CHAPTER 7
CONCLUSION, EVALUATION AND SUGGESTION

While studying the Administration, Management and Organisation of the Indian test Cricket Centres with special reference to Nagpur, i.e. Vidarbha Cricket Association, this project is to be divided into 3 parts. The first part consists first 3 topics i.e. Introduction to the Subject, Purpose of Study and Organisational Structure of B.C.C.I.

The second part includes 4th, 5th, and 6th chapter. These chapters are, Administration, Management and Organisation of Nagpur centre, Income and Expenditure Analysis and Employment Consideration of Nagpur centre. And the 3rd part i.e. Conclusion, Evaluation and Suggestions on the topic of research.

Before drawing the conclusion and making the evaluation and suggestions, a review of the previous 6 chapters is necessary. This review may put some light and help in determining the approach of this study.

The first topic is devoted to the introduction of the subject. It elaborates the importance of the game of Cricket in India and how the game have occupied a central place in the
minds of the people. India is a Cricket loving country and thousands of people witness, hear or watch ball to ball happenings of international Cricket matches. Not only international matches but school level matches also pull thousands of spectators. Even media gives it same importance as of the political issues. For this country Cricket is not only the game of mass appeal and social contract but a means to unite the nation.

The game is evolved some where in Europe or in today's England. The first reference available about its evolution appears in the "Accounts of Wardrobe" for the twenty-eighth regional year of Edward I i.e. 1299-1300. The game developed in Common-Wealth nations with different pace, but the popularity and the degree of enthusiasm was the same. At present England, Australia, New Zealand, South Africa, West Indies, Pakistan, Sri Lanka and India [Zimbabwe is admitted to international Cricket Conference after 1992.] are the full members of the international cricket conference.

Indian Cricket has developed through patronization of the princes like Maharaja of Patiyala and Maharaja of Vijaynagaram. The Board for Control for Cricket in India i.e. B.C.C.I. was formed in the year 1927, but before that, India was admitted to International Cricket Conference in 1926.
At present India is having maximum number of Test Centres i.e. 17. This study is devoted to one of these centres, that is, Nagpur.

In the second chapter the purpose of the study is considered. The governing body i.e. B.C.C.I. and the state Cricket Associations have contributed a lot in the development of the game. The sports organisations are the social units which cater a particular need of the society. Sports and games play an important role in individual life and national life. Only through sports a country can make disciplined and responsible citizens, who are mentally and physically fit. The sports organisations serve the society by cultivating good habits in the youths. Our society has also accepted these Associations as important aspect for its own development. The following are the purposes of this study.

1] Development of the game

In this study the administration, management and organisation of V.C.A. for the period of 10 years i.e. from 1982-83 to 1991-92 is analysed. To become more authentic "Observation, Questionnaire and Interview methods" and "first hand and
secondary data " collection methods are applied which have brought accuracy to this study.

The third topic is devoted for the organisational structure of B.C.C.I. In the year 1971 the B.C.C.I. had accepted the principle of " one state one association " but it was made applicable for the new state units. At present the B.C.C.I. have 30 full members. These state associations are divided into 5 zones for convenience and conduction of the tournaments. These zones are as follows.

1] North zone
2] South zone
3] East zone
4] West zone
5] Central zone.

The membership of the B.C.C.I. is of two types, 1] Full members 2] Associated members. The Board has accepted committee type organisation. For various functions it has created different committees which are answerable to General body of B.C.C.I. As many as 13 committees are created to get the work done, like, working committee, selection committee, programme and fixture committee, etc.

The working committee is the governing body of the Board. The General body elects President, Secretary and other Office-bearers after every two years. The Board President is the
key post. He exercises overall superintendence on the affairs of the Board. The Secretary is the chief of the administrative staff.

The meetings of the Board are held for the smooth functioning and control over the game or affairs. The Board meetings are of two types, annual general and special general meeting.

The fourth topic considers Administration, Management and Organisation of Nagpur Centre. At present, there are 17 test centres in India. The jurisdiction of the Vidarbha Cricket Association is 9 districts of Vidarbha and its object is to promote, develop and control the game of Cricket within its territory. The membership of V.C.A. is classified into 3 types,

1] Patrons 2] Life members and 3] Ordinary members. It offers its membership to individuals and clubs. But the number of members on roll of Association is restricted to 1200 in case of individual members and 100 in case of affiliated clubs.

Being the democratic organisation it has accepted committee type of organisation for its functioning. The Association elects the President, Secretary, Treasurer, Vice-presidents and joint secretaries and members of executive committee and Selectors panel after every 2 years. The President renders overall supervision on the activities of the Association, where as
Secretary is the chief administrative officer. Various committees are appointed for different activities, which are answerable to the executive committee and general body.

A permanent reserve fund is created, to which all the membership fees is credited. In addition to, it 10% of the every years surplus is also deposited to it.

V.C.A. has developed the game of Cricket in its jurisdiction by organising coaching camps, tournaments for different age groups and by encouraging its affiliated units to conduct the matches and coaching camps at their headquarters.

In the 5th topic income and expenditure analysis of Nagpur centre are illustrated. Various heads of the income and their share in average income is calculated. Average 49.65% of the income comes from international matches, 16% from interest on deposit. The 50% of the average expenditure is incurred for the objects of the organisation whereas remaining part is contributed fifty- fifty by the heads establishment expenses and maintenance of property.

During the span of 10 years the income of the Association has gone up, minimum 622.87% and maximum 5209.29% in comparison to base year. The expenditure has also gone up to 1330% to that of the base years.
The fixed assets of the Association, in 1982-83 were of Rs. 9,20,503/- which have gone upto Rs. 71,79,784/- in the year 1991-92. Municipal corporation is compelling V.C.A. to pay taxes which is non-productive element, in the eyes of the V.C.A. authorities.

During the period of study, 9 international matches were staged on V.C.A. ground. The average surplus from international matches is Rs. 6,52,252/-. The total surplus is Rs. 58,70,275/- out of which Rs. 13,47,158/- are earned through test matches. This means only 22.95% surplus is earned through test matches and remaining 77% is resulted out of one day matches. 70% of the income of this Association is earned through international matches.

The 6th topic is dealt with employment generation made through its activities by V.C.A. or Nagpur centre. At present it has appointed only 3 part time employees in its office. Whereas 11 persons including 1 supervisor are appointed on the ground. The office-staff which is on part time basis earns Rs. 300/- to 400/- per month and devoting 2 to 3 hours per day. The groundsmen’s wage rate is Rs. 50/- per day. Non of these employees is confirmed but labour turn over is negligible. V.C.A. gives Rs. 3000/- as emergency loan to its employees and deducts
20% of their wages against the repayment of it. It does not offer any facility except 12 paid casual leaves to its employees.

Because of its activities, matches or tournaments a seasonal employment is created by V.C.A. i.e. Umpiring. To officiate various matches V.C.A. needs qualified umpires, who are paid Rs. 75/- to 100/- per day. That means a person can earn Rs. 3000/- per month. Then at the time of international match V.C.A. allots one temporary canteen per stand on rental basis. Each canteen earns average Rs. 10,000/- per day. The another opportunity which V.C.A. offers is for advertising agencies. It sales advertising rights to advertising agencies which resale different positions on the ground to business firms and can earn good profits.

The lions share in the development of V.C.A. is of its amateur workers. Without charging even conveyance they are devoting for the development of V.C.A..

The present topic i.e. 7th is devoted for evaluation suggestions and conclusion. The defects and drawbacks and problems in management and organisation are considered here and some suggestion are given for the improvement in functioning of this Association.
The districts are neglected most by denying voting right to them. The district bodies can not affiliate themselves to State Association, because they are not clubs. They do not have representation on the State Association, which governs them. This means, although V.C.A. is a democratic organisation it has denied the right of representation and vote to Districts which are under its control. Because of this, affiliated clubs and districts have no say in the functioning of this Association. This situation
has affected the development of districts. The districts are losing interest in the game and many enthusiastic workers and players have left the field.

The second defect is, being a democratic organisation, for every type of work a committee is formulated to take decision and to implement it. The biggest disadvantage of committee type organisation is delay in decision or indecision. Of course, committees of this unit do not remain indecisive, but some times decisions are delayed.

The another defect of this unit again lies in its constitution. It has two classes of members such as life members and ordinary members. Ordinary membership is to be renewed every year. This yearly renewal of ordinary membership create wastage of manpower, money and time. Because every year office staff has to send letters and reminders to the members to renew the membership. It consume time, money and manpower.

So, the biased constitution, committee type organisation and annual membership are the defects of the Association which remain in its constitution.

DRAWBACKS :- Though this Association has so far performed well, it has some lacunae or drawbacks, due to its place of location and limiting factor such as population and fancy for the
game in Nagpur city. The Association can overcome these drawbacks by systematic and planned efforts.

1] Limited number of Spectators :- Nagpur is a test centre having a population of 35 lakhs. The capacity of the stadium is near about 35 thousands. Because, the population of the Nagpur city is less, the door or ticket sell is adversely affected. Nagpur centre can not stage more than one international match in one financial year. Even the past record shows that additional matches have incurred negligible surplus or huge deficits. During the period of this study the history has repeated itself three times in this context. For example, the matches staged by V.C.A. against West Indies, England and Pakistan.

2] Lack of Regular Revenue Source :- The association has not developed any good revenue income source. Due to which it has to depend mainly upon its deposits and international matches for revenue income. It has not developed club house, restaurant, health club or terrace restaurant which may become a source of revenue income. In other major cities, the centres have developed these sources and are proved to be successful.

3] Undeveloped Districts :- The third and biggest drawback is, this unit has not developed its co-units, i.e. Districts. As many as nine Districts are governed by this Association, but none of them is sound enough to shoulder the responsibility of a big national
match. Because of this, the association has to arrange Duleep Trophy and Ranji Trophy matches at Nagpur. The District units are so weak that none of them has turf wicket. Allotment of national matches to the districts can shift little bit of financial burden off.

4] **Change in representatives** :- No panel was strong in this association for last 10 years. Because of that, it has changed at least four representatives to its parent body i.e. B.C.C.I. Due to this, the association has suffered immense loss in that, it has no man in executive committee of B.C.C.I., who has some prestige and say. The result is that, the parent body have not allotted some important matches which were due to it.

5] **Capacity of the Stadium** :- While comparing other test centres the capacity of this centre is very less. At present, it is just 35 thousand. Other centres are having sitting capacity well over 50 thousand.

**7.02] PROBLEMS OF MANAGEMENT :-**

1] **Paucity of funds** :- Though V.C.A. has developed itself in a very short period, it has to face some problems of funds. The income source of this association is international matches. Almost 50% of its surplus comes from international matches. And every year, every centre can not enjoy conduction of an interna-
tional match. But, it has to depend on international matches for revenue income, because it has not developed any other source of revenue income. Therefore, it faces some problems of funds.

2] **Players Organisation:** For last 10 years, the relations of V.C.A. governing body and players organisation are spoiled. The player's organisation has opposed the V.C.A. authorities on every possible ground, for their demands. Sometimes, even the matters were referred to the court of law. At quite a good number of times, the players organisation has brought stay orders from court. Though, at present, the inter-organisational relations are good, it has put some check on the development of the association and it has damaged the association upto certain extent.

3] **Municipal Corporations attitude:** Nagpur Municipal corporation and Nagpur Improvement trust is charging this unit for property tax. They have levied heavy taxes on this association, which, according to V.C.A. authorities is unproductive. V.C.A. Secretary said that in other cities the corporations have exempted the State Cricket Associations from property and other types of taxes, and where Associations are charged, they are in receipt of equal amount as donations from corporations. V.C.A. being a public trust, the corporation (the local government) should not impose these taxes on the unit.
4] Limited number of Amateur Workers :- Though the Association is having 1200 individual members and 100 affiliated clubs on its rolls, it has a limited number of devoted amateur workers. Just 30 to 40 persons are exerting for the development of this unit. To have optimum speed of development, higher active participation of more number of members is required.

7.03] RECOMMENDATIONS BY SPECIAL COMMITTEES APPOINTED FROM TIME TO TIME:-

Though the parent body of V.C.A i.e. B.C.C.I. is a well organised and strong central authority, it has not appointed any committee, right from its formation, to study the problems of the test centres. Probably, in the opinion of B.C.C.I., it is the responsibility of the state associations, to overcome the problems and establish itself, as self sufficient, independent and well developed units. Even the Government has no interest in the study of such strong social organisations. So, neither the government, nor the parent body, has appointed any committee to study and recommend or suggest any thing to these Associations.

7.04] SELF DRAWN CONCLUSION AND SUGGESTIONS:-
After studying the administration, management and organisation of this centre, the conclusion that can be drawn is that, it has developed itself with rapid speed during last 10 years. Because of its democratic pattern, it has some problems in administration and management, but due to very good leadership qualities displayed by the authorities, it has overcome it. As a independent organisation, it has created a very good batch of workers, having sense of belongingness and responsibility. The whole development which can be seen today, in this association, is a result of selflessness, sincerity and team spirit among the workers. Till 1975, the V.C.A. was also one of the sports bodies like many others in Nagpur. But the leaders have sensed and foresighted the changes to take place in the approach towards the sports and in particular to Cricket, and they have taken som good decisions, which have distinguished them from other sports administrators, to be respected as proficient. Of course, it has not done anything for the welfare of employees, players and co- units [Districts], but it is not because they were not aware about it, or they were reluctant to do it, but due to the paucity of funds and limited number of workers. They are planning for it in immediate future.

So, it can be said that, V.C.A. is a strong independent and sound organisation, which has developed speedly during the said period and will definitely prosper in the coming years. Like other organisations, some shortcomings are
there. The following suggestions may help for the all-round growth and development of this unit.

**SUGGESTIONS:**

1] The V.C.A. should create, permanent and regular revenue income source by building club house, cafeteria, restaurant, health club etc. This source will cater the organisation's need of revenue income through which establishment and maintenance expenses can be satisfied.

2] The association should construct commercial complexes. This construction work may help in raising some funds, which can be kept as fixed deposits. These deposits may earn interest for the association. Addition to it, if, it is let out for shops and offices, it will earn a sizeable amount as rent. So, it will be a regular and permanent income source for the organisation.

3] It should make permanent arrangement for displaying the advertisement boards, which can be let out on yearly basis, through which they may earn some rent regularly.
4] The association should discontinue the annual membership to avoid administrative delay, time and money spent on the collection of annual membership fees. This will also enable the association to raise a sizable life members fund which will be a permanent source of interest as income.

5] During the discussion with the Secretary of the Association, it is learnt that the sum of Rs. 41,000/- is outstanding against the name of ex-secretary in last 10 years and the amount is also exhibited in the Balance sheet, but either the sincere efforts have not been made so far to recover it or legal action taken as yet. So, it should try to recover the amount at the earliest.

6] It is observed from the analysis of international matches that the second match incurs loss or marginal surplus. So it is advisable to stage only one international match in one financial year.

7] It is also observed from the analysis of the income from international matches that if the incurred deficit is distributed over the span of all the 10 years, it comes to 5% of every years expenditure. Therefore, the association should set aside 5% of its income as reserve which can be served to meet the deficit incurred from national and international matches and will put the burden off from any particular financial year.
8] It should try to reduce its expenses on establishment which are almost 25% of the expenses of every year. It should be reduced to 10% to 15% of the total expenditure taking into consideration employment pattern.

9] From last 10 years it has not revalued its assets, it is advised to get the assets revalued which will reflect the true picture of the Association and be helpful for raising funds in future.

10] Even though it is not a commercial organisation, it has a sizable surplus every year with few exceptions. It is, therefore, expected that besides capital expenditure, the Association should spend at least 20% of its surplus towards the development of the game in its jurisdiction. The present expenditure on this head is very negligible.

11] Analysis of international matches made in the table no. 5.16 shows that the V.C.A. can not stage 2 international matches in any one financial year. Whenever they have tried to stage 2 matches in 1 year the second match either ran into losses or yielded a negligible surplus. So taking into consideration the size of population of Nagpur city, one international match can comfortably be staged in 1 year, but if 1 match is staged, the capacity of the stadium can not accommodate the prospective
spectators, hence it is advisable to increase the capacity of stadium from 35 thousands to 50 thousands.

12] Being a public body, the association should confirm the services of its employees. Because, only satisfied employees can develop the organisation.

13] It should start the schemes of employee's welfare like P.F. Group insurance etc. As a social organisation, it is its responsibility to look after its employee's welfare.

14] It should create a reserve fund for the welfare of the players, through which it can give away scholarships to promising and aid to needy players.

15] V.C.A. is a social organisation devoted for the game of Cricket. It is a non-profiting organisation functioning on democratic principles. Because it is working to cater a particular need of the society, it should not be taxed. But Municipal corporation has levied taxes on it. So, it should try to get the taxes waived out or exempted.

16] It should amend its constitution in such a way that number of individual members [voters] will be reduced, and affiliated clubs and Districts get the equal right and power to elect the executive committee. The district bodies should be made
members and one vote of the district should be made equal to 100 votes of the individual members. It will encourage the clubs and Districts, and they will start functioning in proper manner.

17] The apex body's strength depends on the support and strength of its fellow units. Therefore V.C.A. should try to strengthen district units. It should make available some funds for the districts and help them to raise funds for their activities. If the district units become financially sound, some national fixtures, can be shifted to them which may provide some relaxation to V.C.A.

18] The Association should build up a permanent force of amateur workers who are prepared to develop the game of Cricket at grassroots level. It should be a part of the planning of the Association to allot some funds in their budget for the coaching programme, spread all over the districts of Vidarbha. This will create the interest of the game among the school-going boys and will lift up the standards of the game in the region.

7.05] CRITICAL ANALYSIS:

Though various charts and tables are showing a continuity in growth and development, this organisation has not developed regular revenue income sources. Because of this shortcoming, it can not maintain a pace with time. The biggest
source of income for this association is international matches. No efficient organisation can rely on this source. It is not the characteristic of a proficient institute with insight of scientific management and administration. It must develop some source of permanent nature for regular income.

The major source of income for this unit is international matches. Though the statistics show that its average per annum earnings are around Rs. 9 lakh, the major portion of it is coming from international matches. The table no. 5.16 shows that out of 9 international matches, 3 resulted into deficit. If this deficit is distributed on the prescribed years, it comes around 5% of the per year expenditure. The organisation has not created any reserve or fund to meet such type of deficit. The creation of such fund will be proved helpful in the future to compensate the losses from international matches. Such reserves reflect the economic soundness of the organisation.

During the discussion with the Secretary of the Association it is learnt that the sum of Rs. 41000,- is outstanding against the name of Ex-secretary, from last 10 years. This amount is also exhibited in the Balance Sheet, but either no sincere efforts have been made so far to recover the amount, or no legal action has been taken yet. This shows the indifferent attitude of the executive committee towards the trust fund. The efficient management would have recovered it immediately,
because even if the amount would have been invested in the fixed deposits with banks, it would have been doubled by this time.

The constitution of this association itself is biased. The districts which it governs and the clubs which are affiliated have restricted rights. The number of individual voters is 1200 and each individual enjoys one vote. The number of affiliated clubs is 100, and they also enjoy one vote each. The district bodies can not be affiliated to it and hence they do not have a right to vote. The district bodies are not even the members.

The number of individual members is more than the number of affiliated clubs. The constitution has made the provision to elect 5 representatives from the club representatives on the executive committee. But other 7 members are elected from the individual members and they form the majority. Thus the club representatives have to accept the decision of the majority. The district bodies have no right to express or present themselves in the general body. This right should be given to the districts. Because of present situation, the cricket activity in districts is almost stopped. The players are nervous and if the Association does not take proper steps to develop districts, then either the Cricket there will die or these units will revolt against V.C.A.

It has not confirmed the services of the employees so far. The services should be confirmed in immediate future and
the schemes of employees welfare like P.F., Group insurance etc. should be started. Unless and until the association does not give some status to its employees, it can not be called as sound and social organisation.

To be frank, the assets of this unit have gone up to 90 lakhs during this period. Increase in the assets is the only measure available to scale its development. In fact, during these 10 years, it has constructed the stadium only. Simultaneously, if it would have developed some earning source, it would have provide regular income for the maintainance of the stadium and premises. If the Association does not get any international match in next two years, then the governing body may find itself very short of funds. Although it is hoping the conduction of at least 4 international matches in next two years, one can not forecast about the earnings. It may earn surplus or it may not. Therefore, it is repeatedly said in this study, that it must develop a regular or permanent nature income source.

Though the organisation has developed itself during the last 10 years, it is just a mile stone. Though the hypothesis stands true it has to cover long distance to become economically sound, independent and well developed organisation in future.