rally cars in the world — the Mercedes 450 SLC sports coupe. He has promised to demonstrate on Marine Drive the Car's capability of accelerating in 7 secs from 0 to 180 kms per hour! The Car has a top speed of 260 km per hour.

INTEREST IN MOTOR SPORT

Motor sport is becoming increasingly popular in India, and there are a number of clubs all over the country which have been successfully organising racing, rallying, roughriding etc., for both cars and motorcycles over the last decade. Despite all this enthusiasm, motor rallying in India has not yet achieved any marked degree of recognition in the international arena.

Today, there are about 300 motor rallies held all over the world which are recognised as major international events and are consequently placed on the international rallying calendar by the Federation Internationale de L'Automobile (FIA), the world body headquartered in Paris.

It is a matter of pride that even before its first year of operation, the Himalayan Rally has been recognised by the FIA and has been placed on its international calendar.

The ultimate objective of the Himalayan Rally Association, which was formed in March 1979, is, however, to find a place in what is called the World Championship of Makes. This Event is the highest status any Rally can ever achieve because in it all the major motor manufacturers in the world strive for top honours; winning a Championship of Makes Event has an immediate and direct bearing on world sales, and it is for this reason that manufacturers the world over lure the best rally drivers into their fold.

The FIA, has limited the total number of World Championship events to ten world wide. Once the Himalayan Rally has achieved this status as the first Asian country, it will indeed be fitting recognition for India.

RACING AND RALLYING

There are many misconceptions in the mind of the common man about the difference between motor racing and rallying. The crowd-drawing racing event as it is known today consists of specially - prepared cars which complete a pre-determined number of laps over an established circuit. One such example is the world-famous USA's 'Indianapolis 500'. These cars bear no resemblance whatsoever to the normal car bought and driven by the man-on-the street.

Rallying, on the other hand has an entirely different concept and has a much greater crowd-drawing capacity over a much wider area. (The last London-Sydney Rally attracted over one million spectators on Bombay's Marine Drive for the flag-off from that city.) The participation of a manufacturer in a Rally directed wholly and solely to the man-on-the street.

It is for this reason that rally cars are not permitted by the FIA to materially deviate from the basic concept of the consumer-oriented car. It is also for this reason that the route of a rally is so worked out by its organisers as to ensure that the car's reliability is tested to the full. Hence a route is mapped out which will provide maximum challenge in the shape of rugged roads, dust, heat, cold, altitude, humidity, water-crossings, and so on, without duplicating the route and over a limited distance. The route is therefore so designed as to keep away as far as possible from smooth running on major highways.

Very few people know exactly what an international Rally means - or entails. This article is a brief run-down on the Himalayan Rally of which Air-India is one of the main sponsors.



Mr Joginder Singh, the world famous rally driver, who won the Kenya Safari Rally three times, was the first to hand over his entry form last month to Mr I.D. Sethi, Dy Managing Director (Commercial), Air-India and a member of the Managing Committee of the Himalayan Rally Association. The others in the photograph are Mr Nazir Hoosein, Chairman of the Himalayan Rally Association and Dr Bharat Bhardwaj, Chairman of the Kenya Safari Rally Ltd.

GERRY PHILLIPS REPORT-MOTORING NEWS, FEBRUARY 14, 1980

SUPERLATIVES, when used too often, tend to defeat their own purpose and they are especially unconvincing when used by those whose range of comparison is narrow. Without being immodest, our own range of experience of the world's rally routes is quite comprehensive and we have seen several which have caused us to use superlatives of one kind or another.

Last week, however, we saw what must be the most breathtakingly exciting set of roads ever to be linked into a rally route anywhere in the world, beside which the Alps, the Atlas Mountains and even the Andes appear insignificant.

The Himalayan Rally, which will be run for the first time this year offers a route which is quite magnificent and those who go to tackle it in October will thereafter always recall it as one of the experiences of a lifetime.

Parts of the route will be in low country, but most of its northern sections will be in the

Himalayas sometimes going as high as 13,000 feet. The whole lot is tortuously twisty, either climbing or descending but rarely on level ground and the unguarded drops really have to be seen to be believed. Avalanches and rockfalls are frequent but the quality of road maintenance is high and we saw nothing really rough such as some of the tracks in Southern Morocco. In fact, it is a superb route, although it goes without saying that it has to be treated with considerable respect.

Our visit was to begin the task of making the roadbook for the Himalayan Rally and later we will tell you more of what this amazing rally is going to be like. Meanwhile, we will whet your appetites further by saying that living costs in India are amazingly low, and the event could be tackled on a budget no greater than that required for a British national event.

The Flying Finn Rauno Aaltonen jumps over the Safari route to keep going and romped home second in this year's Safari Rally. With a broken windscreen, Rauno kept on going until he climbed the finisher's ramp on clinch the team win for the Datsuns.



This is where India scores. Our country can provide all the extremes that a family car -- be it a Mercedes, a Datsun, or our own Ambassador or Fiat can possibly face. And the first Himalayan Rally aims to provide just that in its 5200 km run.

Starting at sea-level in the heat of Bombay's October (Oct. 18) the cars will traverse the Western Ghats, the jungle roads of Madhya Pradesh, the sandy desert tracts of Rajasthan, river crossings, and then ascend to 13,000 feet in the Himalayas before coasting down to the finish at Delhi on Oct. 25. What the noted motoring journalist and ex-rally driver Gerry Phillips, who is assisting the Himalayan Rally Association in the preparation of the road book, has written in the prestigious "Motoring News", London, is worthy of mention. (See box).

There will be overnight halts at Aurangabad, Agra and Chandigarh over the four-leg route, with approximately ten minor halts -- all these being specifically designed to permit the Indian cars a chance to keep up with their speedier foreign counterparts, and also to reduce the 'spread' of the field over a wider area.

TOURISM

The Himalayan Rally is being patterned on the lines of that famous event, the Safari Rally of Kenya (formerly the East African Safari), which runs its 28th annual event in the first week of April. Dr. Bharat Bhardwaj the dynamic Chairman of the Safari Rally, is the Chief adviser to the Himalayan Rally.

In Kenya, the Safari Rally is the major event of the year, when all other activities come to a grinding halt over the hectic Easter Weekend. It is reliably learnt that the foreign exchange earned by that country during this event is in the region of Five Million Sterling Pounds; the worldwide media exposure of Kenya is estimated at Two Hundred and Fifty Million Sterling Pounds, thereby making tourism one of Kenya's major exports.

There is no reason why the varied attractions of India and the Himalayas cannot do the same for our country one day.

REWARDS

The total amount of prize money and trophies offered by the Himalayan Rally Association which is a non-profit organisation, is in the region of Rs.3 lakhs. The first prize, will be Rs.30,000 in cash plus the glittering Air-India trophy. Since there will be many outstanding Indian Rally drivers operating Indian cars, adequate provision has been made for winners in this category also.

At the time of going to Press, the organisers expect a field of at least 100 cars, 25 of which are expected to be foreign entries.

WHY AIR-INDIA ?

Our national flag-carrier has always been in the forefront in the promotion of tourism to this country. It has likewise always concerned itself with the promotion of sport. AIR-INDIA has therefore willingly agreed to act as the main sponsor of the Himalayan Rally by combining these two interests. The sponsorship will take the form of assisting the Association by flying in men and machines at subsidised rates for the Rally proper.

The foresight of AIR-INDIA in joining hands with the Himalayan Rally Association has already started yielding results. Foreign competitors are showing added interest, while many tour operators from abroad have shown interest in flying out special interest groups for the first Himalayan Rally.

The organisers have publicly paid a special tribute to AIR-INDIA, but for whose willing participation evident from the word 'go', the Rally could not possibly have got off from sea-level up into the mountains.

Other organisations are also pitching in. The Shipping Corporation of India has offered generously subsidised rates for shipping of cars from such vantage ports as Mombasa, Marseilles, London, Hamburg, Kuala Lumpur, Singapore, Yokohama and Sydney. Indian Oil Corporation will position fuel at various points along the route and will help to man control points. The J.K. Foundation and other organisations have provided that most important commodity - cash in the kitty! -- to help the Rally off to a flying start.

JEWELLERY SHOW in the Gulf



Air-India girls flank model Esther Daswani (in white).

TWENTY-ONE of India's leading jewellers took part in an exhibition of traditional Indian Jewellery in Abu Dhabi recently. The exhibition was organised by Air-India in collaboration with Handicrafts and Handlooms Export Corporation of India Ltd. and the Indian Tourism Department.

The exhibition was inaugurated by the President of Abu Dhabi Chamber of Commerce and Industry, Saeed Ahmed Al Oteiba. Four Air-India girls, Eva Godambe, Veena Gulrajani, Buellah Lopez and Crystal Creado formed the team led by Esther Daswani to model the jewellery. The purpose of the fashion parade was to show how Indian jewellery could be matched

with Western outfits. Against a background of saffron, white and green pure silk gowns (colours of the Indian flag) the models showed off jewellery under an arc of brilliant lights.

The jewellery varied in design from those based on the Moghul and Jaipur dynasties to the tribal and the more modern styles. There were complete jewelled sets of chain with pendants, ear-rings and rings to pendant set with sapphires and pearls.

Earlier, June Rodrigues welcomed the audience with an arti which was followed by a classical dance performance by Art Dewlani.

The exhibition was later held at Dubai.

100-Year Old Traveller

HUNDRED-year old Dr Welthy Fisher recently visited India on the invitation of the Government of India. A close associate of Mahatma Gandhi, Dr Fisher has dedicated her life to the literacy programme in India and China and has travelled extensively throughout the world. She has been profusely honoured for her efforts in the uplift of humanity.

On her recent visit to India Dr Fisher was welcomed by the Indian Adult Education Association at Delhi and later the President of India honoured her with a degree of "Doctor of Letters" at the Delhi University.

She flew back to New York on our Air-India service. Just before she was wheeled onto the aircraft she was wished 'Bon Voyage' by Passenger Relations Service Officer, Mr B.M. Khanna (See photograph).

Ms Hema Kumar



WIND-ON-NOSE DISPLAY ON AIR-INDIA

Air-India will shortly instal the CIVA-25 (Carousel IV A 25) operational flight programme in its Inertial Navigation Unit on B-747 aircraft. This programme 'inter alia' incorporates a new display showing Wind-On-Nose (WON). WON is defined as the component of wind, head or tail, acting along the longitudinal axis (roll axis) of the aircraft. The importance of this display, particularly when the aircraft is on approach when the wind conditions are unstable, with rapid shifts in wind speed and direction generally known as Wind Shear.

In such conditions the aircraft has a tendency to decrease or increase airspeed and/or underfly/overfly the intended approach path. This results from either a decrease/increase in headwind or an increase/decrease in tailwind encountered by the aircraft.

This CIVA 25 programme is designed to give the pilot vital information on changing wind especially at low levels, so that he can evaluate and take timely action to prevent wind-induced deviation from flight path during the critical phase of approach to land. WON will undoubtedly be another step towards safety of operations.

The Aussies Are Coming



AIR-INDIA recently launched its 'Go India' tour series in Australia. The tour programme covers four different 22-day package tours to various Indian destinations and 25 escorted departures during 1980-81.

The Classical Tour will take passengers to Delhi, Agra, Kashmir and Kathmandu during summer; the Panorama will visit the Northern and Southern parts of the sub-continent and Kathmandu; while the Mosaic

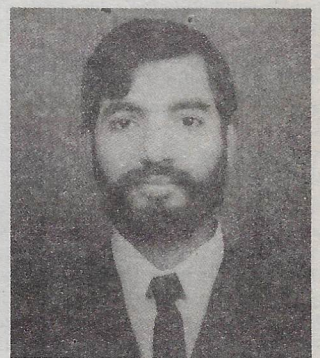
itinerary covers the Northern, Southern and Eastern regions.

In addition, there will be seven 'Module' arrangements, lasting four to six nights, which cover tourist attractions, beach resorts and wildlife sanctuaries. These could be taken on a stop-over basis or combined together as a destination tour or included in the 23-day escorted holidays. Photograph shows (from l to r) Warwick Brady, District Sales Superintendent-Sydney; Marie Slater, Asst Manager, Go India



Holidays, Sydney; Liam Kenny, Area Sales Manager-Sydney; Mr Karan Sarwal and Bob Simpson, former Test Cricket Captain for Australia.

Air-India has produced an exciting brochure (see pic above) with some very interesting photographs in colour. Bob Simpson and his wife, Meg, are featured prominently in the brochure where they endorse the Air-India tours.

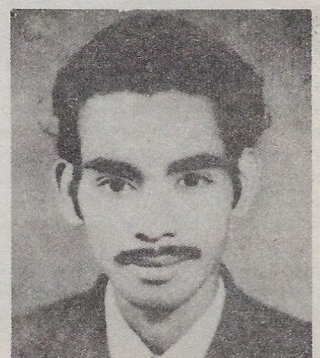


C. R. Dhamankar

Mr C.R. Dhamankar, Jr Operator in the Ground Services Department, while on duty found a wallet containing Rs 1,150 in the Arrival Lounge. He handed over the wallet to the Lost and Found Section.

Pat for Honest Staff

Mr M.R.P. Raju also in the Ground Services Department, while on duty found a ladies hand-bag lying in the passenger coach. He promptly handed it over to Security who on examining its contents found an expensive camera with battery and film. Mr K.K. Gadgil has congratulated both Mr Dhamankar and Mr Raju for their integrity and sense of responsibility.



M. R. P. Raju



747 in Osaka

Air-India started its 747 operations through Osaka on April 1, 1980. Photograph shows (from left to right) Mr Lingam, Manager-Osaka, Capt K.M. Kamath, Ms Kitahara, Receptionist, Capt A.M. Kapur, Mr Imamura, ASM-Osaka, Mr S.V. Wagle, FE, Mr S.M. Panthaky, IFS, and Mr Krishnan, Asst Manager, Osaka, on the deck of Rajendra Chola which was operated from Tokyo to Bombay via Osaka, Bangkok and Calcutta.

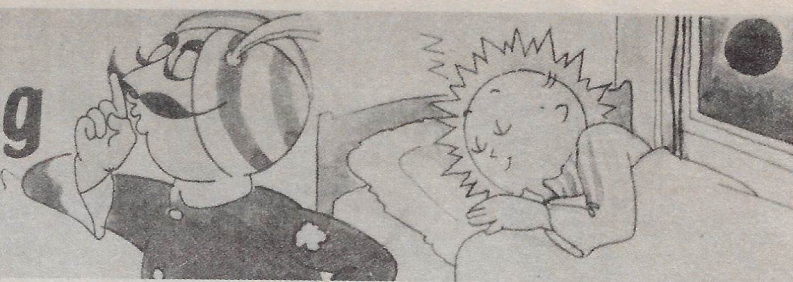


C.V. Raghuraman, Technical Officer, watches the progress through sun-glasses.

I was one of the few thousand people to witness the Solar Eclipse at Raichur. I had planned the trip well in advance and got my kit ready, along with my special sun-glasses and the pin-hole camera to watch the progress of the eclipse.

When I arrived at Raichur I was surprised to find many enthusiasts including some young scientists from different parts of the world and even some foreigners. Raichur, it appears had never been invaded by so many

Shhh! He's taking the day off.



THE MARVELLOUS ECLIPSE By C.V. Raghuraman, Technical Officer

tourists. Consequently, we had a difficult time finding a place to stay.

On the day of the eclipse I set myself up on a hillock and waited with bated breath for something eventful to happen. At about two p.m. that day a group of people amongst us decided to walk up to the top of the hill. The group included amateur and professional astronomers, young scientists as well as the curious.

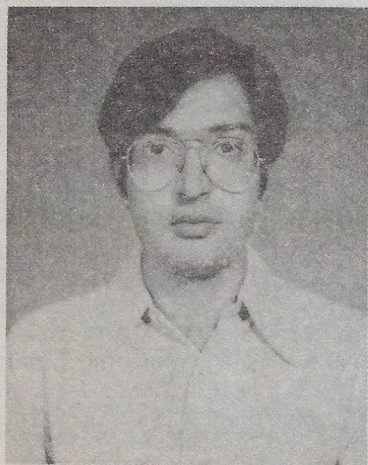
It was a hot day and we were relaxing when a Botany professor walked up to

us, pointed to a particular plant in a corner and said, "Keep watching that plant." As the totality of the eclipse approached, the leaves began to close up and I was amazed to see the plant wilt the way it would at dusk. At about 3.30 p.m. excitement mounted. It started getting dark and the city lights went on. It started getting cooler and flocks of birds were flying in all directions. As I was looking around staring at the faces of people around me, somebody shouted 'Its total'. I looked around at

every possible object. To me it was an incredible sight, though I could compare it with dusk on a summer evening. Those 102 seconds passed off like 10 seconds, and before we felt the full gravity of the eclipse, there was a shout 'Diamond Ring' which was a signal for the end of this spectacle.

We walked down the hill. I was particularly happy at my achievement and wondered, "Would the Sun God have noticed my adventures in his darkest moments?" □

POINTING FINGERS



Am I doing justice to the job that I am doing? Am I earning every bit of the salary I am being paid? Am I working eight hours a day and can I go back home and tell my family that I have earned my day's food and rest? Am I being honest to myself and the Corporation I work for? Do I take pride in my work? Am I like the banana sapling that grows with its mother and becomes a strong tree before the mother bears fruit? Or am I a fungus that saps the energy of a living plant and thrives on the decaying tree till neither the fungus nor the tree survive? Do I point fingers at everybody and do the same things that I say they should not do? Do I realise that they are saying the same things about me? Do I know that there are three fingers pointing back at me?

What we are to-day as an organisation is the result of the efforts of the committed men who worked for the organisation yesterday. What we will be tomorrow will depend upon what we do to-day. Is it not time I looked into myself?

T.R. Natarajan
Personnel Officer (RMD)
Santa Cruz

(Thank you, Mr Natarajan. You have certainly given us all much food for thought. — Editor).

In those days as a student when energy was bursting at the seams and the flirting mind was vigilant to channelise this energy, I came across an organisation which styled itself as 'MRA' or Moral Re-Armament. I could never make out what its objectives were but they could pride themselves as a music group. One song they used to sing comes to my mind:

"When you point a finger
Remember
There are three more pointing back at you"

The more I think about this, the more I believe I would have been much better off without my fingers.

Some say it is an old saying. I don't know and I am not aware of the author. It says that the level to which an organisation will rise or fall will depend upon the people who man it. Very simple and nothing new. Yet it is such simple things that make us sit up and ponder.

Common sense would tell us that inputs in terms of fourth generation technology alone cannot help an organisation to grow and maintain a growth rate beneficial to all concerned. Unlimited pumping of financial resources and capital equipment cannot be any guarantee for the survival of a corporate entity. Let us therefore not be misled by the presumption that because Air-India is going to buy 50 more Jumbos or 767s, we are sure to grow into a formidable airline of the 21st Century. There are people who man an organisation and whatever the level of technology, Man is going to remain the centre of all activities for a long time to come. A man with a mind, with emotions of love and hate. A man with an ability to do and undo the past and present. Let us begin to look at the 'man' in an organisation. Let us begin to look at ourselves.

There was a time when the offices of Air-India were considered missions in foreign countries and the officers, ambassadors. The name meant culture, the name meant a great airline to fly with and an organisation worth shedding blood and sweat for. Today the scene seems somewhat different.

They say that by stating the obvious one feels hurt. So let us not hurt ourselves. Any statement of the state of affairs to-day would seem the obvious thing to say and we can begin pointing our fingers at so many people and so many things. We, can, I am sure, give a thousand good reasons and justifications about why things are the way they are. But there are three fingers pointing back at me.

GOOD SAMARITANS

We reproduce below a letter by Mr E. Powell, a passenger on AI-117 travelling Bombay-London early this year. Just before landing at Rome, the Commander of the aircraft signalled ground staff that one Mr Powell was in a critical condition and in need of urgent medical attention. The ground staff at Fiumicino made all the arrangements to remove the passenger to the hospital where he was operated upon for a ruptured spleen. The passenger's life was saved in the nick of time. In gratitude Mr Powell wrote to Mr P.R. Kanga, Asst Manager-Italy:

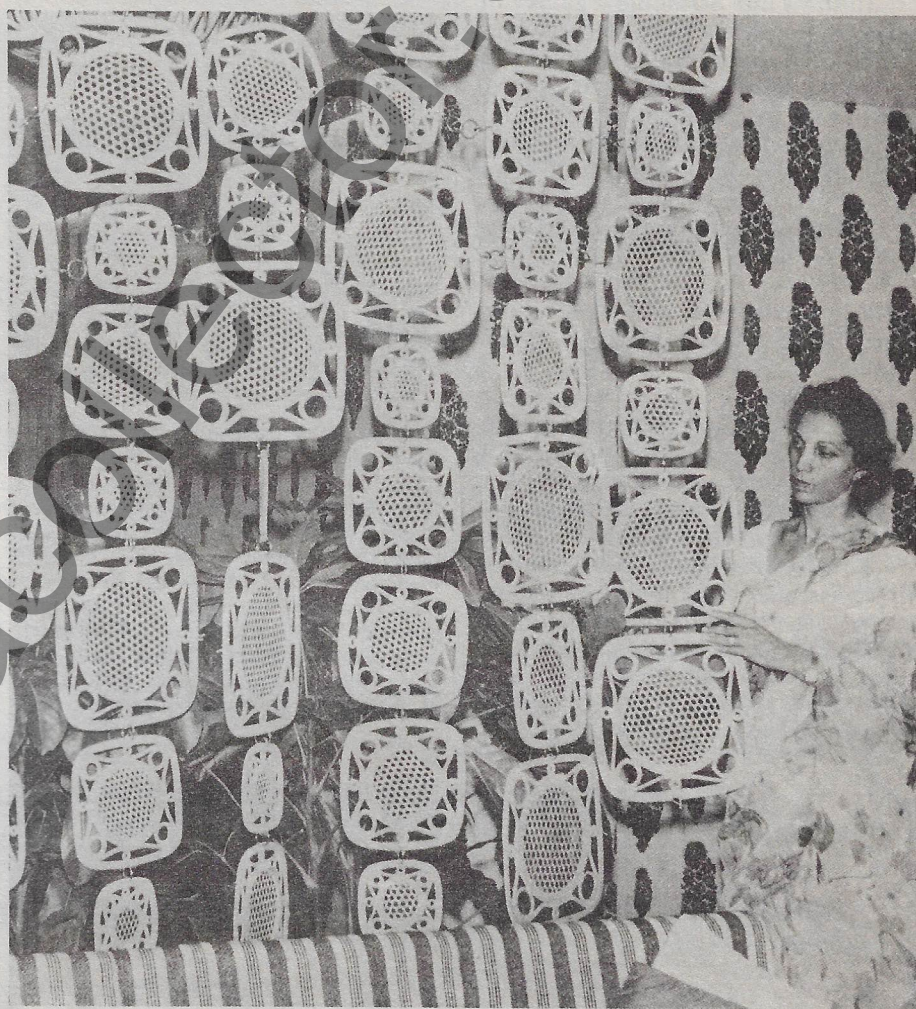
"I have now returned to England and feeling very much better after my operation in Rome.

"I would like to thank you and all the people concerned at Air-India for their help and consideration which ensured my removal to hospital in such a smooth and efficient manner.

"The problem as you know was a ruptured spleen which has now been removed, so hopefully I will eventually be able to return to my job as a stuntman.

"I recently read about the efficiency of Air-India, and the high standard of service was very much in evidence in my case.

"Thank you again, and be sure I will recommend Air-India in the future."



Ms Kapoor admires her creation in the Dining Room.

Best Designed Stall Wins Prize

Ms Kavita Kapoor and her daughter, Deeksha won the First Prize for the 'Best Designed Stall', at an exhibition held recently at the Indian Institute of Indian Designers at Bombay. Sixty members of the American Society of Interior Designers also attended the seminar that followed the exhibition. 'The Design Centre', the stall named by the Kapoors, won the prize out of 19 stalls.

Ms Kapoor who works in our Publicity Section has had five years of training in fine arts from J.J. School of Arts and has had the distinction of designing the homes of a number of film stars before she was called upon to design several Air-India offices. She is presently engaged in designing the VIP lounge at the new Bombay

Airport. Her daughter Deeksha collaborates with her and is presently studying architecture.

The Air-India Executive Dining Room at Nariman Point has also been designed by Ms Kapoor with the assistance of Air-India's Civil Works and Properties Department. While the design concepts have been executed on the drawing board, the Dining Room has been very ably executed by Mr B.K. Satyanarayana, Senior Technical Officer, and his band of workers. Of particular fascination in the Dining Room is a room divider imaginatively strung together by Ms Kapoor with table mats strung together. Despite a limited budget the Air-India Executive Dining Room has been very beautifully designed and perfected. □



Ehsan Roughs It out

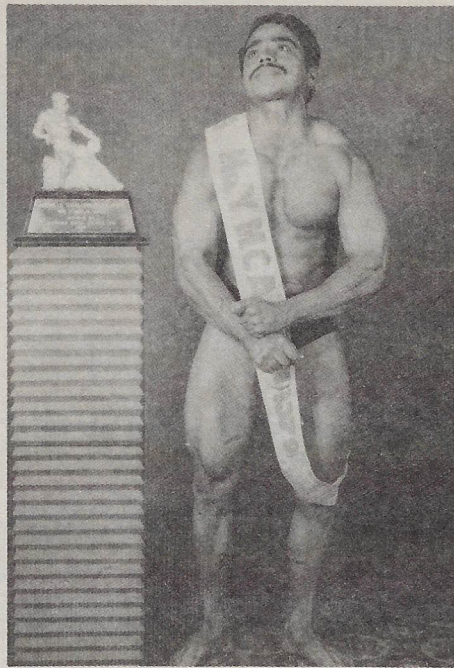
At the recently concluded Dirt-Track Events for motorcycles, Flight Purser Ehsan R. Shah, once again dominated on his 1.75 Enfield.

In the Time Scramble a galaxy of motorbike riders took the treacherous course, and quite a few of them ended up with spills somewhere on the course. Ehsan rode well, with complete control over the track and bike and ended up winning the handsome trophy in a lap timing of 2 mins. 04 secs.

The next event was the Dirt-Track Scramble where Ehsan rode in the Advance Riders Class and very comfortably won the First Race after chasing A. Arora up to the first lap in the 4 lap race.

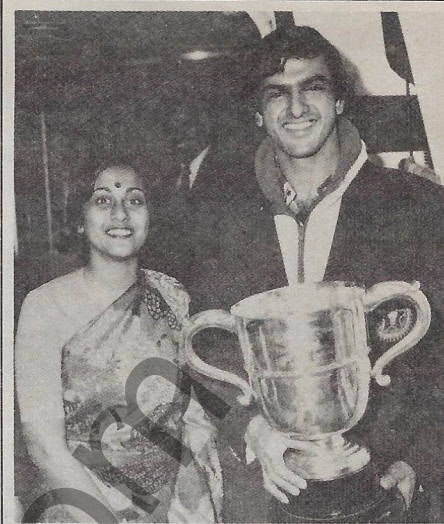
In the Race of Champs it was sheer spectacular riding. Competing against the finest bikes (Yamaha 250, Jawa 250, Suzuki and the rest) and the finest riders, Ehsan, on his Enfield proved his riding skill through the toughest track. He kept second place up to the first 3 laps, fell back to 3rd place and stayed there all the way in the 8 lap race fighting against the heaviest track bikes, but returning home with the Woodward Trophy.

AROUND THE SYSTEM

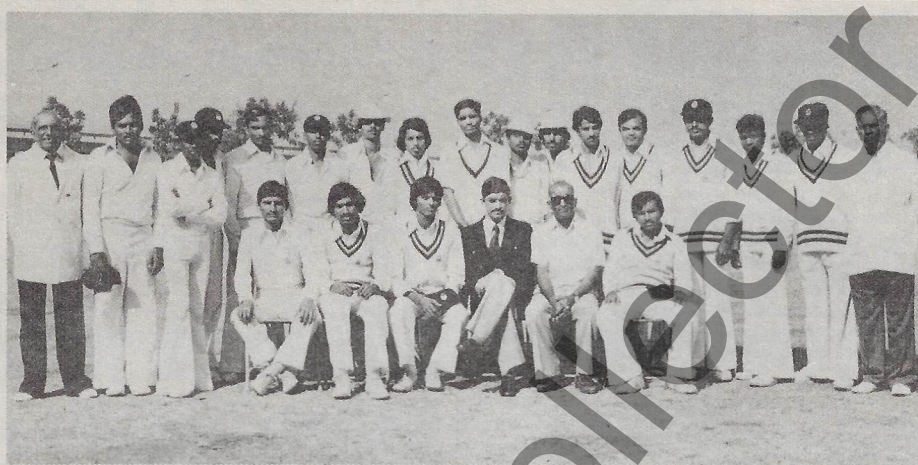


A Matter of Muscles

Twenty-four-year old, Vishwanath Kashinath Padte of Commercial stood first in the Bombay YMCA Body Show Contest. Additionally he was given a certificate for Best Thighs. In the medium group Vishwanath was placed second by the Amateur Bodybuilders' Association of Maharashtra. His proud father, Mr Kashinath Padte, who works in the Printing Press was present at the shows to applaud his son. We understand he is thinking of taking his son on a holiday to THIGHLAND.



Prakash Padukone, the first Indian to win the All-England Badminton Championship in London, proudly holds his trophy as he leaves London for Bombay on our flight. Air hostess Nutan Daval was present at the entrance of the aircraft to welcome Prakash.



The Times of India Challenge Shield Cricket Tournament was played at the Parsee Gymkhana Grounds recently between the Hotel Corporation of India and Simplex Mills. This is the first time that the HCI team has reached the finals of the Times of India tournament under the captaincy of Rajesh Anchan. Former Test cricketer Madhav Mantri was in the audience along with the Managing Director of HCI. Photograph shows sitting left to right Zafar Sheikh, P.D. Shetty, Rajesh Anchan (Captain), S. Banerjee, M. K. Mantri, E.M. Sheikh. Standing left to right: B. H. Langarana (Umpire), Ashok Mane, Devidas, S. R. Shetty, Wadekar, Ahire, Avinash, Ghavankar, Vikas, Deepak, Masurkar, Pramod, S. R. Bajikar, B. R. Pujari, Sonavala, M. Shaikh, J. N. Koli (Umpire).

ACEC Bank

Mr S.D. Gawade, President of the Air Corporations Employees' Co-operative Bank Ltd., in a report to the Magic Carpet has stated that the membership of the Bank during the year 1979 rose from 8,873 in the previous year to 9,932. He has also released the following information to the Magic Carpet: Membership of Members Benevolent Fund: 6,744; Share Capital: Rs 34,92,445.00; Reserve Fund & Other Reserves: Rs 7,98,223.48; Loans: Rs 1,60,11,438.99; Investments: Rs 1,40,91,028.50; Working Capital: Rs 3,29,07,349.18; Total Deposits: Rs 2,71,08,970.89; Savings Bank Interest: 5%.

LAMENT FOR A DEPARTING RD

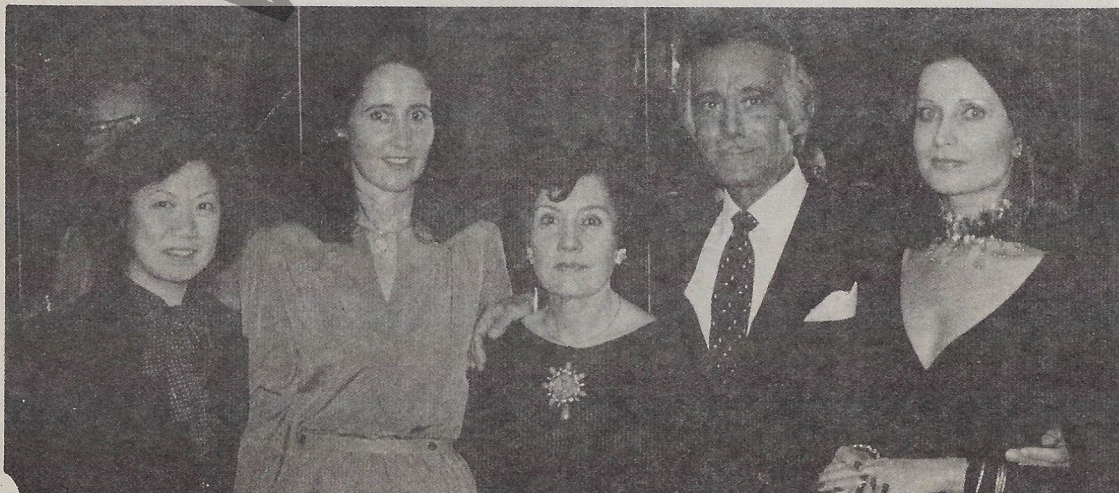
(with apologies to Byron, Shelley and Keats) by Pat Koenig

We all are gathered here tonight
To pay fitting tribute, which is only right,
To our stalwart leader, our guiding light.
We want to remind you of some things from the past,
So please forgive us should we appear rash.
Mr Mahta, you've put Air-India square on the map,
I suspect we've even outdistanced TAP.
You rolled out the kleig lights and rubber house,
The better to keep Eddie Macedo's sales boys on their toes.
An annual sales meetings you intoned "Produce
Or else staff and territories I'm bound to reduce."
The number of bodies we had to achieve,
But then we'd meet target, and you'd be relieved.

Kripalani would come with his columns of statistics,
And you'd always caution: "Are the projections realistic?"
"Why is cargo so low?" from George Paetow you'd demand,
"Sir, Paetow would reply, "so many shipments are to Iran."
Cargo had best quick get on the ball,
Or else we won't have a freighter service at all.
Expense accounts you'd carefully review,
Four Seasons, Mr Gupte opined, was strictly taboo.
The reams of papers you marked: "Please speak,"
Mr Lavingia was the only one who came before a week.
All those VIPs you received at JFK,
But did they always have to arrive on a holiday!
The RD's Conference, an annual must,

Which meant for Pat, a folder labeled "Items to Discuss."
The Christmas staff parties, an annual bash,
And Malcolm Whilde as m.c. sans benefit of cash.
The Montly Sales Reports sent to Bombay,
Traffic trends and future prospects meant to convey.
You sounded like Cronkite, a prophet of doom,
The U.S. economy is full of gloom.
The section headed schedule-keeping,
Oft t'was the cause for wailing and weeping.
Whenever we had a full load and rejoiced,
"The plane is delayed," Mr Datta would say in sepulchral voice.
The proposals you submitted for Bombay's o.k.,
The usual reply: A study team's on the way.
The telexes from Bombay, changing a date,
To book a new reservation was Norman Joost's fate.
The times you phoned Chota at his home,
To learn he was in the library, reading a tome.
Godfrey Creado with his usual query,
To upgrade or not — these days we're quite leery.
Mr R.J. Kanal was not wont to call,
Purchasing presents no problem at all.
Pallavi Shah's promotions, always something new,
The Bloomingdale show was really a coup.
S.K. Gulati's our official greeter,
He'll be at the pearly gates to welcome St Peter.
But now it's time to walk off into the sun,
Be conscious of the best reward of all: a job well
Despite all the blood and the sweat and the tears,
Admit, Mr Mahta, they've been darn good years.
So now that you've reached the end of the fray,
Henceforth, we, your staff, proclaim this PETER MAHTA DAY.

Mr. Mahta, flanked by "his girls", left to right: Ms Nancy Kuo, Reservations Supervisor (1959); Ms Noreen Caraher, Receptionist, Ms Pat Koenig, Administrative Assistant to the RD/USA & Canada and Ms Marlene Mahta. The staff hosted a farewell dinner at the Bombay Palace Restaurant, in Manhattan.



LETTERS TO THE EDITOR

Travel Facilities

This refers to the proposal put up before the recent LRC meeting by Mr Chatterjee, and the letters of M/s Kashalkar and Harshan on free passage facility in these columns. We would like to make the following comments.

We thank the management for having given us this opportunity, whereby.

We, the middleclass employees of this organisation, can send our eligible brothers/sisters and parents abroad as tourists for education etc., or

We can say "Thank you dear parents/brothers/sisters for having sacrificed so much for us and for continuing to sacrifice. Here is a wee bit we can do for you".

Let us admit that the odd duty hours, shift pattern of duty, odd returning-home-hours, with their inherent inconvenience, especially in respect of airport colleagues, cockpit crew and cabin crew, do tax them a lot and disrupt their normal lives, but they bear these inconveniences ungrudgingly for us, the employees, as well as for Air-India. This opportunity to go abroad with our parents, brothers and sisters is an incentive for staff and it somewhat alleviates and compensates for odd duty hours. The rush on certain sectors like Hong Kong or Singapore is due to low cost of hotel accommodation, food, transportation etc.

Let us not be selfish. Let us share this unique facility to go abroad for tourism and for education with our parents, brothers and sisters.

We would call upon all the employees to voluntarily exercise restraint in transferring passages to our eligible relatives and to assist the management in detecting malafide transfers or misuse of this free passage facility, if any.

We would also appeal to our colleagues to spread the use of this facility throughout the year instead of creating a mad rush nearing the close of the financial year.

Let us eschew any talk of curbs on free passage facility in respect of:

(a) Transferring of passage by bonafide employees to bonafide eligible relatives under the purview of this facility.

(b) Restrictions on travel on any particular sector.

(c) Any discrimination between staff and his relatives once the passage has been transferred by a bonafide staff to his eligible relatives.

V.V.C. Mohan
A. Sonpal
Commercial Dept.,
Jamshedpur

In the reply to the letter in the February Magic Carpet regarding Free Passage Facilities, I am very surprised to hear the comments made by Mr V.R. Harshan. It is indeed, generous of Air-India to have extended the Free Passage Facilities to relatives of Air-India employees. I for one, am single and it is marvellous to be able to offer my Air-India passages to my parents and brother, who would not otherwise be able to travel to such faraway places. I find it difficult to believe that Mr Harshan can be so unfeeling as to exclude the families of unmarried employees and I am sure many other employees will agree with me in this respect.

Ms S.M. Harrison
Traffic Department,
London Airport

Leave Travel Facility

It is well known that Government Undertakings like H.M.T., H.A.L., B.H.E.L., Bank of India, etc have extended Leave Travel Facilities in India to their employees, while Air-India employees are not eligible to any such facility. Under the LTF, every permanent employee of these organisations and their children are eligible for this facility every alternate year, the maximum distance being 1500 kilometres by rail from the place of work. Besides, employees whose basic salary is Rs. 420 and above are eligible for first class railway fare. Employees are obliged to submit all documents (Tickets, Receipts, Vouchers etc) to the accounts department with the balance amount payable to the organisation immediately after resuming duty. In the fitness of things, a privilege like LTF can be more useful than the free passage facility of Air-India, which is always subject to load and embargos.

In view of this, introduction of such a facility to the employees in Air-India, in lieu of unutilised air passages would be certainly a boon to thousands of employees to enable them to proceed to their hometown or to an allotted distance without incurring any expenditure. Such facility would even benefit a large number of employees who are allergic to air travel! Besides, this can divert the employees rush for Free II air tickets to some extent.

V.R. Harshan
Inspection Records
Engineering Dept
Santa Cruz

Drug Bank

Very often staff members avail themselves of medical facilities from the Clinic. Medicines issued/prescribed to staff members are not wholly consumed/utilised by them. It is, therefore, suggested that a sort of "DRUG BANK" be maintained Departmentwise or buildingwise, and if not possible in the clinic itself. The unutilised medicines so deposited may be collected by the Medical Clinic at frequent intervals for better utility.

M.G. Ved
Accountant
Taxation Section
Santa Cruz

A Little More

It must definitely be agreed that we now enjoy more benefits and recognition than Air-Indians of yesteryear.

Industrial Relations and Staff-Welfare activities were in their infancy in those days. Various benefits presently enjoyed by us viz. Medical-benefits, Group-Insurance, housing etc., were unfortunately unknown. We are also happy that our Management has sanctioned the Staff Pension Scheme and has recommended to the Government for its approval which will be a real boon to the superannuated when it is formulated.

A twenty-year association with a concern is a long period. We admire this by simply issuing a Service-pin to the staff. I suggest a little more recognition be extended to those who are completing 20 years of service in the same way we do in the case of 25, 30 and 35 years of service.

S. Ghose
Personnel Department
Calcutta

Music Lovers Gather

About a year ago, music lovers in Air-India got together and formed a Music Circle. Over the months the musicians practised and were ready for a public performance. The group came to be called, The Maharaja Music Circle. It was, therefore, a moment of great rejoicing when the group gave a performance at the Air-India auditorium recently, followed by another musical show at Dinanath Mangeshkar Natyagriha for suburban Air-Indians. The range of both the musical performances was extensive. Some of the members sang Indian classical songs while many among the young listened to sonorous urdu gazals. The participants, too numerous to mention, are now planning to present musical shows in different parts of the country as well.

We invite more Air-Indians to join our Circle.

N.B. Patil
Space Control
Bombay

Postal Life Insurance

The Postal Life Insurance Scheme has the unique benefit of paying a lower premium and receiving higher bonus, besides the usual attraction of life insurance and tax benefits. It is applicable to all employees of the Govt. of India.

It would be of help if the Management can take up the matter of extension of this facility to the employees of Air-India (non-flying) as well. It would add to our overall welfare.

Amar Nath
Commercial-Admin.,
New Delhi

A Colossus

A colossus has gone. Even though I did not know him very well, ever since I joined Air-India in 1959, I had always identified him with Air-India sports.

Vaman Bhagwat and Air-India sports were made for each other. The two words were synonymous.

When I saw him keeping wicket for the Air-India team, I was always reminded of Clyde Walcott the giant West Indian, how lightly he bore his weight while running between the wickets.

I am sure Air-India sports fraternity will miss him very badly. His long innings was cut short as if by a cruel 'run out' decision by the Umpire.

May his soul rest in peace.

H.B.R. Char
Financial Accounts
Santa Cruz

(Vaman Bhagwat was also known for his sense of fun, his sense of humour. On April 1, 1977, we 'dubbed' him as Chris Evert. We reproduce the picture with caption. Thank you, Vaman, we will always remember you.

R. I. P.

—Editor)

Puzzle?

It was indeed a pleasure to see the crossword puzzle in the March issue of the Magic Carpet. After a long absence, the puzzle has appeared in the house magazine. It made me very happy to see children in the Air-India Staff Colony trying to solve the puzzle and at the same time thumb through the magazine. Please let the crossword puzzle in the Magic Carpet be a permanent feature.

B.R. Pai
Aircraft Maintenance Engineer
Piston Engine Overhaul Divn.

AIR-INDIA TO NAVY'S RESCUE

By Sumangali Chettur

THE Seychellois begin their day bright and early. When Ms Bernie Bernard Air-India's efficient GIRL FRIDAY' came to work at 8 a.m. on Tuesday April 22, 1980 there was an urgent telex. I.N.S. BEAS would make an unscheduled stop at Port Victoria at 0900 hrs. that day as one of their seamen S.S. Rawat was seriously ill.

Ms Bernard immediately got in touch with the port authorities and the Government Hospital. Air-India's Manager Mr Harry Sargon rushed to the harbour where he boarded the launch along with Dr K.S. Chetty, Principal Medical Officer, to bring the patient from the ship.

This is how Mr Sargon described the whole operation to me later on his return to the office: "We met the Commanding Officer of I.N.S. BEAS Commander I.S. Gandhiok. Mr Rawat was swiftly transferred to the launch where Dr Chetty made every effort to revive the patient including mouth to mouth resuscitation while I tried to prise open the patient's tightly clenched mouth with a spoon. Mr Rawat was in a critical state. His heart had stopped beating for a full ten seconds. I refused to believe this young man was about to die. The launch was approaching Mahe Island; it was a lovely day with Fairy Terns fluttering overhead looking for fish, pleasure boats setting out for the nearby islands and a few intrepid

windsurfers catching the morning breeze. Death seemed far from that scene."

At the hospital, Dr Chetty and his excellent team worked on Mr Rawat round the clock and he turned the corner. Fortunately, for Mr Rawat the diagnosis was acute dehydration and not a heart attack.

Mr Rawat was pronounced fit to travel by Air-India to Bombay on April 25, 1980. We took him to the Airport and on the way, Mr Sargon asked him what he thought of Seychelles. Mr Rawat who is a shy, pleasant young man said, "Oh, Kashmir is prettier than this." Then he asked Mr Sargon what was Seychelles famous for. I will always remember his happy grin when he was informed, "Coconuts and pretty girls."

I escorted him through immigration to the Departure Lounge and we watched Air-India's gleaming 707 TRISHUL come in to land. I turned to Mr Rawat and said, "Well, what would you like to drink, remember you must drink plenty of fluids; would you like to try Seychelles' famed SeyBrew beer?" He smiled shyly and said, "No, thank you, today is my day of fast." Then he continued, looking at me wistfully, "You won't forget to fetch me when the plane is ready to leave? I must get back as soon as possible to my ship."

Hurrah for the Indian Navy and its stalwart men!

TOURISM

The role of air transport in promoting tourism

By
Mr Raghu Raj
Chairman and MD
Air-India

WHEN neolithic man invented the wheel some 20,000 years ago, little did he realise that he had, quite unwittingly, set in motion a process which would make it possible for the peoples of the world to travel, to freely communicate, to intermingle, to exchange views and ideas, to get to know each other better and to forge a common bond of human understanding. All this has been made possible to a large extent by our air transportation industry.

To my mind, no words better sum up the importance and need of tourism all over the world than those written by Mahatma Gandhi many years ago. He had said: "I don't want my house to be walled in on all sides and my windows to be stuffed. I want the cultures of all lands to be blown about my house as freely as possible."

Many of us sitting here today have, on occasion, spoken at length about the economic benefit of tourism and its contribution to international understanding and integration. So I will not dwell upon this aspect except to say that we should continue to bring these points out more forcefully now than ever before. Fortunately for us, we now have a Government and a Minister who mean business so far as tourism promotion is concerned. Undaunted by the dismal performance of only a 2.2 percent increase in tourist arrivals during 1979, with total arrivals of only 765 thousand, which was many thousand visitors away from the magical million tourist figure predicted for 1980, our Minister has announced his intention of increasing India's share of tourist traffic to 3.5 million annually by 1990. The fleets of the two national carriers, Air-India and Indian Airlines are being suitably augmented, whilst a fresh look is being taken at the needs of hotel accommodation, road transport, airport facilities and other ancillary aspects of the industry. A Task Force, which includes representatives of the two airlines, of the Department of Tourism, of ITDC, of the Hotel Federation and Travel Agents Association, is hard at work preparing the blueprint of an Integrated Tourism Policy for India. This is a move which has come not a day too soon.

Is it not pathetic that a vast country nay a sub-continent like ours, which has the potential for at least 5 million tourists annually and an earning capacity of Rs 5,000 crores in foreign exchange should have attracted only three quarters of a million tourists last year and earned a pitiable Rs 335 crores in foreign exchange? The fact that tourism is the sixth largest foreign

operator in 1948, when we started our services to Cairo, Geneva and London. It is not surprising, therefore, that Indian tourism and Air-India are not only complementary, but totally interdependent — like the proverbial Siamese twins, one can hardly do without the other!

Many of you must be aware of Air-India's advertising campaigns, of sales promotion efforts in India and abroad, but I wonder how many of you know about our close association with the Government of India's Department of Tourism; that Air-India's Regional Heads abroad are not just ex-officio but defacto Heads of the Regional Tourist Offices in New York and London, Geneva and Kuwait, in Sydney and Hong Kong; that Air-India contributes 20 percent of the financial resources of the joint promotional efforts in foreign countries known as "Operations".

These "Operation" schemes, covered by Air-India and the Department of Tourism on a near global basis, have succeeded in bringing to this country a steady and ever increasing flow of tourists, sometimes even at an accelerated pace. For instance, India registered an increase of 10

percent in 1975 and 14.8 percent in 1976 against the world's average of only 3 percent for the corresponding period. If we are to achieve the nation's ambitious target of 3.5 million in 1990, we will have to maintain a 15 percent compound growth for the next 10 years.

The modes of exposing this vast and varied, beautiful and exciting, traditional and modern country to the potential visitor are many — be they food festivals or textile exhibitions, fashion shows or dance recitals, music festivals or handicraft expositions in Nairobi or Dar-Es-Salaam, in Seoul or Tokyo, Auckland or Perth. But Air-India's interest in promoting tourism to India is always enthusiastic and steadfast.

One of the major constraints to the attraction of tourist traffic to India has been the inadequate capacity and non-availability of seats on Indian Airlines, especially on the more popular routes. To overcome this and also to remove the "creeping uniformity" in tourist destinations, Air-India has embarked in a big way on special interest tours for a general improvement of the tourist product. These tours cover mountaineering, trekking, mahseer fishing, golfing, Yoga, Buddhism, etc to locales where domestic air connections are unnecessary, but which are equally, if not more exciting and attractive.

Air-India's development of Lakshadweep and Andaman Islands with their beach resorts and cottages, with water sports and deep sea diving

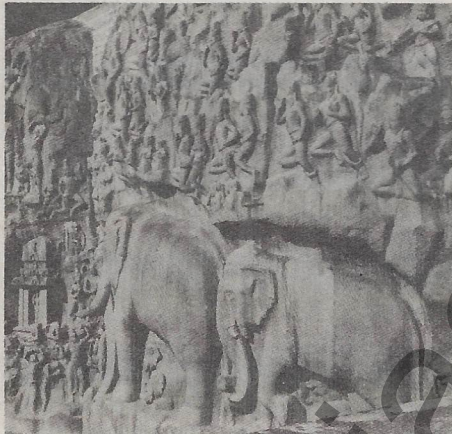
is intended to give our middle income tourists that "million dollar feeling" or, to put it another way, the feel of a millionaire owning an island all his own!

A significant, though somewhat recent, feature of tourism development is to promote India as a centre for Conferences and Conventions. Air-India is a member of the International Congresses and Conventions Association and is assiduously tapping this growing high yield Convention traffic. Air-India is also participating actively in the setting up and promotion of the Jammu & Kashmir Convention Centre in Srinagar. Today, some 5½ million people attend over 8,000 international conventions worldwide and there is no reason why India should not have its fair share of the growing market.

If I have said nothing about the Himalayan Car Rally planned for October 1980 on the lines of the Kenya Safari; or the collection of 54 ancient costumes of India called "Sringar" or about our efforts at wooing travel writers and journalists to come to India, it is to purposely play down and to speak modestly of the role which my Corporation is playing in promoting tourism.

Close in importance to providing air transportation into and out of the country for the foreign visitor is the all-important aspect of providing him accommodation and meals. Our subsidiary company, the Hotel Corporation's 300-room Centaur Hotel has already made a mark among the foremost hotels in the country. The average occupancy factor is, I understand, 111 percent. It is not surprising that HCI should now be following it up with two more ambitious hotels/projects one at Juhu, Bombay, and the other at Srinagar which are receiving their final touches on the drawing boards. HCI is already running the Island Resorts in the Andamans and Lakshadweep I have mentioned earlier.

However, these efforts are in my opinion, still very inadequate. We need to expand our infrastructure at a much more rapid rate than hitherto. All of us have to work as a team and here I include Government officials, airline people, hoteliers, travel agents, etc. I must be frank when I say that all of us will have to work in a much more concerted manner with definite goals and definite strategies if we are going to



exchange earner for the country is virtually of no significance when we note that India, which occupies 2.3 percent of the world's surface area and 15 percent of the global population, receives only 3 percent of the international tourism business. Our performance thus has been pretty dismal, compared even to such Third World Countries as Thailand, Singapore, Philippines, Hong Kong, even Sri Lanka both in terms of quantitative tourist arrivals and qualitative infrastructure of the tourism industry.

Although international air travel was born at the end of World War I and slowly grew in a somewhat haphazard manner, it was only in the 'fifties and 'sixties that it started to emerge as a practical mode of transport. Commercial airplanes now fly over long distances at twice the speed and flying altitudes of their predecessors, thus releasing the wanderlust of the peoples of the world.

Tourism in India, as we know it today, is basically a post Second World War phenomenon which interestingly enough, coincides with the emergence of Air-India as an international



give India its due share in the tourism market.

Finally, as the experts in the field of aviation and tourism, hotel and travel, Government and Ministry toil over the new Tourism Policy and prepare the blueprints to revitalise the tourism industry, I ask myself what is it that would set Air-India, or for that matter, India, apart in the eyes of the foreign tourist? Is it the exotic tableau you find in our offices, in our airport lounges, and aboard our aircraft? Is it because our hostesses wear silk sarees and we serve Indian food as well? OR is it because there has always been an Indian regard for the uniqueness of every person which unfolds itself in graciousness, hospitality and gentleness and then again by the five-thousand-year-old way our people treat other people, like human beings? Or is it a combination of all these? Or none of them? Is this a fact or only a wishful dream? Only time will tell.

Speech at a
Tourism Seminar in Bombay
on May 1, 1980