CHAPTER-II

REVIEW OF RELATED LITERATURE

The review of related literature was taken up extensively before and after the selection of the problem with a view to identify the extent of the problem and that the study has not been done before. The review also develop the understanding, concept and also develops ideas that contribute to the overall rational and interpretation of data. The relevant literature was consulted so as to find out the nature of studies conducted similar to the present problem and are presented below:

According to James A Garfield (1949) in physical education department the major phases with which organisation and administration deals are all policies, facilities and academic activities, details of class and team managements, publicity, students problems and aim and objectives.

Loveless (1953) conducted an investigation on “Duties of the State Directors of Health and Physical Education” and found the directors performed administrative and specific duties in the States of America. On the basis of his study he concluded that directors of health and physical education performed various duties which were as under:

1. Planning the programme was a major concern of all directors.
2. Directors were responsible for planning and co-ordinating activities.
3. Directors had significant duties regarding their own staff.
4. Directors assigned duties to the staff members and worked with associates on specific projects.

According to J-B Sears “Organisation is a machine for doing work, organisation composed of persons, of materials, of ideas of concepts, symbols forms, rules, principles or more often, of a combination of these. The machine may work automatically or its operator may be subject human judge at will.
According to Edward F. Voltmer (1958) point of view sound organisation and administration are concerned with setting up or planning the total purposes and activities of the department or suit and carrying out these to end that all aspects involved are accomplished, organisation includes setting up overall pattern or plan whereas administration deals with putting it into operation and keeping it functioning.

The All India Sports Congress (1962) examined the various aspects of sports administration in its conference in 1962. It was of the view that politicians including ministers should not be appointed to the Sports Council and other sports bodies. It also recommended that there should be greater co-ordination between the departments of sports and sports federations/associations both at the central and state level.

Singh (1962) conducted a critical survey of physical education in boys High/Higher Secondary schools of Himachal Pradesh. He employed questionnaires, personal visits, and interviews as the chief methods to make his study. After a critical examination of the data he brought to light the fact that in the majority of schools, the area of play fields per pupil was woefully too small. None of the schools in Himachal Pradesh had a gymnasium or a swimming pool. It was further worked out that 48 percent of the schools had no equipment even for indigenous sports activities. Lack of facilities and equipment, want of interest in games and above all lack of adequate coaching in athletics and different games and sports were some of the reasons for poor performance in different tournaments.

As John W. Best (1963) States, "Practically all human knowledge can be found in books and libraries. Unlike other animals that must start a new with each generation, man builds upon the accumulated and recorded knowledge of the past. He is constantly adding to the vast store of human knowledge which makes possible progress in all areas of human endeavour". An adequate knowledge of the related literature is indispensable realm for an investigator to
unearth the basis of the edifice of knowledge is always found upon certain experience in fields. The past experiences and knowledge in the field pave a way to go ahead and help the researcher in the following way:

(i) The related literature helps the investigator to find out whether results already available solve the problem effectively without further research in the field.

(ii) The related studies enable the researcher to perceive the gaps and lacunae in the concerned field.

(iii) The related literature works as a guide post with regard to quantum of the research work already done in the field.

(iv) The related literature helps the investigator in providing theories, explanation or hypothesis valuable in formulating the problem.

Panandiker (1964) in his paper has emphasised that, a single most important shift necessary in structural organisational aspects may be in terms of institution for achieving specific goals and targets which go beyond the general scope of fresh field officers. In operational terms this implies the creation of what may be called a specific major objectives in the forms of physical or service out put.

According to Raghunath Safaya and B.D. Shaida (1967) the word administration means management, control and arrangement. Organization is a part of administration, dealing with the systematic arrangement for definite purpose. The relation between educational administration and the educational philosophy is the same as the national social statesmanship in the field of education. Hence it includes everything regarding the efficient functioning of the school machinery, securing the greatest benefit to the greatest number through adoption of practical measures it clarifies the functions and activities of the agencies of education. It brings all the components of an educational programme in fruitful relationship, and harmonises their mutual action. It ensures sound
planning, efficient execution, good direction and proper economy. Hence, it is a must for any sound system of education. Lot of material is available regarding sports training. Different scholars have given their ideas about sports training. According to Hardyal Singh (1984) sports training is a process of preparation of sportsman, based on scientific and pedagogical principles for higher performance.

Periodisation is must for the higher performance in the competition. In order to achieve this, the training has to be formulated according to the principles of periodisation. Periodisation is the systematic formulation of training process in a training cycle (Macro cycle) on in a year for the purpose of achieving top form in the main competition. Whole period should be divided into three phases, i.e. preparation period, competition period and transitional period.

According to John M. Pfiffner and Frank P. Sherwood (1968) organisation is the pattern of ways in which large number of people, too many to have intimate and engaged in complexity of task, relate to themselves to each other in and conscious, systematic establishment and accomplishment of mutually agreed purpose.

Garcia (1968) conducted the study on Organisational Commitment-Integration of Individual and Organisational Perspectives and stressed the importance of organisation to count on a fully committed workforce as an important means to improve the quality and productivity. It rests much of the responsibility in managements hands to pay closer attention to those important factors influencing employees commitment suggestions for developing organisational commitment were given and some areas for further research on the subject were identified.

Gans (1972) undertook a study to develop and describe specific sequential steps for planning and constructing facilities for health, physical education, recreation, sports and youth welfare. For this he conducted an extensive research of past and present practices used in planning health, physical education,
recreation, sports and youth welfare facilities for the state sportsmen. An organisation and working of these practices, as well as, personal consultations of executive committee involved in the working of the sports department formed the basis for the logical and sequential planning steps. An analysis of his completed research revealed the following:

(i) A need existed for careful organisation and development of sports programmes, prior to planning the construction of facilities.

(ii) A lack of early and complete involvement of the health, physical education, recreation, sports and youth welfare activities existed in the Pradesh.

(iii) A disinterest and lack of knowledge on the part of health, physical education, recreation and sports and youth services regarding facility planning existed.

(iv) Late recognition of facility needs resulted in inadequate planning time for the careful development of sports and physical activities.

(v) The desire to obtain facilities quickly tended to result in the limitation of important considerations and procedures.

(vi) Insufficient care regarding selection of the architect appeared to be common.

(vii) The architect must clearly understand the manner in which the facility will be expected to function.

(viii) Adequate time to review and modify the architectural drawings and specifications was important.

(ix) Groups and individuals involved in planning did not always have a clear understanding of their roles and responsibilities.

(x) A lack of communication and co-operative effort existed between the various sports department personnel that need to be involved in planning health, physical education, recreation and sports and youth
welfare facilities.

(xi) The locations of a facility strongly influenced use.

(xii) The use of educational consultants may be helpful when no qualified person exists on the State Sports Department.

(xiii) Physical activities were sometimes prone to imitate existing facilities rather than to develop facilities to satisfy their particular needs.

(xiv) Facilities were designed without sufficient consideration of the policies and procedures for their operation and use.

(xv) The Sports Director, as the key figure in facility planning, should be closely related to the health, physical education, recreation and sports and youth welfare activities.

(xvi) A well defined and publicized programme that shows realistic and worth while goals tended together favourable support.

Mathur and Kohli (1973) conducted a study of schools administration. The authors concluded that without formal organisation, based on sound and well accepted principles, a school would fail to perform its assigned task for imparting good education to the children.

Dreidame (1974) conducted a study on “Organisation and Administration of Women’s Inter-Collegiate Athletic Programme in the 1973-1974 AIAW Active Member School”. The purpose of his study was to determine the current organisation and administration practices in Women’s inter collegiate athletics and found that 50 percent or more directors perform various tasks which include schedules of contents, consult coaches before scheduling, attend scheduling meetings, make and verify all arrangements, send and receive contracts, publish schedules, administer the budget, inform about the expenditure, schedule facilities, arrange for transportation, supervise all publicity, and maintain medical records. He also found that women’s inter collegiate athletic programmes were greatly under financed.
According to Hicks and Gullet (1975) organisation in systems composed of many sub-systems of functions in an environment. One of the most important of these sub-systems is management to integrate their other systems so that they are compatible with its goals. To do this, manager must understand how and why an organisation functions.

Doland (1977) undertook an investigation to study the functions of athletic directors in selected institutions of Higher Education of Louisiana State University and its Agricultural and Mechanical Colleges. The purpose of his study was to determine the role and status of athletic directors in selected institutions of higher education. Specifically, the study was concerned with personal and professional characteristic of athletic directors as well as their duties and responsibilities. From the results of his investigation he found that the most important task of an athletic director was supervision of various sports programmes, and it was the duty of the athletic director to make the programme successful.

Arnold (1978) is of the view that development of powers results in better management of programmes. He further opines that decision making can be vastly improved if the top administrator makes fewer decisions. Middle and lower management levels have more time to give adequate consideration to the influencing circumstances and they are sometimes better informed on the specifics that should effect the decision.

Stratton (1978) conducted an investigation to survey the physical education teachers professional preparation, available facilities and activities included in adapted physical education programme in the AAA Secondary Schools of the State of Tennessee. His study focussed on the professional preparation of physical education teachers, available facilities and activities included in their present programmes and found that facilities in the schools were not appropriate. According to the results of his investigation he made several recommendations.
which are as under:

1. Appropriate facilities should be available to accommodate the various adopted physical education programmes.
2. Additional personnel should be provided to adjust the teacher-student ratio.
3. The physical education teachers should attend workshops and clinics related to their subjects.

Eggert (1978) undertook an investigation to study “Coaching Success in Women’s Athletics: The Relationship of Selected Factors in Preparation of Coaches”. The purpose of his study was to analyse the professional preparation of coaches of women’s inter collegiate athletics teams affiliated with AIAW in relation to their win and loss records for one year. Results of his study revealed that coaches with greater number of years of coaching experience were the most successful in terms of the win/loss records.

According to W.H. Dyburn. Organisation simply means the practical measure which we take to ensure that the system of work we use will be of greatest possible assistance in carrying out our aim and greater benefits to our children.

Anand R. L. (1979) studied about the minimum physical facilities for playing at different levels, i.e. on school level, on college level, on University level. He also wrote about the minimum physical facilities required at village level, at Talluka level, at District level, at State level and National level.

Cowden (1980) has done a study on in-service Training Programme Implementation in Adapted and Development Physical Education. The purpose of the study was two fold-to originate and develop in service education, workshop ADPEO and determine the suitability and effectiveness of the workshop. In order to demonstrate the effectiveness of such workshops however, it seems desirable for training sessions to be limited to a personnel having similar job responsibilities.

Tanered (1980) conducted an investigation on “An Assessment of
Management Policies and Procedures of Sports Centres in England" and found that when policies and procedures were related to the management of personnel, organisations, finance, scheduling, etc., the managerial functions could be performed with more effectiveness and efficiency.

Bo-Linn (1980) in his study shows that the findings from the current research may be used as future guidelines for developing useable strategy for implementing successful technological changes in academic settings.

Krishnamurthy and Paramswram (1980) in their study emphasised that the success of a sports programme implementation depends upon the type of resources and the facilities that are at the disposal of physical education personnel which can be reorient to the needs of the society so as to achieve the optimum utilisation of available resources.

American Management Association Workshop Notes on Time Management (1981) - a group of educational administrations attempted an analysis of time factors with real practices. They reported that delegations of certain responsibilities and re-allocation of time areas required to achieve the priorities of organisation. They emphasised that the time allocation should be in accordance with priorities of one's responsibilities, hence each administrator must go through this kind of analysis so as to improve the time management.

Green (1981) in his study of the leadership style of coaches suggests that coaches and administrators need to be sensitive to their potential influences on the personnel and social development of those participating in athletics. It also suggests that coaches should utilise a "both/end approach" towards directing their teams. Both authoritarianism and democratic procedures are needed for the athletics if one is to receive maximum benefits through his/her participation in sports.

Rowen (1981) conducted a study on the management of college and University foot-ball coaches and found that successful coaches spent more time
on planning, preparing procedures and methods, using instruments, tools, charts
and inspecting forms, than did unsuccessful coaches, to a significant degree.
Successful coaches spent less time discussing players than did unsuccessful
coaches. It was also found in this study that experience played a greater role in
planning. Longer stay as a football coach coupled with increase in age leads to
success of the coach.

Jose (1982) undertook an investigation to study the duties of sports
administrations in selected Brazilian Sports Associations with implication for
professional preparation and found that the administrators performed 91 duties
in terms of performance independently, co-operatively as on a delegated basis.
He also investigated what type of difficulties the sports administrators faced in
performing their duties. In his investigation he also identified reasons for the
difficulty in performing their duties.

Melelha’s (1982) Study focuses its attention on Brazilian Administration of Sports. The study recommends that more emphasis should be placed on
academic background in physical education and sports and on related curricula
and experiences in administrative managerial procedures.

Hood (1983) in his study “Administrative Structure of Post-Secondary Athletic Departments” highlighted the means for collecting money from different
sources. From the results of his study he concluded that money plays a vital role
in the success of any programme. He found that for most departments, the
institutions general budget was the major source of athletic funds and coaches
and athletic directors were generally responsible for the budget preparation.

Jofferies (1983) conducted an investigation about the youth sports in
the Soviet Union. The main purpose of his study was to examine the organisation
and administration of youth sports in Soviet Union and to examine the phenomena
of sports in Soviet cultural life. From his investigation he found that:

1. Sports committee of U.S.S.R. had total responsibility for implementation
of all national sports policy.

2. Responsibilities of various subordinating governmental and public authorities in the organisation of sports.

3. The Soviets retain their talented athletes as coaches.

4. Coaches are highly qualified.

5. The Soviets have brought sports to the people.

6. Facilities are available locally.

7. Participation is free and talented athletes are awarded every opportunity to develop their abilities to the highest level.

According to Jenson (1983) in general sense, the administrators are responsible for providing effective and constant leadership for those activities needed to reach the organisation's goals. The function, the administrator performs to accomplish this can be grouped into the following categories: (i) Planning (ii) Organisation (iii) Staffing (iv) Directing and Controlling.

Jenson and Clark (1983) proposed the following definition of administration, “the administration process is the way an organisation is working with people makes decisions and initiates action to achieve its purposes and goals.” Administration has also been defined as a means of bringing about effective co-operation activity to achieve the purposes of an enterprise.

Swansan and Territo (1983) have defined that the basic rationals of existence of organisation is that they do those things that people are unwilling or unable to do alone and the rational co-ordination or activities of a number of people for the achievement of some common explicitly purpose or goal.

Jenson (1983) has described the administration in the following way; “A meaningful way to describe certain aspect of administration by use of the term management. Every organisation or business must be managed and if it is managed well it stands better chances of success”.

The researcher could come across only the above mentioned studies
related to the present problem. There have been attempts to conduct investigations on these aspects in foreign countries (e.g. Marshall 1970; Gans 1972; Partela Suarez 1974, Fitzgerald 1974, Station 1972; Miller 1983; Jefferies 1983;). However, they bear no direct relevance in the Indian context due to the fact that there are vast differences in India and foreign developed countries with respect to the social and economic conditions. Further, the criterion of minimum physical education facilities in the developed countries is considerably higher than conceived in India. Owing to this reason the studies conducted abroad on the said aspect have not been discussed in detail here.

Frishby (1984) conducted a study on the organisational structure and effectiveness of Canadian National Sports governing bodies. He has concluded that to acquire more financial resources were also successful at achieving the goals of performance excellence.

Bhullar and Chinna (1986) in their study stated that systematic research has not been conducted in the various aspects of physical education. They found that research efforts in the North Western part of India in the area of physical education have led to the lopsided development. They further observed that major areas like administration of sports leadership roles, physical education, culture etc. have not been touched at all.

Kamlesh (1986) in her study opined that physical education is dependent on pure sciences as well as on social sciences for developing its methodology for systematic research in the area of sports and physical education.

Chinna (1987) undertook an investigation to study the organisation and working of sports departments in Punjab. According to his viewpoint the objectives of physical education and sports cannot be achieved without an efficient and dedicated administration and persons who man its various positions. On the basis of his study he concluded that there were so many factors responsible for the moderate performance of players in various competitions which included.
(1) Poor quality of sports infrastructures like sports complexes and equipment.

(2) Unimaginative frequency of coaching camps.

(3) Shorter duration of most of the coaching camps.

(4) Political, administrative and individual considerations for selecting participants for camps as also for making selection for competitions.

(5) Group rivalries among coaches and sports officer.

(6) Poor quality of diet.

(7) Irregularity in participation by players.

Singh (1987) highlighted planning and need of different playing facilities in his paper “Sport Infrastructures in Rural and Urban Areas”. He specified about the need of minimum physical facilities required at National, State, Districts and at Taluka level.

Government of India’s Seminar on Physical Education for State Inspector (1989) revealed that the basic problem of research in physical education in the country invited the attention of the government as early as 1959. It was during this year the Ministry of Education convened an all India seminar. One of the major recommendations of the seminar was that there should be National Research Council of Physical Education which should be responsible for giving proper direction to the development of theory and practice in physical education.

Fleming (1989) in his study “The Impact of Promotion, status and Ethnicity on Perceived Behaviour characteristics indicated that promotion status and ethnicity independently have an effect on perceived behavioural characteristics. However, the most striking of the findings was that it is largely the interaction of promotion status and ethnicity which influences the perception of the behavioural characteristics of the successful and unsuccessful low income and minority students.

Zeigler, Earle F. (1990) in this article hypothesized that. (1) the field of
sports and physical education is only minimally professionally based on its
disciplinary development, (2) the field has not yet appreciated the need for the
promotion and implementation of total system concept, and (3) the opportunity
will not be available indefinitely for evolving profession to take a holistic view
that could result in achievement of this profession.

Markavitch (1991) conducted an investigation of Leadership behaviour
in schools. The results indicated that expert power and facilitative decision making
were the favoured leadership behaviour whereas coercive power and authoritative
decision making were least favoured. Behaviours reported as the most changed
over recent years were due to increased facilitative decision making and increased
use of expert power.

Nagargoje (1991) undertook an investigation to study the physical
education and sports facilities available in junior colleges of twin cities, Hyderabad
and Secunderabad in Andhra Pradesh. He concluded that the physical education
facilities in the Junior Colleges of twin cities were not adequate.

Golden’s (1992) study indicates that formal programme of new teacher
support works best in environments where organisational structures provide
opportunities for teacher interaction and independent relationship.

Sharma (1992) conducted a study to investigate the physical education
facilities in the colleges and university of Himachal Pradesh. He found that in
majority of cases in level of physical education facilities was well below the desired
degree.

Sharma, Sominder P. (1995) conducted a study to investigate the
Organisation and Working of Sports Academic Wings of Sports Authority of India.
He concluded that the present organisation structure is more centralised, coaches
have no say in administration. There is duplication of work, no proper co-
ordination among administrator, scientists and coaches. Coaches are dissatisfied
with the programmes and polices of the academic wings.
The review of related literature indicates that no significant attempts have been made in India to undertake studies for investigating the organisation and administration at different levels. Some hue and cry is made by the authorities, in the press and other concerned persons with regard to the low standard of physical education and sports in India, when the Indian athletes fail to come up to the desired level in International sports meets. But, this lasts for a very short period and after that things start happening as they were.