Chapter-II

REVIEW OF RELATED LITERATURE

The investigator before finalising the report on the review of the literature for this study went through the guide to reference materials, encyclopedias, dictionaries, dissertations, sports association documents, newspapers, journals, magazines, books and computer generated reference materials. After going through a number of primary and secondary sources of information, the researcher found that administration and sports was an important area to be concentrated as it leads to well constructed organisation and its efficient functioning. Though it can never be under taken in isolation of the work that has already been done on the problems, which are directly or indirectly related to a study proposed by the researcher.

While contemplating to take up the case study of Padmashree S. Balbir Singh, the investigator took advantage of the knowledge which had accumulated in the past as a result of constant human endeavour, serious and scholarly attempt was made by the investigator to study the research journals, books, dissertations and thesis.

The administrator or manager employ certain process to carry out different functions to get the activities efficiently completed. Fayol (1916)
described five functions in his book, "General and Industrial Management". They are planning, organising, commanding, coordinating and controlling.

Henry Fayol (1949) the father of Industrial management states that the distinction between management and administration is misleading. Both management and administration require planning, organising, coordinating, command and control.

Terry (1960) in his book "Principles of Management" indicates that there are four fundamental functions of management. They are planning, organising, actuating and controlling.

Gross (1964), states that each and every organisation has its own purpose. Gross has summarised the purposes of various organisations and brought under seven categories:


Ingram's (1964) study was on J. F. Williams who was a popular physical educationist in United states of America during 1960. The study was primarily concerned with biographical material and covered the subject's early

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life, emotional background, professional life, and recreation to the extent that personal and documentary sources were available. The procedures followed in developing the biography were described and recommendations were made.

According to Garrette (1964), all have many characteristics in common to some extent, people are energetic, friendly, stingy and stubborn. But degree to which people exhibit these personality traits and their inter-relationship vary distinctively from person to person and it is the integration of our personality which constitutes our distinctive style and serves to set up off from other people. Personality assessment has always been an era of interest to psychologists. In recent years, the study of personality of athletes, coaches, administrators and spectator has become a popular sports research.

Personality traits are distinctive ways of behaving more or less, permanent for a given individual and depending on both native and environmental factors. Traits are regarded as fundamental units of personality. These traits are neat and sufficient ways of describing multifold aspects of behaviour. In many respects, they offer the most useful approach to personality study.

McKeon (1966) used all available material concerning Arnold, his family background, his professional activity since 1888, and the evolution of Arnold college for Hygiene and physical education from its origin as the
Brooklyn National School of Gymnastics were analysed in relation to changes in American society, education and physical education from the civil war to 1930. Arnold was a dominant factor in establishing admission requirements and curriculum contents for physical education through his leadership on National committees. He also had considerable influence on the Connecticut state Assembly which made physical education mandatory in the public schools of Connecticut.

Peterson (1969) analysed professional career of Dorothy S Ainsworth. The data for this study was obtained from the literature and from interviews with more than 50 people from all over the world. S. Ainsworth was president of six national and international organisations and received recognition from four countries. She also created a graduate course for teachers at Smith College.

Hotchkiss (1971) depicted the personal and professional contributions of Michael Peppe to physical education particularly to aquatics. An important dimension of the professional aspect of the study was achieved through personal correspondence with Ohio State Swimming Alumni, opposing coaches of the Peppe Era, and International swimming and Diving representatives from around the world. The compilation of this material, with secondary sources material, was an exciting educational opportunity and allowed the scholar to pull together information that were beneficial in his vocational speciality of aquatics.
Pennington (1972) presented and interpreted the life and professional advances of Frederick Rand Rogers. The patterns of his professional work were examined in relation to thought and practice in education and physical education during his professional career.

Herman's (1973) study was the biography of Prince Elmer Shotwell's Contributions to Texas Inter-scholastic Athletics, to the university Interscholastic League and to the Texas High School Coaches Association. Data for this life study was from both primary and secondary sources, and human documentary as well. Shotwell's personal file and scrap-books were used extensively and supplementary data came from biographical data forms and tape-recorded personal interviews. The study includes biographical data of Shotwell's youth, educational background, marriage, and his endeavour in the teaching and coaching fields.

Peter's (1973) purpose of study was (1) to investigate the life and contributions of Robert John Herman Kiphuth to Yale Swimming, Inter-collegiate swimming, AAU World swimming, both as coaches and administrator, (2) to give recognition and insight into the ideals, beliefs, and practices of professor Kiphuth, (3) to determine the significant contributions Kiphuth made to Yale University in terms of its athletic and physical education programmes and (4) to examine his personality and its influences upon other people. The author conducted tape-recorded personal interviews with
professional associates of Robert John and made use of available documentary evidences.

Lumpkin (1974) study was to investigate the contributions made by some women towards the development of competitive tennis in the United States of America (1874-1974). Former players such as Hazel Wightman, USLTA officials, and other involved with tennis as well as tennis record player's biographies, and tennis periodicals obtained from the USLTA and the national Lawn Tennis Hall of Fame contributed the historical information for this study, was fully acknowledged and recognised. Tennis was one of the early competitive sports offered and allowed women in colleges.

Mintzberg (1975) suggested that management could be described in terms of roles managers play in their day to day's activities and he identified ten roles of managers under their distinctive categories. They are interpersonal role, informational role and decisional role.

The formal position of the manager involves three interpersonal roles. They are (i) figure head, (ii) leader, (iii) liaison.

i). The figure head role consists of ceremonial duties in which manager represents the organisation in public functions. In the leader role, the manager supervises and motivates subordinates.
In the liaison role involves the establishment and maintenance of contacts outside the department, unit or group.

ii) Informational roles: The interpersonal contacts emerging from these three interpersonal roles enable managers to become the nerve-centre of their groups, because of the amount that flow through them. This informational base leads to three more roles of the manager (a) monitor (b) disseminator (c) Spokes person.

In the monitor role, the manager consciously seeks information from within the unit as well as from outside of it. At this point, the manager, passes into disseminator role as relevant information is passed on to subordinates while inspokes personal role, a manager involves in lobbying for unit and justifying what goes on within the unit or the organisation.

iii) Decisional roles: Mintzberg described four decision making roles of the manager. They are: (a) entrepreneur (b) disturbance handler (c) resource allocator and (d) Negotiator.

As an entrepreneur, the manager brings in novel, new and innovative projects with a view to enhancing the viability and effectiveness of the organisation.

It is through the monitor role as described above that the manager provided the background information for these new projects.
The disturbance handler role involves handling the problem arising out of changes and pressures, which occurred beyond the control of the organisation. He takes spontaneous and suitable decisions to bring the situation under control.

The final role is negotiator. He settles the issues and disputes that exist among employees and outsiders.

According to Barrow (1977) leading has been defined as interpersonal process of influencing members towards organisational goals. The manager should have working knowledge of motivational process of individual or group to carry out their specific assignments efficiently. Leading focuses on interpersonal interaction and reciprocal influence between the manager and the subordinates. Managing human components is the most important task of the manager.

The evaluation process measures the performance of the organisation as a whole or various units and individuals and compares the standard set in the planning process. It helps the manager to reorganize the working group with the change in the leadership, organisational structure and communication pattern to achieve the desired goals.
According to Robbins (1976) the two terms management and administration is synonymous and the perceived differences between the two terms are neither consistent not significant. In the field of sports, number of authors have chosen not to make a distinction between the two terms.

According to Cattell, Eber and Tatsuoka (1976), the 16 PF Questionnaire consists of scales carefully oriented and groomed to the basic concept in human personality structure research.

The 16 PF test firmly based on the personality sphere concept, a design to ensure initial items coverage for all the behaviours, that commonly enters rating and the dictionary descriptions of personality. The 16 PF Questionnaire locates unitary independent and pragmatically important 'source traits'

By source traits, we mean factors affecting large areas of overt personality behaviour, such as intelligence, emotional stability, super ego strength, surgency and dominance.

The 16 PF Questionnaire constitutes, the quickest way of measuring primary personality factors yet worked out and have demonstrated comprehensiveness and good predictive capacity in relation to every day life in criteria in applied psychology.
Roberto (1981) studied the life and career of Jose DE, J. Clarke Flores. More emphasis was given on leadership qualities in sports and the most important contribution was at national and international levels. Questionnaires, personal interviews and documentary evidences were used for obtaining necessary data for this study. After analysing the data, he classified his life, and the contributions under his early life, education, professional life as a military man and an engineer during his 27 years of involvement in the field of sports. Jose DE, J. Clarke Flores first became a successful leader in sports in Mexico and then became a more popular leader in sports in whole American Continent.

Marry (1981) in her study on the famous basketball coach John Robert wooden high lighted his basketball career in teaching and coaching terms. She used Questionnaire, personal interview with coach Wooden, his former assistant coaches at University of California, reports and department files were used as tools of collecting data. The following were the important results of her study: (i) Wooden started teaching and coaching basketball at school level and eventually at college level (ii) He had an outstanding basketball career at Prude university; (iii) in his 40 years of basketball coaching, his teams won 885 games out of 1088 games; (iv) his VCL teams won ten national collegiate Athletic Association championships and (v) he received numerous honours as a player, a coach and a citizen.
Jonathan (1984) presented and interpreted significant data regarding life of Eugene Lusx Robert, yielding new meaning and conclusive interpretations about his personal and professional contribution. An extensive review of literature and the usage of the data collecting methods, personal interview and biographical data comprised the primary source of data. An examination of textbooks, newspapers and journal articles, and historical records, constituted the secondary source input. The data was compiled, classified and interpreted according to the purpose of the study.

James David’s (1986) study was designed to compare selected characteristics of more successful adventure leaders with those of less successful leaders. Hypothesis were started from the null prospective, thus predicting there would be no significant difference in the leadership opinions, personality characteristics, vocational/leisure interests, age, education, experience and gender of more successful leaders when compared to less successful leaders.

Three standardised instruments were used in this study, the leadership opinion questionnaire, 16 personality factors and strong camp bell interest inventory. Additional data were gathered on status, degrees earned, developmental environment, educational level and age. The subjects were 17 leaders (10 males and 7 females) employed in the summer of 1985 at the Wilderness School in Goshen city.
Students at the Wilderness School were described as "troubled". A special questionnaire was used by the W. S. administrators to evaluate the leaders performance. Five categories were created for the analysis of leader competency. (1) Professional/Administrative, (2) Teaching, (3) Safety/Technical, (4) Interpersonal and (5) Overall Evaluation.

Analysis of variance, Pearson 'r' and 't' test were used to analyse the data on the basis of their evaluation, the leaders were divided into two groups, Good and Outstanding.

Radhakrishnan (1987) undertook the case study of Miss P.T. Usha. The purpose of the study was to evaluate progress and achievements on the Golden Girl- P.T. Usha in Athletics and her contribution to the field of athletics in India. The Investigator followed interview methods and studied P.T. Usha, Mr. Nambiar her coach, and her parents. News-papers like Malayala, Manorma, The Hindu, the Indian Express and the Sports Star were referred. It was found that P.T. Usha is the only Indian athlete who had won four gold and three Silver Medals in the Asian Games which was dominated by the Japanese athletes during that period.

Woodworth and Margnis (1988), while discussing personality traits indicates that a personality is some particular quality of behaviour such as cheerfulness or self reliance which characterises the individual in a wide
range of his activities and is fairly consistent over a period of time. The total personality would be the sum of these traits, except that, it is more than a mere sum of separate qualities. It has some unity. Many traits are recognisable only in social and interpersonal characteristics of the individual.

Woodworth and Margnis further states that out of enormous number of traits, many come in pairs of opposite, as cheerful gloomy masterful submissive kind-cruel. Psychologists by using pairs of opposite head, identified names of hundred of possible dimensions, but they were not wholly different. They found that many dimensions over lapped and they reduced them to smaller number by applying correlation method. The method of correlation, applied to the results of rating questionnaire and test, researchers have synthesised the multitude of primary traits into smaller number of primary traits. There are twelve primary traits that are relatively independent, having very low correlation with each other.

According to Cratty (1989) a leader is a person who enhances the possibility of attainment of group goals. A leadership may be viewed as a transaction between the leader and group. The transaction involves an implied interpersonal contact. The followers agree to bestow authority upon an individual. In return, the leader agrees to help the group to attain one or more objectives of the group.
Sivaramakrishnan (1989) while studying Sunil Gavaskar’s life, career and contributions to cricket, has extensively used in his methodology, (a) Interview technique, (b) opinion Questionnaire, (c) Cattell’s 16 Personality Factor Questionnaire (A Form), personal visits, reading from literacy sources, journals text books, research reports etc. This has been a source of great assistance to the investigator to follow the appropriate procedure in formulating this study.

Charles Inbarajan (1989) undertook the case study on Mr. V.J. Phillips who was an Indian hockey player. The purpose of this study was to reveal tremendous impact of VJ Phillips on India field hockey. The investigator conducted interviews with VJ Phillips and his family members, Kalayana Sundaram, hockey Coach and physical Director of ST Thomas Mount High School and also referred to published materials and photographs. It was revealed that Mr. Mani of ST Thomas Mount Club was the source of inspiration for VJ Phillips to achieve higher standard. VJ Phillips as a member of Indian Hockey team secured a Gold Medal and selected for World XI and because of his excellent performance, he was awarded with "World Cup Hero", by the International Hockey Federation.

Raymond Earl (1992) studied the life and professional career of John William Heisman, the famous football coach of United States of America. His study was to present the biography of John William Heisman, his contribution
in terms of his influence on football, his professional philosophy through critical analysis of his writings, personal profile of early coaching. He used historical, biographical, analytical and imperative methods. Documents interview with persons who were closely associated with Heisman, family members, players and coaches were also made use for collecting data. All the available materials were carefully scrutinised and analysed to ensure that only pertinent information were taken for consideration. The following were the important findings of this study:

(a) John William's Heisman was born in Cleveland, Ohio on October 22nd 1869. His family moved to Titusville Pennsylvania when he was nine years old. He was graduated in Law in Pennsylvania university.

(b) His coaching profession began in 1892 in Ohio.

(c) He was known as intellect and innovator of the game.

(d) He was one of founding fathers of American Football Coaches Association and he was its second president.

(e) The famous football trophy "Heisman Trophy" was instituted to honour his contributions for the game of football.

Reddy (1993) undertook a case study of Pothan Mathews Joseph. T. a pioneer - Physical Educationist in India. He studied the personality traits of Joseph, his philosophy and ability as a teacher and administrator. RB Cattell's 16 personality factor analysis Questionnaire was used to assess the personality
traits of Joseph. A standardised opinion rating questionnaire was developed and mailed to his contemporaries, student and physical educationist to assess his philosophy, teaching and administrative abilities. Interview with Joseph and leading physical educationist in India, department records and files were used to assess the contribution of Joseph for scientific physical education in India and the honours conferred on him.

Cheng Chih-fu (1993) in his study to determine the competencies necessary for the successful management of sports organisations and transit the skills and knowledge requisite to assuming leadership and management role of sports for an educational curriculum design in Taiwan. Three hundred and thirty four sports manager in Taiwan, Republic of China served as the subjects for the study. The research instrument, "Survey of Management Practitioners" was administered. One way analysis of Variance (ANOVA), Chi square Test were used for analysing the data. Eight managerial competencies among sports managers in Taiwan were identified and a model curriculum of sports management from this study was derived.

Bijender Singh (2000) in his doctoral Thesis "Dronacharya Prof. Karan Singh, eminent physical educationist and Sports Promoter - a case study has studied his biography, educational and professional qualifications, his contributions in the field of physical education and sports. Prof. Karan Singh's personal performances as well as the performances and achievements of his
trainees have been highlighted. Prof. Karan Singh had the rare combination of being an outstanding sportsman and an excellent academician. "Hero of Rajasthan" represented India in the first Asian games 1951 held in New Delhi and won a gold medal in 4 x 400 m relay. Academically Master degree holder, professionally M.Ed (Physical Education) and Diploma in Coaching (Athletics) from the National Institute of Sports Patiala, made him a distinctive personality among physical educationists, coaches and sportsmen of the country. Till date he is the only male athlete in the country who won a gold medal in athletics in the Asian games as a student. This distinction is credit for Prof. Karan Singh, but a matter of shame for the one hundred million people of the country for not producing a single student athlete in 49 years to repeat this feat.