Introduction

The post modernism and industrialization have bearings on the life style of human beings. The man of 21st century has become merely a modern gadget, which rendered him considerably inactive and lethargic. The contemporary life pattern has left little time for undertaking regular physical exercises. However, over the decades, the society in general has realized the need for an organized activities programme starting from grassroot level.

The government of India has realized the importance of physical fitness, health and recreation for common people and efforts have been made in this direction to improve the health and fitness status of the people through mass participation in physical education and sports programmes. An organized programme of physical education and sports was thus introduced in educational institutions for the younger generation.

The national policy of education (1986) declared sports and physical education as an integral part of learning process and also recognized the need for building up a nation-wide infrastructure
and training facilities for physical education, sports and games vis-a-vis playfields, equipments, coaches and teachers etc. Facilities and their management are the bed elements for making programme successful. Facilities include playgrounds, gymnasiums, swimming pools, equipment, fee concession, scholarships, special diet etc. The achievement of the programme largely depends on the available facilities and their proper management.

**National Sports Policy 2001:**

In view of the pathetic performance of our Athletics at International sports arena, a resolution on the National Sports Policy was tabled in both Houses of Parliament in August, 1984. The National Sports Policy, 1984 was formulated with the objective of raising the standard of sports in the country. The National Education Policy, 1986 also incorporated the objectives of the policy in so far as the education sector was concerned.

In terms of the National Sports Policy, 2001 the central Government, in conjunction with the State Governments, the Indian Olympic Association (IOA) and the National Sports Federations would concertedly pursue the twin objectives of
“Broad-basing” of sports and “Achieving Excellence in sports at the National and International Levels”. While the broad-basing of sports will, primarily remain a responsibility of the concerned State governments, the Union Government and the Sports Authority of India (SAI), in association with the Indian Olympic Association and the National Sports Federations, will focus specific attention on the objectives of achieving excellence at the National and International levels.

The integration of sports and physical Education with the Educational Curriculum, making it a compulsory subject of learning upto the secondary school level and incorporating the same in the evaluation system of the students, will be actively persuaded. A National Fitness Programme would be introduced in all schools in the country. Steps have been initiated to augment play fields, sports equipment and action has been initiated to employ physical Education Teachers in educational institutions through, inter-alia, training of selected teachers in these disciplines. Specialised sports schools may also be set up. An appropriate inter-school, inter-college and inter-university
competition structure would be introduced at the National, State and District levels.

For a country of over one billion, the solitary silver at Athens 2004 may be disappointing. But considering the silver linings, at the All England Badminton Championship, glittering performance of our tennis stalwarts at Wimbledon and flying colours in chess seemed to be the clear evidence of India’s expected glory in the arena of International sports in the years to come.

Howell (1994) has pointed out that “Sport has a very prominent role in modern society. It is important to an individual, a group, a nation and the world indeed. There are, for example, more nations competing in the Olympic games than they are participating in United Nations deliberations. Throughout the world sports has a popular appeal among people of all ages and both sexes. Sports competitions offer us heroes and heroines-ideal people that we can look up to, and achievements that we can marvel at. For many youth, the sports stars are better known than the leading politicians of a country.

In view of increasing value of sports in the society, a systematic approach to train the athletes for higher performance
and provide them exposure in competition was realized with the result that various associations, federations, committees, and organizations came into existence. The revival of modern Olympic games in Athens in 1896 provided a befitting climax when sports began to assume the central role in the cultures of all the countries, globally. The Supreme body to control, co-ordinate and monitor the modern Olympic games, the International Olympic Committee (IOC) came into existence in 1894 with its permanent headquarter in Lausanne, Switzerland. The Asian Games Federation was formed in New Delhi in 1949. Like Olympic games, the Asian Games are also held on the pattern of the Olympics every four years for Asian Countries. The formation of these bodies gave birth to highly organized sports competitions both at international and national levels.

Wakherker (1989) observed “Prior to independence, promotion of sports and games in our country was mainly a responsibility of educational institutions and private organizations”. These organizations came into existence for the purpose to safeguard and to promote the interest of masses in respective sports and games. Indian Olympic Committee was
formed in 1927 for ensuring the participation of Indian contingent to Olympic games. However, after independence a large number of sports organizations have established in our country which helped to promote sports and facilitate the sports persons.

**Sports Authority of India:** Sports Authority of India was established in 1984, with the aim to develop the sports infrastructure in various parts of the country on one hand and thus to produce elite sports persons for International participation on the other hand. One of the progressive steps was the re-organization of the departments under the Union Ministry of Education and the creation of the Ministry of human Resource Development. So far as physical education, sports and youth development are concurred, this new ministry has created the Sports Authority of India in 1984 to look after all aspects relating to physical education, sports, adventure sports and other youth development programmes. This department has recently undertaken a crash programme for identifying children capable of developing as talented players in future. This organization (SAI) has been trying hard to co-ordinate all schemes relating to training and coaching of physical education and sports, developing
infrastructure facilities in the country and rendering useful advise to the government in matters relating to sports and games.

However, it is the Sports Authority of India (SAI), which has been responsible for promotion of sports in the country. Many of the country's leading sports persons are products of SAI system. Over the years SAI has initiated various schemes to spot talent and nurture them.

The most basic scheme is the National Sports Talent Contest Scheme. SAI has identified 10 Olympic disciplines-athletics, badminton, basketball, gymnastics, hockey, swimming, table tennis, football, volleyball and wrestling and school children between the age of nine to twelve years endowed with natural motor qualities and physical growth, showing any special talent in any of these ten disciplines are selected for special training. The selected players are admitted into the 56 schools adopted by the SAI for continuing their education as well as expertized sports training. For children in the age group of 16 to 20 years there has been the sports hostel scheme. Talented children spotted during various state and national championships are recruited for the scheme. A few talented boys and girls can also be identified.
among people of certain regions on account of their specific genetic, physical and geographical traits that could be used to advantage in specific sport events and have been earmarked under the special area games scheme.

Recently, SAI has set up Centers of Excellence at Bangalore, Kolkata, Lucknow, Delhi, Gandhinagar and Imphal where sportspersons who qualify at the national level upto sixth position are trained. There are several scholarships and awards for students of secondary schools, colleges and university, selected for excellence in sports at the state or national levels.

For those interested in formal education in sports, the Laxmibai National College of Physical Education at Thiruvanthapuram, conducts Bachelor's and Master's degree courses in physical education.

In order to provide able leadership in various sports disciplines, a comprehensive training programme (Diploma in Coaching) has been conducted by the SAI at its various regional centres. Besides this, Netaji Subhash National Institute of Sports, Patiala, also offers Research & Development Programmes in sports sciences, and sports medicine.
Constitution of SAI:

SAI an appex body of sports has the coveted distinction of being headed by successive Prime Minister as its President since inception. Late Smt. Indira Gandhi was the first President of the Premalgamated SAI where as Late Rajiv Gandhi became its first President consequent to amalgamation of SNIPES that consisted of Netaji Subhas National Institute of Sports at Patiala and its regional centers and the academic wings comprising Laxmibai National College of Physical Education (LNCPE) Gwalior.

Consequent to restructuring of the General body and the Governing body of the SAI by the Government in 1998, Honb’le Prime Minister is now the Ex-officio President of SAI. Union minister for Human Resource Development is the Ex-officio Vice-President of the SAI and Chairman of its Governing Body. Whereas the Minister of State for Youth Affairs and sports is the Vice-Chairperson of the Governing body of SAI. Director General who is the Principal Executive officer of SAI is the Deputy Chairman of the Governing body. Secretary, SAI is the member Secretary of the General body and Governing body.
The General Body of SAI has 43 members i.e., 16 ex-officio members and 27 non-official members to be nominated by the Government under different categories i.e., State Sports Ministers (7 by rotation), Members of parliament (2 from Lok Sabha and 1 from Rajya Sabha) and a representative of Sports goods Industries besides eminent sports persons (9), Sports promoters (2) and a representative each of Physical Education, Yoga, FICCI, CII, Ministry of External Affairs, Ministry of Finance.

Governing Body has 28 members in all out of which 16 are nominated by the government of India and the remaining are sports persons, sports promoters and the representatives of physical education, Yoga, FICCI, CII, MEA, MOF who are ex-officio members of both General Body and the Governing body. SAI General Body and the Governing Body ordinarily meet annually and quarterly respectively.

Operating Wings:

SAI through its Regional Centres located at Bangalore, Kolkata, Chandigarh, Delhi, Gandhinagar, and Imphal and Sub-centre at Guwahati has been implementing various sports promotion schemes. The regional centers are equipped with sports
science back up and also provide conducive atmosphere and facilities for training of budding talent. Apart from these Regional Centres, SAI has Academic Wings–NSSC, Bangalore, NSEC, Kolkata, NSWC, Gandhinagar, NSNIS, Patiala and LNCPE, Thiruvananthapuram. SAI also has a High Altitude Training Centre (HATC) at Shillaroo (HP).

Apart from developing new stadia and ensuring their effective upkeep and management, SAI is also entrusted with the responsibility of implementing the following sports promotional schemes for spotting and nurturing the talented children in junior and subjunior age groups for grooming them further for achieving excellence at the National and International levels. Presently there are approximately 3804 talented children are being trained under the above schemes. These children are provided nutritious diet and proper coaching facilities with scientific back-up by SAI at its Regional Centres/Field units and entire expenditure including education is taken care of by SAI. The children under these schemes mark their presence at the national and international levels.
Schemes and Components:

SAI, by operating various schemes at sub-junior, junior and senior levels, endeavors to broaden base sports and develop excellence by upgrading the skills of sports persons. The mammoth effort involves widespread talent scouting and training of selected individuals by providing all vital inputs i.e., coaching, infrastructure, equipment, scientific support, kit, competitive exposure etc.

1. The National Sports Talent Contest (NSTC) Scheme caters to school going children in the age group of 8-14 years. Selection to the scheme is done through a scientifically designed battery of tests after which the selected individual is put in one of the SAI adopted schools. Schools are adopted on the basis of sports and residential infrastructure available, as well as the school’s reputation in sports performance. The selection criteria have been recently revised to directly induct the first three position holders at recognized sub-junior and junior national championships. Currently 2130 sports persons are being trained at 83 schools and 16 Akhara (wrestling).
In addition to this 29 upcoming Akharas have been provided equipment support in the form of wrestling mats and multi-gym.

2. **Sports Project Development Area (SPDA) Scheme** was started in 1988 to provide basic sports training facilities to the young talented sport persons in the age group of 9-14 years in their own states/Uts. SPDA Centres functioning in various parts of the country cover 80-100 development blocks linked with SAI’s regional centers at regional/national level and block nodal centers at gram-root level.

3. **The Special Area Games (SAG) Scheme** is designed for sports persons in the age-group of 14-21 years. Talent for the Special Area Games is scouted from rural, tribal, coastal and other areas which are inaccessible but have certain genetic qualities which give them an added advantage in a particular sport. Selected sports persons are given in-house training at various SAG Centres where they are provided boarding and lodging along with other
facilities. Presently, 1378 sports persons are being trained at 16 SAG Centres and 2 associate Centres in the country.

4. **The Army Boys Sports Company (ABSC) Scheme** is run by SAI in association with Army authorities. It covers boys in the age-group of 8-14 years, selected from the Regimental Areas and Army Lines on the basis of battery of tests. Selected individuals are put in ABSC’s run at regimental centers of the Army where they are provided facilities by the Army authorities while SAI provides sports equipment, kit, stipend and coaches. Currently, 702 sportspersons are being trained at 8 ABSC’s.

5. **Sports Hostel Scheme** was introduced in 1986 to groom the sports persons in the age group of 16-21 years who have attained advanced level of sports proficiency at the state/national level to enable them to seek berth in the national teams to achieve excellence at the international level. SAI provides the facilities of boarding and lodging, sports kit, equipments, specialized training, Pocket allowance. TA/DA to participate in coaching camps and medical assistance with insurance cover. There are 18
hostels at Alwar, Bangalore Bhiwani, Bhopal, Bilaspur (HP), Kolkata, Calicut, Chandigarh, Chennai, Cuttuck, Dimapur, Gandhinagar, Guwahati, Goa, Imphal, Kandivili (Mumbai), Secunderbad and Silliguri.

6. **The SAI Training Centres (STC) Scheme** forms the backbone of SAI’s objectives of spotting and nurturing talented sports persons. Under this scheme sports persons in the age group of 14-21 years are selected and inducted in various STC’s where they are given in house training. Boarding and lodging is also provided to them along with other facilities. Presently, 5465 sports persons are being trained at 58 SAI Training Centres under STC scheme.

Sports Authority of India has established the sports sciences centers at National Institute of sports, Patiala and its Regional centers in Bangalore, Kolkata, Gandhinagar and Delhi. The main thrust of these centers is to provide support to the coaches to improve athlete’s performance.

**Development of Excellence:**

In order to give a boost to develop excellence at junior and senior levels and create a vast resource of talented sports persons
from which national teams can be selected, SAI has taken the following initiatives:

**Center of Excellence** have been opened at Regional Centres of SAI so that local latent and others who have excelled at state level, and are below 25 years of age, can utilize the facilities available which include sports infrastructure, scientific support, equipment and specialized coaching. At present, 313 sports persons being trained at Centres of Excellence.

**Launching of SAI Sports Academies** is another feature which seeks to promote excellence. With similar objectives and functioning as that of the Centres of Excellence, the Sports Academies are run in cooperation with Public/Private Sector Undertaking and with the active involvement of the Sports Federations. Presently, 7 Sports Academies are functional in the disciplines of Hockey, Handball and Table Tennis. Proposals for 4 other Academies are also under consideration.

SAI has sought involvement of Government/Non-Governmental organizations/agencies for setting up joint ventures to promote excellence at the senior level. Presently, 5 such proposals are under consideration.
International Excellence:

One of the key functions of SAI is to help national level sportspersons to achieve international-level excellence. In order to prepare national teams for international championships, SAI in association with the National Sports Federations and the Ministry of Youth Affairs & Sports formulates long term development programmes for each discipline. National coaching camps are held under national and foreign coaches at NIS Patiala, High Attitude Training Centres at Shillaroo and other prominent SAI centers.

The national level probables are provided with contemporary sports infrastructure and the latest equipment. To improve the performance of trainees, a dedicated team of sports scientists constantly monitor the trainees. Competition exposure within the country and abroad is provided to hone the technotactical aspects of the game under highly competitive conditions. Financial assistance is also provided as an incentive to outstanding sports persons. At present 11 foreign specialists including 10 coaches are engaged to train national probables. National camps in 18 disciplines are in progress in preparation for Olympic, Afro-Asian, Commonwealth and Asian Games.
Rising Sports consciousness and enthusiasm generated in India following the spectacular show of the IX Asian Games at Delhi prompted the Government of India to focus on sports development to encourage physical fitness among youth and to channelise their energy towards excellence. The need of an apex body to coordinate various sports activities led the creation of the Sports Authority of India (SAI) in 1984 by the Government of India.

Initially responsible for maintaining and utilizing the sports infrastructure created for the IX Asian Games, SAI, over a period of time, expanded its operations to promote broadbase sports. The amalgamation of the elite academic institution of National Institute of Sports, Patiala and the Lakshmibai National College of Physical Education, Gwalior in 1984 gave birth to SAI an apex body for sports in the country.

**Regional Centres of SAI:**

Created for the promotion of sports through effective implementation of SAI schemes with greater coordination with State/UT Administration and other agencies.
In order to cater the need of Eastern part of the country, SAI. Netaji Subhash Eastern Centre was established at Salt-lake Stadium, Kolkata in 1987. This centre has been provided with the following infrastructure, training facilities and administrative setup:

**Training Facilities at Eastern Region**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of Centre</th>
<th>Games and Sports</th>
<th>Strength of the trainees</th>
<th>Total Coaches (92)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>STC, Kolkata</td>
<td>Athletics, Hockey, Gymnastics, Football, Archery, Swimming, Badminton, Table Tennis, Kabaddi, Fencing, Karate, Taekwondo</td>
<td>35, 27, 42, 03, 15, 16, 06, 07, 70, 10, 14, 20</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Wushu</td>
<td>Sepaktakraw</td>
<td>Judo</td>
<td>Volleyball</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>2.</td>
<td>STC, Lebong</td>
<td>Archery</td>
<td>06</td>
<td>Football</td>
</tr>
<tr>
<td>3.</td>
<td>STC, Dhenkenal</td>
<td>Athletics</td>
<td>02</td>
<td>Football</td>
</tr>
<tr>
<td>4.</td>
<td>STC, Silliguri</td>
<td>Athletics</td>
<td>36</td>
<td>Football</td>
</tr>
<tr>
<td>5.</td>
<td>STC, Burdwan</td>
<td>Basketball</td>
<td>15</td>
<td>Gymnastic</td>
</tr>
<tr>
<td>6.</td>
<td>STC, Cuttak</td>
<td>Athletics</td>
<td>34</td>
<td>Basketball</td>
</tr>
<tr>
<td>7.</td>
<td>STC, Patna</td>
<td>Badminton</td>
<td>06</td>
<td>Basketball</td>
</tr>
</tbody>
</table>
Administrative Setup:

There are four categories of staff in the Administration

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade – A</td>
<td>18</td>
</tr>
<tr>
<td>Grade – B</td>
<td>5</td>
</tr>
<tr>
<td>Grade – C</td>
<td>82</td>
</tr>
<tr>
<td>Grade – D</td>
<td>96</td>
</tr>
</tbody>
</table>

Definition and explanation of the terms:

Systematic organization and effective administration plays important role towards smooth functioning of an institution with desired results. Sports and games are activity based programmes that require appropriate facilities. The performance of athletes is significantly related with quality of facilities provided to them which significantly contributes to achieve their determined goals.
Organizations:

Louis (1989) pointed out that organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority, and establishing relationship for the purpose of enabling people to work most effectively for accomplishing the set objectives.

Organization is created when a group of people comes together to accomplish certain objectives. Organization is a dynamic and everchanging set-up leading towards specific goal. There is continual coordination and interaction between the units of the organization for constant assessment of the current operation and reordering of priorities when needed. Creativity and innovation are characteristics of the organization. Organizing means arranging of parts, assigning the tasks, and grouping of individuals so that they all are joined together in an integrated and purposeful action.

An organization is a pattern of many interwoven and simultaneous relationships through which people, under the direction of director or manager, pursue their common goals. Organizational structure refers to the way in which an
organization’s activities are divided, grouped and coordinated into relationships between director and trainees, director and directors and trainees and trainees.

**Administration:**

Administration consists of leadership and motivation of individuals, the procuring and managing resources, and coordinating diverse efforts so that effective progress can be made towards the achievement of the purposes of the organization. Administration is the comprehensive efforts to direct, guide and integrate associated human strivings, that leads to the specific end or aim. Administration may be considered as the essential activity of those persons in an organization who are alert and conscious with ordering, forwarding and facilitating the associated endeavours of a group of individuals brought together for the realization certain defined purposes.

Administration is used to indicate both organization as well as management or administration. Organization, in its simple form, may be considered to be the setting up of scheme or plan, while administration is putting a plan in operation. One may say
organization is "Planning the work", while administration is "Working the plan".

Organization do not automatically function smoothly. Its success depends largely on a specialized type of leadership which is known as administration. Administration is broadly influenced with guiding human behaviour towards the target.

Massie and Douglas (1977) contended that Administrators are people who are primarily responsible for ensuring that the work gets done effectively in an organization.

Administration means providing the constructive leadership that plans and maintains the program and that enables the program to function effectively in accomplishing the established and worthwhile goals. (Williams & others 1990, Sukeya, 1985).

To become an able administrator needs a variety of qualifications, which include integrity, ability to make decisions, eagerness to accept responsibility, intellectual capacity, ability to communicate, capability to understand, administrative techniques and ability to groom the loyalties in the group. The functions of an administrator initially includes duties, which involve planning the programme, establishment and measuring achievements,
instructing and supervising people, acquisition and utilization of resources, facilitating group solidarity and commitment, clarifying responsibility and accountability, motivating personnel and ensuring efficiency of operation. The administrator must take into account the factors that promote cooperation, good human relation, the fallacy of the final authority, personnel management, supervision and communication. An ideal administrator must follow some cardinal principles for efficient administration.

**Sports Facilities:**

The facilities for sports refer to availability of playgrounds, courts, gymnasium, swimming pool and needed equipments for training and competition. To successfully organize sports programme requires basic knowledge of managing sports facilities. According to Cohen (1987) every facility is created for a specific purpose for the accomplishment of specific target. In contemporary sports it has become all the more essential to have appropriate facilities and equipments so that experts may groom sports persons to achieve the full range of benefits to accomplish their goals.
Sport is an activity-based programme that needs highly sophisticated material and equipments. Better result in sports is directly related to the quality of facilities provided to the athletes. The facility for health, physical education, recreation competitive sports seemed to be very complex because of the diversity of activities for which it is created and a host of needs it is expected to satisfy.

When the event involves athletic competition, some major concerns need to be addressed which include high-quality practice venue’s near the competitive arena, furnished changing room for participants, qualified officials, provisions for good quality balls and equipment for practice and contest, provision for water, ensuring that scoreboards are in proper working order, designating reserve parking area for audience, competitors and officials.

**Evaluation:**

Evaluation is the key concept in controlling function of any institution. The term 'evaluation' refers to the assessment of the performance of a trainee at the end of instruction period.
Evaluation is derived from the French word "Evaluer" means "to estimate or place a value on".

Evaluation is defined as the process of assessing the degree to which the organization as a whole and various units and individuals have accomplished what they set out to do. It is a broad concept encompassing the organization as a whole, the units within it and the members of the organization. Evaluation is an integral part of an organization to assess the progress of an individual and the group.

Evaluation is a major responsibility of the administrator. The need of evaluation is present in any viable, dynamic organization. The importance of evaluation is aptly expressed by Williams (1998) "Occasionally an administrator contends that the practical affairs of his work leave no time for attention to evaluation. In a sense evaluation is like book-keeping in business; it indicates direction, and shows degree of accomplishment. The worth of administrative procedure remains obscure or unknown unless their effects are evaluated. A final evaluation should be made to obtain a complete picture of an organization’s success. Hence, it is imperative for every organization to conduct both formative and
summative evaluation for encompassing a clear picture of rate of progress and achievement of the organization.

Since inception of SAI Eastern Region Kolkata, no concerted effort has ever been made to systematically assess the status of facilities, organization and administration. Hence, the present investigation is a sincere effort of the present researcher for making an evaluation with regard to the existing facilities, administration and organization of SAI Eastern Region Kolkata.

**Statement of the Problem:**

As the present endeavour is a survey type case study wherein the researcher has ventured to explore the status of organizational structure, administrative frame-work and facilities of SAI, Eastern Region from various perspectives. Thus, the present empirical investigation has been entitled as :

"A Critical Evaluation of the Organizational Structure, Administrative Frame-work and Facilities of Sports Authority of India (Eastern Region)".

**Hypotheses:**

On the basis of personal assumptions, the orientation received from the critical review of related literature and the
nature of present investigation, the following hypotheses have been formulated:

1. The SAI eastern region would have modern infrastructure to facilitate the games and sports.

2. The SAI eastern region would have modern training/coaching facilities of games and sports under the guidance of coaches and sports scientists.

3. There would be proper lodging and boarding facilities existed at SAI eastern region.

4. There would be a transparent objective criteria of selection followed by the SAI eastern region.

5. Players, coaches and administrators would be satisfied with the overall performance.

6. Appropriate incentives would be provided by SAI to the players who excel at various levels.

7. The SAI eastern region would have succeeded in achieving its set targets.

**Limitations:**

1. Expected biased approach of the respondents is one of the limitations of the study.
2. Casual attitude of the respondents can also be considered as the limitation of the study.

De-limitations:

1. The study will be delimited to various centres of SAI Eastern region.

2. The study will also be de-limited to evaluate the organizational set-up, administration and existing facilities of SAI (Eastern Region).

3. The study will have further restrictions in sending questionnaires and receiving their candid responses through the filled questionnaires.

Objectives of the Study:

The main purpose of the present study was to critically examine the various perspectives of organization, administration and facilities of SAI Eastern Region. The conjecture behind this study was to explore as to how best the policies have been expressed to accommodate the practical situations of the region. Also how much comprehensive and effective these policies and programmes are in their application. The first and foremost parameter will be the fruitful efficiency and effectiveness with
which the people are working there-in and the output and productivity of the organization. After evaluation of the organizational structure, administrative set-up and facilities through a diagnostic approach an attempt was made to imply means and ways to eliminate the flaws for making the organization of SAI Eastern Region Kolkata as a role model in the sporting arena of the country.

**Significance of the Study:**

The verdict of the present study may search the shortcomings with view to the organizational set-up, administrative framework, infrastructural and other indispensable facilities of SAI Eastern Region Kolkata. It may substantiate the ways and means for bringing about the required changes in the above cited aspects in order to attain set goals of the organization in a more effective manner.

The present investigation may be of great significance in the following manner:

1. The investigation would enlighten the experts and all those involved directly or indirectly in the policy making of the SAI to bring about desirable improvements in the
functioning of the organization on one hand and to create required sports facilities on the other hand.

2. The results of the study will help in formulating progressive programmes in other institutions to promote sports.

3. The study will also be helpful in providing new source for guiding further research studies in similar directions.

4. The study will help in creating better understanding and appreciation about sports in the country.

5. The study will add to the new knowledge for the promotion of sports activities in the country in general and SAI Eastern Region Kolkata in particular.

6. The present exploratory investigation with regard to the SAI (Eastern Region) which is a central government's Sports Organization, having adequate financial provisions and best infrastructure facilities in term of play fields, equipment, residential sports hostels, and budgetary provisions for special diet, incentives, coaching facilities etc. may pave the directions to the other sports organizations of the country which may emulate and develop the above facilities in their organization as well.