CHAPTER - I

INTRODUCTION

Learning is a perennial affair. Ever since man had been born he has been learning in every walk of life. From the bowels of the cave as animal to the cradles of civilization, and from the time immemorial till now thousands have left their indelible imprints on the sands of time. A lot of things have happened from the days of candle light to the present days of satellite. Behind all is the story of many noble souls who have contributed intensely to various fields of activity through not only their thoughts, words and deeds but also blood, sweat and tears. Their services and sacrifices have not only given us better world but transformed the very face of the world.

The history of sports and games is as old as mankind. Leisure and spare time available to man from time immemorial was set apart for promotion of various sports, games and amusements. From mere simple and unorganised forms of sports and games became more organised and serious affair with a patronage of it by the Athenians and Spartans. The culmination came with the organisation of the first ancient Olympic Games of 776 in Greece. From the confine of an amphitheatre and a small stadium sports today has penetrated all physical barriers to bring the sportsmen and sports lovers together to not only display their talents and skills for the greater glory of sports but more so to unite hearts and minds of the people to make them bury malice and bitterness and accomplish to the universal peace and brotherhood of man.
1.2.1. **Historical Research**:

'Historical method is a backward movement in knowledge to trace the antecedent cause or causes of a phenomenon. Historical research is the induction of principles through research to the past and social forces which have shaped the present. It aims to apply reflective thinking to unsolved social problem by discovering past trends of events, facts, attitudes and by tracing the line of development in human thought and action. Historians especially in modern times have used the case method for giving descriptive account of persons, eras and nations". (Saravanavel - 1994)

"Historical research is an accurate record of how, when, where the event started, how it progressed and how and when it ceased. The Historians explain the event by describing the conditions which led unto it and out of which it grew". (Young - 1956)

1.2.2. **Biographical Research**:

According to John Dollard (1935) Biographical study is a complete analysis and report of the status of an individual subject with respect as a rule to specific phases of his total personality. A definite analysis of criteria considered indispensable for judging life-history technique has been outlined and illustrated by John Dollard:

i) the subject must be viewed as a specimen in a cultured series;

ii) the organic motors of action ascribed must be socially relevant;
iii) the peculiar role of the family group in transmitting the culture must be recognised;

iv) the specific method of elaboration of organic materials into social behaviour must be shown;

v) the continuous related character of experience from childhood through adulthood must be stressed; and

vi) the social situation must be carefully and continuously specified as a factor.

"The biographer, however, must not deal only with the facts of his subjects career with what he did, why he did and how he influenced his times and was in turn affected by them. He must also describe, the man himself, his personality, character and his individuality". (Garrathy-1957)

1.2.3. Case Study:

In the words of Young (1956), case study is a comprehensive study of a social unit - be that unit a person, a group, a social institution, a district, or a community is called a case study.

According to Best (1978), the case study is concerned with everything that is significant in the history or development of the case. It probes deeply and intensively analyzes interaction between the factors that produce change and growth. It also emphasizes the longitudinal or genetic approach, showing development over a period of time.
Evolution and Scope of Case Study:

According to Kothari (1994), Fredric Le Play was the first person who introduced this method to the field of social investigation in his study of family budgets. Herbert Spencer then used case materials in his comparative study of different cultures. Dr. William Healy, a Psychiatrist used this method for the first time in his work with juvenile delinquents. Historians have used this method, for the descriptive account of persons, eras and nations. Anthropologists and historians have used the case study for describing the primitive and modern cultures.

1.3.1. Birth of Volleyball Game:

According to Shewman Byron, (1995) volleyball like basketball was developed in United States of America and owes it beginning to the Young Men Christian Movement. The physical fitness instructor at Y.M.C.A., at Holyoke, Massachusetts in the last decades of the nineteenth century, W.G. Morgan formulated the game of volleyball in 1895 especially for middle aged men who found basketball too vigorous.

There was no similar game to volleyball which could guide William Morgan. He developed volleyball from his own training methods and practical experience in the YMCA gymnasium.

Describing his first experiments he said: In search of an appropriate game, tennis occurred to me, but this required rackets, balls, a net and other equipments so it was eliminated, but the idea of a net seemed a good one. We raised the net to a height of 6 feet 6 inches (1.98 m) from the ground, just above the head of an average man. We needed a ball, among those we tried a basketball bladder, but this
was too light and too slow; we therefore tried basketball itself, which was too big and too heavy. In the end Morgan asked the firm of A.G. Spalding and Bros. to make a ball, which they did at their factory near Chicopee in Massachusetts. The ball was leather covered, with a rubber inner tube; its circumference was not less than 25 inches and not more than 27 inches (63.5 cms - 68.6 cms), and its weight was not less than 9 ounces and not more than 120 ounces (252 gms to 336 gms). He named the game as “Mintonette”. Morgan and his friends from Holyoke Dr. Frank Wood and John Lynch have drawn the basic concept of the game together with the first ten rules. Early in 1896 a conference was organised at Y.M.C.A. college in Springfield bringing together all the Directors of physical education of Y.M.C.A. Dr. Luther Halsey Gulick, Director of the professional physical Education Training school and also the executive Director of the Department of physical education of International Committee of Y.M.C.A.'s invited Morgan to make a demonstration of his game in the new college stadium.

Morgan took two teams to Springfield for demonstration. The captain of one team was J.J. Curren and of the other John Lynch who were Mayor and Chief of the Fire Brigade of Holyoke respectively. Morgan explained the concept of his new game which was designed for indoor Gymnasia or exercise hall. He said that it could be played outdoor also, and an unlimited number of players could participate-the objective of the game being to keep the ball in movement over the net from one side to the other. After seeing the demonstration and hearing the explanation of Morgan, Professor Alfred, T. Halstead proposed that the name of “Mintonette” be replaced by volleyball as the basic objective of the game was to volley the ball back and forth over the net. This name was accepted by Morgan and conference. The name has survived over the years with one slight change. In 1952,
the Administrative Committee of the United States Volley Ball Association voted to spell the name in one word Volleyball. A brief report on the new game and its rules was published in July 1896 edition of “Physical Education” and the rules were included in the 1897 edition of the first official handbook of the Northern American Y.M.C.A. Athletic League.

1.3.2. The World Wide Growth:

According to Baacke (1989), the physical education directors of Y.M.C.A encouraged particularly by two professional schools viz., school of physical education, Springfield college in Massachusetts and George William college in Chicago by adopting volleyball in all its societies throughout the United States. Canada became the first country to adopt it in the year 1900. Volleyball spread to India in 1900, to the Philippines and Peru in 1910, to Cuba in 1905 and to England in 1914. American troops contributed to the spread of the game as did the YMCA organisations. Volleyball was exposed to Europe by U.S. army during the first world war. After world war I, volleyball spread to Yugoslavia in 1918, Czechoslovakia and Poland in 1919 and the Soviet Union in 1922. The first reports of the volleyball in Africa are found in 1923. Volleyball continued its rapid growth and popularity and it is enjoyed on all continents.

1.3.3. Movement of the Game Away From the Original Concept:

According to Arlott (1975), the first rule allowed each team nine players, so that eighteen men occupied the area which measured 50’ x 25’ (15.24m to 7.62m). The net was suspended at the height of 6’6” (1.98m.) The specification of the ball was approximately similar to the modern ball. The circumference of the
ball was between 63.5cm and 68.6cm and its weight was between 252gms and 336gms. From the inception of the game, team rotation was a feature and it ensured that all players took turn in each position. In order to accommodate nine players on the court, teams were arranged in three rows of three players in each row. During the play the ball had to be passed by successive rebounds from line to line before being returned over the net.

As the game progressed certain skills developed and soon teams wanted to play against each other on competitive basis. Then volleyball moved beyond the original concept of its founder. It transformed from being a purely recreational game to a new status of serious team sports. From the beginning the ball had to rebound from player to player, holding, catching, pushing and throwing were not allowed and still this is one of the important characteristic of the game. It was not until after the first world war that teams of six became established. Slowly the mode of play that is receive, set, pass and smash developed, and the whole concept of tactical play with attack and defense systems began to develop.

1.3.4. Role of Various Countries for the Creative Development of Volleyball:

Baacke in his article (1989) “Development and Status of Volleyball” published in Coaches Manual-I of FIVB had described the development of Volleyball from 1895 to 1988, and the formation of the International Volleyball organisation. The power volleyball, played today is the result of long and creative development. The USSR’s Volleyball School had an important influence on the level of performance and method of training. USSR coaches and players developed scientific training methods and powerful offensive techniques. Czechoslovakia developed individualistic mastery in techniques and tactics. The East Asian
countries like Japan, Korea and China on the other hand with their quick attack combinations and devoted defense brought new approach to the game. The German Democratic Republic focused on high athletic and individual technical perfection and contributed to the international system of play and training. New measures were brought to international stage by Cuban teams with their enormous jumping ability. Many national federations tried to catch up with international top nations. They improved themselves by importing coaches from leading foreign countries.

1.3.5. Birth of Federation International Volleyball (FIVB):

From 1922 to 1933 many countries had established their National Associations and conducted National Championships and the interest in international competition and organisation became evident. In 1934, the first attempt was made to create an International Volleyball Organisation when a special commission was formed at the International Handball Federation Congress in Stockholm. Further efforts were made during the 1936 Berlin Olympics and its progress were interrupted by World war II. In 1946 representatives from Czechoslovakia, Poland, France met in Prague and decided to convene an International Congress in Paris in 1947. Federation International de Volleyball was formed in Paris in 1947 with fourteen affiliated National Federations (Belgium, Brazil, Egypt, USA, France, Hungary, Italy, Netherlands, Poland, Portugal, Romania, Czechoslovakia, Uruguay, Yugoslavia).

1.3.6. Great Administrators of FIVB:

"Paul Libaud was elected as founder President and the headquarters of FIVB was established in Paris. Paul Libaud remained Head of FIVB for 37 years."
During his period he made an outstanding contribution to the development of volleyball and its worldwide popularity. Slowly but steadily the number of National Federations in FIVB increased and in 1988 FIVB had 175 affiliated member countries which was more than the International Olympic Committee.

In the Los Angeles FIVB congress meeting, 1984 Ruben Acosta was elected as the President. Under the dynamic leadership of Ruben Acosta a long range programme was adopted, new professional people were involved and the management improved the organisation and administration”. (Baacke-1989)

1.3.7. Volleyball in India:

“The game of volleyball was introduced in India by the YMCA School of Physical Education in the early twentieth century. The physical education teachers of YMCA School of Physical education had taken the game to the length and breadth of India. Today volleyball is one of the most popular game of India and it is being played in all rural and urban areas in schools, colleges, and public playgrounds as outdoor game.

The Volleyball Federation of India (VFI) was formed in 1950 to promote the game and co-ordinate the activities of the country with the help of the member associations. The Indian Olympic Association was controlling the volleyball game prior to the formation of V.F.I. The Inter State Volleyball Championships were held once in two years from 1936 to 1950. The first inter state championship was conducted at Lahore (now in Pakistan) for men only. The first Volleyball National Championship was conducted at Madras in the year 1952". (Sagar-1974)
1.3.8. Birth of the Tamil Nadu State Volleyball Association:

"The Tamil Nadu State Volleyball Association was originally called as the Madras State Volleyball Association. It was founded in the year 1950, according to a decision taken by distinguished volleyballers at a momentous meeting held at YMCA College of Physical Education, Madras, the founder President and Secretary were Azizuddin and T.P. Joseph respectively. They did the pioneering work for the promotion of the game during their tenure of office. Santhosam succeeded Azizuddin and Mir Bahadur Ali succeeded T.P. Joseph in the year 1954 and steered the affair of the Association. In the year 1964 Prof. C.A. Abraham, Physical Director, Madras Christian College became the President and in the year 1970 B. Sivanthi Adityan and Chank Syed Abdul Khader were elected as President and Secretary respectively". (Mir Bahadur Ali-1960)

1.3.9. Krishnapillai Murugan's entry into the Administration of Tamil Nadu State Volleyball Association:

"In the year 1971, Krishnapillai Murugan (Krishnapillai Murugan will be mentioned as Murugan hereafter in this dissertation) became the Joint Secretary of the Tamil Nadu State Volleyball Association when Sivanthi Adityan became the President for the first time and Chank Abdul Khader was the Secretary.

In 1971 Chank Abdul Khader went on leave and Murugan became the acting Secretary of the Tamil Nadu State Volleyball Association. From 1971, Murugan has been holding key administrative posts in the Tamil Nadu State Volleyball Association." (Gopaul-1976)
Krishnapillai Murugan
1.4.1. Statement of the Problem:

The purpose of this study is to highlight the contributions of Murugan to the development of the game of volleyball in the state of Tamil Nadu. Added to this, the study aims to read his personality traits and administrative skills.

1.4.2. Delimitations:

The study confines to,

(i) the contributions and achievements of Murugan to the development of volleyball in Tamil Nadu;

(ii) the period from 1950 to 1996;

(iii) the factors that contributed to his success in sports administration; and

(iv) data collected through the technique of interview, literary source materials referred, the tool of questionnaire constructed by the investigator and Cattell’s Sixteen Personality Factor Analysis Questionnaire, only formed the basis of this study.

1.4.3. Limitations:

(i) The researcher was able to collect the required data by conducting interviews with Murugan, his family members, selected contemporaries, colleagues and subordinates.

(ii) The researcher also used questionnaires and other documentary evidences like text-books, magazines, newspapers, souvenirs, and the records of the Tamil Nadu State Volleyball Association.
Administrators of the Tamil Nadu State Volleyball Association, the district volleyball associations, member clubs, coaches, referees and players of Tamil Nadu and office bearers of the Volleyball Federation of India only constituted the population for this research to assess Murugan's administrative skills and contribution to volleyball in Tamil Nadu.

The investigator analysed the personality traits of Murugan using Cattell’s Sixteen Personality Factor Analysis Questionnaire Form - A.

1.4.4. Assumptions:

The following assumptions were formed after collecting the necessary data:

(i) Murugan was a sincere, hardworking dedicated player with healthy attitude and philosophy that moulded him as a good sports administrator.

(ii) Murugan has contributed much to the development of Volleyball in Tamil Nadu.

(iii) Murugan has all the skills of an efficient sports administrator.

(iv) The Personality traits of Murugan have influence on his success in sports administration.

1.4.5. Need for the Study:

Almost all the professions in our country have shown a steady advancement by making use of management science. It is apparent that little has been done in the field of sports and games. The management theory and practice
are not still recognised in the way it ought to be within the profession. Many of our eminent sports administrators who have never undergone a course in sports administration have proved successful, because they knew the intricacies of managing the sports enterprises.

This study will attempt to highlight the management ability and skill of Murugan and his contribution to the development of volleyball in Tamil Nadu. This study will reveal the qualities and administrative skills of a successful administrator and his personality traits. Such attempt will show how Murugan differ from others and goes with the modern management thought and practice.

As far as the knowledge of the investigator no one has attempted to study an individual sports administrator who was a player at national level and referee and sports administrator at international level. The investigator felt that this study is probably the first of its kind in India on a sports administrator in general and on an administrator of the game of volleyball in particular.

1.4.6. Significance of the Study:

This study would document the significance of Murugan’s life, achievements in sports, offices held and honours conferred on him. This study would also bring out the personality traits of Murugan, and his management skills that made him a successful sports administrator. Finally this study would list the contribution of Murugan to the development of volleyball in the state of Tamil Nadu.
1.4.7. Definitions of the Terms:

Administration:

"According to Dr. John, D. Millet Administration is a system of people working together, it is a pattern of co-operative activity in which specialized talents of various individuals are brought together to achieve common purpose". (Mason and Paul - 1988)

Management:

Robbins, S.P. defined Management as "the universal process of efficiently getting activities completed with and through other people". (Chelladurai - 1985)

Management and Administration:

"The term Administration is synonymous with the word Management". (Mason and Paul - 1988)

Contribution:

"The act of contributing". The useful service rendered by an individual or group to the society. It is normally recognized and measured by achievements". (Swannell - 1992) Contribution in this study refers to Murugan’s achievements and services rendered for the promotion of volleyball in Tamil Nadu.
Development:

“A stage of growth and advancement” (Swannell -1922). Development in this study refers to the growth and advancement of the game of volleyball in Tamil Nadu.

Personality:

“Personality can be defined as the total quality of an individual behaviour, as it is revealed in his habits of thought and expression, his attitudes and interests, his manner of acting and his personal philosophy of life”. (Wood Worth and Marguis - 1958).

Planning:

“Planning is deciding in advance what is to be done. It is a method or technique of looking ahead to devise a basis for a course of future action. It is an intellectual activity involving facts, ideas and objectives”. (Voltmer, Esslinger, Mc Cue, Tillman - 1979).

Organising:

Bartky defines organising as the “process or state of being in which two or more people coordinate their efforts and pool their resources to achieve common purposes” (Voltmer, Esslinger, Mc. Cue and Tillman -1979).
Leading:

Barrow defines Leading “as the process of influencing members towards organizational goals” (Chelladurai - 1983).

Evaluating:

“Evaluating is the process of assessing the degree to which the organisation as a whole and various units and individuals have accomplished what they set out to do” (Chelladurai - 1985).

Creativity:

Creativity is the ability to generate new idea, method to bring changes” (Woodcock and Francis - 1989).