

## EARLY IIMA CASES; AIR-INDIA (D): TARIFFS

The earliest record we have of case writing at IIMA dates back to 1963. A few cases and notes were written by faculty members like Prof. Warren Haynes (Economics) and Prof. Michael Halse (AGCO, Agriculture & Cooperatives) in the second half of 1963. For instance, Prof. Halse prepared a series of cases related to Amul ('Amul's Genesis and the General Manager', 'Amul: The Dairy Husbandry Division and the Feed Plant', 'Amul: Setting of the Butter Target' and 'The Dairy Science College, Anand') in late-1963. However, getting the necessary clearances seems to have taken time, and the cases were registered under the AGCO (later CMA) label in 1964 and 1965. According to our records, the first case to be registered happens to be *Air-India (D): Tariffs*, by Professor W. Warren Haynes of Harvard Business School. The 'D' in the title suggests that three other cases must have been written but not registered or registered elsewhere. The 1953-established Air-India, as a member of the International Air Transport Association (IATA), did not have full control over the fares it charged and had to follow the recommendations decided unanimously by the members of IATA. The trans-Atlantic ('North Atlantic') fares had been increased in April 1963, and a crisis in the airline industry followed. Various proposals to reduce fares were being made, but a few members of IATA opposed these. The IATA was due to discuss these issues on October 22, 1963 at Salzburg, Austria. Air-India, in contrast to many other airlines which favored a gradual reduction in fares, was convinced that significant reductions in fares were urgently needed. The case presents details about IATA and Air-India, and asks the student to figure out "what stand the company should take on the North Atlantic fares, on fares in other parts of the world, on proposals to restrict capacity, and on the IATA system in general." The case was written for a module titled 'The Manager and the Indian Economy', in a course/ program on 'Managerial Economics'.

*Exhibit 1 of the case Air-India (D): Tariffs*

