CHAPTER IV

ORGANISATIONAL STRUCTURE OF SPORTS ACADEMIC WINGS OF SPORTS AUTHORITY OF INDIA

4.1 Introduction

In the primitive society there was very little formal organisation and supervision. Solution of problems in daily life demanded some sort of decision-making and supervision mainly in family matters. However, leaders appeared in larger numbers as the structure of society community expanded, in the field of economy, religion, social system etc. The army and the church are examples of organisations that were established.

Organisation is a universal phenomenon. The history of organisation is as old as the human society. The success and effectiveness of an association depends upon organisation. The Concise Oxford Dictionary defines the word "organise" as "frame and put into working order" (Awasthy and Maheshwari, 1989). Different schools of thought have defined the term "organisation" differently. To the structuralist, it is formal constitutional entity possessing a form considering the people as raw material. To the sociologist, organisation implies a study of
interaction of people, the classes or the hierarchy of an enterprise. To the functionalist, practical administration and top executive organisation is interlocking and inter-connection of different segments and parts of the whole in order to produce combined effort in most coordinated fashion to accomplish the desired, concisely selected goals and objectives. For the social psychologist organisation means the process of action, prediction of the behaviour of the participants.

Organisation is found everywhere and at all the times. No one can even imagine a peaceful and orderly life of community without organisation and no institution can effectively work without it. With the increase in activities of the state necessity and complexity of the organisation in recent times have been increased considerably. Soundness of the organisation and its techniques determine the efficiency of administration. The effective utilisation of people in organising human efforts has always been a pressing problem.

The organisation plays a vital role in proper planning development and growth of any programme. It consists of personnel who aim at achieving the objectives for which a particular programme is started. As such it provides necessary equipment work.
An organisation is a group of persons working together in a division of labour to achieve a common purpose. The definition fits the wide variety of fraternal groups, clubs, volunteer organisations, business and government. Large number of people, too many to have intimate face to face contact with each other, and engaged in a complexity of tasks, relate themselves to each other in the conscious, systematic establishment and accomplishment of mutually agreed purpose (Pfiffner, John, 1961). It is a combination of manpower, material, tools, equipment working, pace etc. brought together in a systematic and effective correlation to achieve some desired goal. Administration is the force which leads, guides and directs organisation in the accomplishment of pre-determined goals. It consists of individuals whose primary goal is the achievement of the objectives and goals for which it has been set up.

Organisation consists of individuals and small groups as an arrangement of their elements into larger collectivities. Each of these elements may not have one but many goals. Further it is more than likely that these goals are not identical, in many instances dissimilar and in some relatively few cases are actually in opposition (Litters, Joseph, A., 1963). Organisation
can be simple or elaborate depending upon the size and magnitude of the undertaking. Where the job on hand comes to a single institute or is of moderate size, it will be simple and perhaps fully managed and controlled by single individuals. Where the institution is large, where large number of people are to be cared for, where large funds are available, more persons will have to share in the work and the organisation becomes more elaborate; when many schools, department or state is involved, the organisation becomes very elaborate and complex and the duties will have to be shared by many persons properly coordinated (Joseph, P.M., 1963).

Thus the organisation is the systematic bringing together of the inter-dependent parts to form a unified whole through which authority, coordination and control may be exercised to achieve a given purpose (Alvin, Brown, 1974).

By this we mean a planned system of cooperation, cooperative efforts in which each participant has a recognised role to play and duties and tasks to perform. One basic feature of organisation is that they are relatively permanent social entities. These attributes allow organisations to continue their existence and operation while changing top managers. It is thus
continuity that allows us to better predict what an organisation might do even though the key personnel may change.

Another underlying characteristic of organisations is their goal-oriented nature. Organisations are designed for a purpose and much of the behaviour within and between organisation's overall goals may at times work cross-purpose, but goals remain an integral part of an organisation (Oxford Advanced Learners' Dictionary, 1974).

Different writers have highlighted different aspects of organisation. According to J.D. Mooney "It is the form of every human association for the attainment of common purpose". Mooney explains his definition further and indicates dual relationship, on one hand to the people who create and use the process and on the other, to the aim or object of the process (Mooney, 1974). For L.D. White, "It is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibilities (L.D. White, 1968). Joseph L. Massie defines it as follows: the structure and the process by which cooperative groups of human beings allocate its tasks among its members identifies relationship and integrates its activities
towards common objectives (Joseph L. Massie, 1964). For Herbert Simon and his collaborators, "this means a planned system of cooperative efforts in which each participant has a recognised role to play and duties and tasks to perform" (Simon, Smith, Thompson, 1950).

Louis A. Allen describes organisation as follows: "it is mechanism of structure that enables living through work effectively. He enunciates three principles of organisation which should always be taken into account when organisation is formed. These principles are:

1. Division of labour
2. Identification of Authority

Any work that involves different parts and varied procedures requires planning assignment of responsibilities integration and coordination, careful supervision and checking. This whole process comprises organisation administration. Sometimes the single word is used to indicate both organisation and management or routine administration. Organisation in its simple form may be considered to be the setting up of a scheme or plan, while routine administration is putting a plan into
operation. One may say organisation is working the plan (P.M. Joseph, 1963).

A careful analysis of these definitions would reveal different emphasis put by different scholars. Some regard it as a network comprising human relationships in group activity. There are others who regard it as system.

An organisation or institution comprises many human beings whose expectations and attitudes vary. Human behaviour is a puzzle. Identification of major values to motivate people is of vital importance to the administrators. There is also need for language of administration for handling the values. While means should justify the end, the administrator should try and identify various kinds of means, various kinds of ends and various types of means-ends relationships (M. Robson, 1984).

With the growth of large scale organisation more and more of bureaucratic red tapism, sub-division of labour and less flexibility appeared. In recent times the concept of sound organisational structure has considerable significance. It is because of advancements made in the field of science and technology.
Organisational patterns laid down in the time-honoured books of rules and regulations can no longer be applied to a variety of situations which confront the administrators at various levels today (Etzioni, Amitai, 1965).

The progress in organisational adaptation in India is too slow and structurally far behind the development in the west. The basic organisational structure in India by and large, continues to be bureaucratic and management approach traditional, which are not compatible with the needs of fast changing environment. In our country human dignity, competence and potentials are yet to be recognised, spirit of trust and confidence developed, and the constructive role of informal groups in effective working of enterprise accepted (Rastogi, 1992).

In order to cope with tremendous increase in sports and physical education activities and their growing significance it is essential for the government to have effective and efficient organisational structure. The achievement of organisational goals will largely depend on the capacity and capability of the organisation to effectively meet the challenges that may come up in course of time (Kewal Singh, 1987).
The essence of organisational theory is grouping together of different activities/functions and defining clearly the areas of authority and responsibility in such a manner that the process of decision-making, within the overall framework of objectives is facilitated to the maximum extent possible. It is an established fact that only an organisation structure which is consistent with the objectives, can give optimum results.

Organisational theory and structure require that, first, there must be need for an organisation to exist and, second, the organisation must know the goal it is trying to achieve. To accomplish these objectives, structure should be provided that enables the administration to organise, direct, plan, motivate and evaluate. These tasks can be performed through either a formal or informal organisation.

**Formal Organisation**

Formal organisation is based on hierarchical job organisation with tasks assigned by the supervisor to subordinates, such are most organisation charts with their job task hierarchy and communication network, to provide a clear picture of position that exists and the task performed. It represents a way to get things done by way
Informal Organisation

Informal organisation realizes that many relationships exist which cannot be illustrated in an organisation chart. Things get done outside the formal relationship that charts reflect. It assumes that relationships occur in many informal settings.

In this chapter an attempt has been made to look at the organisational structure of the Sports Academic wings of the Sports Authority of India with this viewpoint to evaluate its role in the sports organisation. Before the establishment of the Sport Authority of India there was only one institute in the country which was looking after the sports, academic teaching, training of coaches, i.e. the Netaji Subash National Institute of Sports, Patiala, that had its allied Centres. This institute was unique in many ways; there are not many countries of the world which have something corresponding to it. Approximately, a dozen countries have such institutes at present while some more are in the process of doing so. The fact that the founders of this institution had the vision more than two decades ago to establish such an institute is a proof of
their foresight as well as their commitment to sports. That the institutes should have been located at Patiala with its traditional love of sports is another piece of testimony to the vision and foresight of those who were involved in its early planning. The name of Raj Kumari Amrit Kaur comes readily to one's mind. Her name was associated with the coaching scheme that the Netaji Subhash National Institute of Sports maintained.

There was change from Raj Kumari Amritkaur Sports Coaching Scheme to National Institute of Sports. This was the beginning towards systematic and scientific coaching of our national teams in various sports disciplines.

In the beginning the Institute was managed by an autonomous Board of Governors which consisted of eleven members, ten members nominated by the Government of India and one by the All India Council of Sports. The Institute had its own constitution, Memorandum of Association, Rules and Regulation and was registered under the Societies Registration Act 1860. Patiala was made its headquarter and 300 acres of land along with the old palace of H.H. Maharaja of Patiala was acquired for the purpose. The Institute had the following objectives.
Aims and Objectives of the National Institute of Sports

The following were the aims and objectives of the institute:

1. To strive to produce coaches of high calibre.
2. To help to raise the technical competence of the existing coaches.
3. To serve as storehouse as well as clearing house of information about sports.
4. To render assistance to sports bodies in locating talent and training of upcoming sportsman through its regional coaching centres.
5. To provide facilities for coaching and physical conditioning of the national teams before their participation in international sports events.
6. To publish literature in the field of sports.
7. To conduct certificate course in sports for physical education teachers etc.
8. To organise seminars, conferences, clinics and tournaments.
9. To admit to its Diploma Course in Sports Coaching nationals of some of the Afro-Asian countries.
10. To award scholarships on behalf of the central government under the scheme of sports talent search scholarships.
11. To impart counsel to Indian Standards Institution and Sports Manufactures in standardising sports equipment and to import specialised equipment not available indigenously.

12. To supply coaches to the Nehru Yuvak Kendres for implementation of their programme of broad-basing sports among the non-student youth, and


4.2 Organisational Structure of Netaji Subhash National Institute of Sports before the Amalgamation with Sports Authority of India

The Society for National Institute for Physical Educational (SNIPES) board was the governing body of the National Institute of Sports, Patiala, and for its proper running, the board appointed Director General with following other officials as shown in the organisational chart of Netaji Subhash National Institute of Sports.

Director General: The Director General was the Chief Executive of the Institute to the SNIPES Board. The Director General enjoyed full powers of administration on behalf of the SNIPES Board. The Director General was assisted by the Joint Director General, Dean, Faculty of
ORGANISATIONAL STRUCTURE OF NSNIS BEFORE AMALGAMATION

As per Prospectus, 1986-87
Sports Sciences and other ministerial staff. The Joint Director General was directly responsible to the Director General of the Institute.

Directors of Centres: NIS Centres had Directors as Executive Heads who supervised and controlled the functioning of their activities. The Directors of the NIS Southern Centre, Bangalore, Eastern Centre, Calcutta, Delhi Centre Delhi, High Altitude Training Centre, Shimla and North Eastern Centre, Imphal, were directly responsible to the joint Director General of the institute at Patiala.

Director (Training): The institute was running various training courses which were under the direct control of Director (Training). To run these courses/training programmes in proper manner, the Director (Training) was assisted by the Registrar, Librarian-cum-Documentation Officer, Video-cum-Production Officer etc. and the Registrar was assisted by the Superintendent (Training) and other ministerial staff.

Librarian-cum-Documentation Officer: He had three departments namely, museum, library, and documentation cell etc. For the proper functioning of the museum activities the Librarian-cum-Documentation Officer was
assisted by the Museum Keeper and helper. The Librarian was also assisted by Assistant Librarian and other clerical staff. Through the documentation cell the institute supplies the latest knowledge to the field coaches.

Video Film Production Officer: He was responsible for maintaining the rich video library. The main aim of this department was to make the video tape of the important games, sports and collect films from abroad and bring the same facilities to different disciplines. He was assisted by a cameraman and a projectionist.

Director for Coaching and Competition: The main function of the Director for Coaching and Competition was to organise the national coaching camps for the national teams, particularly for the internationally recognised competitions and organise the rural sports and women sports championships. He was assisted by Deputy Director for Projects, Assistant Director (Coaching) and Special Officer for Women.

Deputy Director (Projects): He looked after the cultural exchange Programmes of the Institutes, i.e. to call the coaches from abroad and to send the coaches abroad and he is assisted by other staff.
Assistant Director (Competition) : He was assisted by special officer for women and other staff.

Assistant Director (Publication) : His main function was to publish the matter related to the institute i.e. NIS Journal, News Bulletin etc. He was assisted by the Editor, publication assistant and others.

Deputy Director (Administration) : Deputy Director (Admn.) was the key functionary of the Institute administration. The administration of the Institute revolved around the Deputy Director (Admn.) as indicated in the chart. The Superintendent (Admn.), Superintendent (stores), Superintendent (Coaching section), House Keeper, Security Officer, Supervisor Estate and Assistant Director (Admn.) all come directly under Deputy Director (Admn.). The Supervisor (Mess), Canteen Manager, Store Keeper, LDC, Cooks and Waiters, all came under the Assistant Director.

Dean Faculty of Sports Sciences : Dean of Faculty of Sports Sciences came directly under the control of the Director General of the Institute. The main function of the Dean was to undertake research and development activities and also to maintain the health of the trainees and staff of the Institute. The Senior Scientific Officer, Statistical Officer, Medical Officer
and Dietician assisted the Dean of sciences.

Director General Secretariat: This works directly under the control of the Director General and the secretariat was assisted by Assistant Director (Coordination) who coordinated between the Director General and other departments of the Institute. The Director General also acted as the Member Secretary of the SNIPES Board.

Director (East and South Centres): They ran the Centres and conducted the regular and certificate courses at their respective Centres and they were directly under the control of the Director General of the Institute.

The Director Delhi Centre, Director High Altitude Training Centre Shimla, and Director North-East Centre Imphal run their respective centres and they were also under the control of Director General of the Institute.
Southern Centre was established in the year 1975 at Bangalore. This institute was allotted 75 acres of land by the Karnataka government when they built their own complex. In the beginning the Southern Centre only conducted six week Orientation Courses in Coaching and also conducted coaching camps for junior and senior national teams for their participation in the international tournament. The centre started regular coaching courses in July 1926 in Athletics, Cricket, Handball, Hockey, Kho-Kho, Kabaddi, Lawn Tennis and Volleyball (NS NIS Annual Report, 1974-75). This Centre was managed by the NIS Patiala. This Centre was headed by Director who was directly responsible to the Director General at Patiala. He was the Executive Head of the Centre and was responsible to see day to day working of the Centre. He had to send complete report of the Centre to the Director General.

The main function of the Centre was to conduct Regular Coaching Courses, Certificate Courses and Special Six Week Certificate Courses in Coaching. The centre also conducted seminar, clinics etc. For performing all the teaching and administration functions the Director was
assisted by the coaches for the teaching purposes and Executive Officer, Medical Officer, Nursing Assistant Land-scaping Officer, Security Officer, Accountant-cum-Cashier, Librarian and other clerical staff.

Netaji Subhash National Institute of Sports : Eastern Centre Calcutta

The NS NIS Eastern was established in the year 1983 at Culcutta, West Bengal. The West Bengal Government was very much interested in opening the Centre at Culcutta and approved this project to be constructed in salt lake area involving expenditure of about Rs. 1.05 crores (NS NIS Annual Report, 1984-85). The regular courses in the Institute were started in Athletics, Basketball, Football and Volleyball and two more disciplines, i.e. Gymnastics and Swimming were added in 1985-86. This centre was established to meet the demand of the Eastern States. This centre was also managed by the NS NIS Patiala.

The Director of the Centre was the Chief Executive of the Centre and was directly responsible to the Director General of NSNIS.

The main function of the centre was to conduct regular courses. The centre also conducted the six week
certificate courses and special six week courses for women physical education teachers. The Director was assisted by coaches for the teaching and coaching purpose and for administrative purpose he was assisted by Assistant Director, Office Superintendent and other clerical staff.

Netaji Subhash National Institute of Sports, Delhi Centre

There were other centres at Delhi, High Altitude Training Centre at Shimla, North-East Centre Imphal and NIS Western Centre, Gandhinagar. These centres were headed by the Director who was directly responsible to the Director General NS NIS Patiala. These centres were opened with the sole purpose of providing training and coaching facilities to the players and the coaches for the national and state teams and for meeting regional requirement.

4.3 Organisational Structure of Sports Academic Wings

After the Amalgamation with The Sports Authority of India

The Sports Academic Wings are organised by the Sports Authority of India which is a society registered under the Societies Registration Act XXI of 1860. There is one governing body whom the management of the society has been entrusted under Section 2 of the Society and the
Headquarters of the Society will be situated in the Union Territory of Delhi. The Sport Authority of India was established to fulfil the objects as laid down in the Memorandum of Association of Sports Authority of India. The sports Academic Wings also function under the governing body of the Sports Authority of India to fulfill objective No. XI of the Memorandum of Association of Sports Authority of India. Thus, Netaji Subhash National Institute of Sports was merged with SAI in 1985.

In 1987 Arun Singh Committee was constituted to suggest reorganisation and re-allocation of the functions among the different wings of the amalgamated body. The functions of the NS NIS Patiala were curtailed. The committee suggested four wings with the following functions:

- An academic wing relating to the training of coaches and research and development work relating to sports this would continue to be with the NSNIS.
- Another wing to be called training of elite athletes management support (Team wing).
- An academic wing relating to Physical Education and Research and Development relating to physical education would continue with Laxamibai National
College of Physical Education, Gwalior.

- An operational wing relating to the general sports promotion and spotting and nurturing of talents.

**SPORTS AUTHORITY OF INDIA**

1. **Academic Wing**
   - For training of coaches Research & Development in Sports (It encompasses SAI NIS, Patiala)

2. **Academic Wing**
   - For Physical Education & R&D in Physical Education (It encompasses LNCPE, Gwalior and LNCPE, Trivandrum)

3. **Operational Wing**
   - For General Sports Promotion and Spotting & Nurturing of Young Talent

4. **Teams Wing (Training Wing)**
   - For long term training of elite sportsmen women and preparing of national teams in specific discipline for targeted international competition

Source: As per Annual Report of Audited Account of Sports Authority of India, 1990-91

The headquarters of the NSNIS Patiala Shifted to Delhi and all these centres, i.e. at Calcutta, Bangalore Gandhinagar, have now been designated as Sports Academic Wings with the following functions:
Training of Coaches
Running Special and Refresher Courses
Cadre Control of Sports Coaches of the Society
Research and Development in Sports Sciences
Research and Development in sports equipment and infrastructure
Clinics of technical officials for games/sports
Technical documentation and publication
Any other academic matters concerning sports.

The administrative structure of Sports Academic Wings is as follows:

Netaji Subhash National Institute of Sports, Patiala and its allied centres at Calcutta, Bangalore and later on Gandhinagar were made Sports Academic Wings which are responsible for training of coaches and research and development relating to sports:

2. Sports Authority of India Netaji Subhash Eastern Centre.
3. Sports Authority of India Netaji Subhash Western Centre
4. Sports Authority of India Netaji Subhash Southern Centre
Administrative Arrangement of Sports Authority of India: Netaji Subhash National Institute of Sports Patiala

The institute is mainly responsible for the Sports Academics i.e. Training of Coaches and Research and Development. At present the Institute is divided into two faculties i.e. Faculty I and Faculty II as far as the Academic and Research and Development activities are concerned (Chart No. shows the scientific structure of SAI NSNIS Patiala and its wings.

Faculty I consists of five departments relating to Applied Sciences and Faculty II consists of three departments relating to Basic Science. Chart No. shows the scientific organisation structure of the Sport Academic wings. Faculty I is headed by Dean (Teaching) who is assisted by Deputy Dean/Director and Faculty II is headed by Dean, Sports Sciences.

Faculty I : This faculty consists of five departments relating to applied sciences and headed by Dean (Teaching) who is assisted by Dy. Dean/Director and has the following departments under it:

Department I : In this department Archery, Athletics, Cycling Gymnastics and Swimming have been included.
ORGANISATIONAL STRUCTURE OF SAI NSNIS

DIRECTOR GENERAL

EXECUTIVE DIRECTOR

DEAN (Faculty-I)
Applied Sciences

DEAN (Faculty-II)
Basic Sciences

SCIENTIFIC COUNCIL GENERAL ASSEMBLY

DEPUTY DEAN/DIRECTOR

TRAINING INCHARGE REGIONAL CENTRES

SCIENTIFIC COUNCIL WING-I

SCIENTIFIC COUNCIL WING -II

DEPT I/1 Archery, Athletics, Cycling
Gymnastics and Swimming

DEPT I/2 Basketball, Football, Hockey
Handball and Volleyball

DEPT I/3 Boxing, Judo, Weightlifting
Tennis, Squash and Table Tennis

DEPT I/4 Indigenous games and Wrestling

DEPT II/1 Sports Medicine, Sports Physiology,
Sports Biochemistry, Sports
Anthropometry and Sports Orthopaedics

DEPT II/2 G.T.M.T., Sports Psychology
Sports Pedagogics and Sports Sociology

DEPT II/3 Sports Biomechanics, Applied Mathematics
(Including Statistics), Audio-Visual,
Mechanical and Electronics Workshops
Department II: This department has Basketball, Football, Hockey, Handball, and Volleyball.

Department III: This includes Boxing, Judo, Weightlifting, Wrestling.

Department IV: This has Badminton, Cricket, Lawn Tennis, Squash, and Table Tennis.

Department V: In this the indigenous games have been included.

Faculty II

This faculty consists of three departments relating to basic sciences. The Dean Faculty of Basic Sciences, controls the scientific research and development activities as well as teaching of sports sciences in Diploma Courses with following departments:

Department I: In this department sports medicine, sports physiology, sports bio-chemistry, sports anthropometry and sports orthopomedics have been placed.

Department II: This department has general theory and methods of training (GTMT), sports psychology, sports pedagogy and sports sociology.

Department III: This department has sports bio-mechanics,
applied mathematics (including statistics), audio-visual, mechanical and electronic workshop.

The Head of the Institute is Executive Director (Academics) and both Deans of these faculties are answerable to the Executive Director (Academic). There are other officers to look after the administrative work of the wing which are as follows:

The Centre is headed by Executive Director who is responsible for the training of coaches and research and development in the field of sports and he is assisted by:

1. Dean (Teaching)
2. Dean (Sports Science)
3. Dy. Dean/Director
4. Dy. Dean (Admn.)
5. Dy. Dean (Finance)
6. Registrar

Dean (Teaching): He is the head of the faculty of applied sciences. He is assisted by Dy Dean/Director and he is responsible for the teaching of applied sciences and practicals in Diploma and Master level courses. He is directly responsible to the Executive Director.
Dean of Sciences: He is the head of the basic sciences. He controls the scientific activities as well as teaching sports sciences in Diploma and Master level courses. He is also directly responsible to the Executive Director.

Registrar: He is to assist both the Deans. He looks after the work pertaining to academics i.e. Admission, examination and other administrative work relating to day-to-day academic affairs. He is assisted by Assistant Registrar.

Dy. Director (Admn.): He looks after the personnel management, supervision of mess, hostel, institutes estates and general administration. He is assisted by Asstt. Director (Admn.), Asstt. Director (Landscaping) Asstt. Engineers, Housekeeper, Security Officer and Mess Supervisor etc.

Dy. Director (Finance): He looks after the financial matters pertaining to the institute. He is assisted by the Accounts officer.

The academic affairs of the wings are controlled and guided by Scientific Council General Assembly which is headed by Executive Director (Sports Academics) as its Chairman. The members of the Scientific Council include the members of the teaching faculty (both applied and
basic sciences), Regional Director of South, East and Western Wings, Dean Laxamibai National College of Physical Education, Gwalior, and some eminent sports administrators and educationists.

ADMINISTRATIVE ARRANGEMENT OF THE INSTITUTE

Executive Director (Academics)

- Dean Teaching
- Dean Sports
- Registrar -- Asstt. Registrar -- Supdt.

Dy. Dean/Director

Dy. Director (Admn.)

Dy. Director (Finance) —— Accounts Officer

Executive Director Office
Assistant Director
Administration Set-up of Sports Authority of Indian Netaji Subhash National Eastern Centre, Calcutta

SAI Netaji Subhash Eastern Centre, Calcutta

Director General

Regional Director

Deputy Dean

Faculty I

Applied Discipline
Archery, Athletics
Basketball, Football,
Gymnastics,
Volleyball

Deputy Director

Faculty II

Sports Science

Asstt. Director

This centre is under the direct administrative control of the Director General of Sports Authority of India and for the sports academic purposes they are responsible to the Executive Director (Sports Academics) and the centre is headed by Regional Director who is also responsible for the academic affairs of the centre in addition to his other multifarious activities. He is assisted by the Dy. Dean (Academic) for academic affairs along with the coaches who are teaching in the centre and for the administrative purposes he is assisted by the Dy.
Director (Adm.) along with the other ministerial staff.
But all are responsible to the Regional Director and he
is responsible to the Director General. Following are
the departments in the centre:

Sports Authority of Indian Netaji Subhash Southern and
Western Centres

SAI Netaji Subhash Southern Centre

Director General

Regional Director

Deputy Dean
Sports Science
Dy. Director (Adm.)

Applied Discipline
Athletics,
Volleyball,

SAI Netaji Subhash Western Centre, Gandhinagar

Director General

Regional Director

Deputy Dean
Sports Science
Dy. Director

Applied Science
Asstt. Director
The Southern and Western Centres are also headed by Regional Director who is responsible for Academic and Administrative Affairs of the Centre. He is assisted by Dy. Dean for Academic Affairs i.e. training of coaches. Further he is assisted by the coaches/teachers/scientific officers. Regional Director is directly responsible to the Director General at Delhi.

In general the academic and administrative affairs at the different centres, i.e. Sports Authority of India, Netaji Subhash, Southern Centre, Eastern and Western Centre are looked after by the Regional Director of that Centre and they are assisted by the Dy. Dean for Academic Affairs and Dy. Director/Asstt. Director for Administrative Affairs. For academic affairs, Regional Director gets instructions from the Executive Director (Sports Academics) and Regional Directors are members of the Scientific Council General Assembly. For other purposes i.e. administrative, financial, budget and staff, the Regional Directors are answerable to the Director General and are controlled by him.

Programmes and Functions of Sports Academic Wings

There is an increasing awareness in the nation for the development of physical education and sports as
a policy of national importance aimed at the welfare of growing citizens and enhancement of national honour through achievements in the international sphere of competitive sports. It is essential for the government to have an effective and efficient organisational structure. The achievement of organisational goals will largely depend on the capacity and capability of the organisation to effectively meet the challenge that may come up in course of time.

The main programme and functions of the Sports Academic wings of Sports Authority of India are to train coaches and undertake coaching of this advanced level and to give scientific orientation to the coaching profession in the country. The programmes of the Sports Academic Wings relate to training of coaches, clinics for technical personnel and sports sciences and research and development. Prior to the amalgamation, the function with regard to promotion of sports in the country was mainly with the Netaji Subhash National Institute of Sports and its allied centres. But in 1985, this institute was amalgamated with the Sports Authority of India and in 1987 its functions were curtailed and it remains only an academics centre.
4.4 Programmes and Functions of the Netaji Subhash National Institute of Sports Before Amalgamation

The Netaji Subhash National Institute of Sports started functioning in 1961. This was the change from Raj Kumari Amrit Kaur sports coaching scheme. This was the beginning towards systematic and scientific coaching for our national teams in various sports disciplines. The main function of the Institute was to produce highly qualified coaches and to raise the technical competence of the existing coaches. With the passage of time this institute was given more responsibility in the field of sports. The institute was established with the following objectives:

1. To produce highly qualified coaches and to raise the technical competence of the existing coaches.
2. To serve as a centre where greatest possible information about sports and games concentrated.
3. To supplement the work of responsible sports bodies in raising the general standard of sports and games by making available sports teachers with specialised knowledge through extension services as well as making available the use of its facilities as training centres for selected sportsmen and teams before national and international competitions.
4. To provide physical education colleges in the country with necessary technical personnel in the field of sports and games.

5. Special attention was also paid to the development of characters and training for leadership.

These were the objectives before the amalgamation with Sports Authority of India and to fulfill these objectives the institute had the following programmes and functions:

A. Courses for Study

1. Two years Master's course in sports (22 months)
2. Regular course (10 months' duration)
3. Condensed diploma in coaching (6 months' course)
4. Certificate course (6 weeks' duration)

B. National Coaching Scheme

Which was first introduced in September 1955 as Raj Kumari Amrit Kaur Sport Coaching Scheme was revised to meet the requirement of the developing nature of the sports in India, first in 1962 next in 1968 and again in 1979.

C. International Olympic Committee Solidarity Course

D. National Clinics/Seminars
4.5 Sports Academic Policies Formulation for the Sports Academic Wings

To achieve aims and objectives of wings, the governing council formulates policy for different programmes run by these Academic Wings. There are four different levels of policy making.

1. General policy framed by the Government of India.
2. Executive policy framed by the governing council of Sports Authority of India.
3. Administrative policy by the Sports Authority of India.

Policies and programmes formulation is one of the central functions of the governing body of the Sports Authority of India. It also provides standard guidelines.
to Director General of Sports Authority of India and plans to act in line with legal requirements and to realise the stated objectives. Further, Director General gives power related to sports academics, research and development in to Executive Director (Academic) who executes the programmes and performs the functions assigned to him keeping in view the stated objectives of the Sports Authority of India Netaji Subhash National Institute of Sports, Patiala, and other Sports Academic Wings.

**Scientific Structure of the Sports Academic Wings of Sports Authority of India**

The academic affairs of the Sports Academic Wings are controlled and guided by Scientific Council General Assembly which is headed by Executive Director (Academics) as its Chairman. The members of the Scientific Council include members of the teaching faculty (both applied and basic sciences), Regional Director of the South, Eastern and Western Wings, Dean, Laxamibai National College of Physical Education, Gwalior, and some eminent sports administrators and educationists.
4.6 Programmes and Functions of Sports Academic Wings
After Amalgamation

Netaji Subhash National Institute of Sports and its Centres were merged with the Sports Authority of India in 1985. These programmes/schemes were continued by the NS NIS Patiala upto 1987. In 1987, Arun Singh Committee was constituted to suggest rationalisation and re-allocation of the function among the different wings of the amalgamated body. The functions of the NSNIS were curtailed and this was made only Sports Authority of India-Sports Academic Wings whose function mainly related to training of coaches and research and development relating to sports. Following functions were suggested by Arun Singh Committee:

i) Training of coaches

ii) Running special and refresher courses

iii) Cadre control of sports coaches of the society

iv) Research and development in the field of sports sciences

v) Research and development in sports equipment and infrastructure

vi) Clinics of technical officials for games/sports

vii) Technical development and publication

viii) Any other academic matter concerning sports.
4.7 Training Programmes

Training is a sort of mechanism for building the necessary skills in human resources to meet the changing situation. The need for training is universal. It has capability of improving the performance of the public personnel. It is assumed that training is needed not only to fill in known performance gaps but also to prepare individuals for a stream of non-precedent tasks that will clearly become necessary due to compulsion of development and heightened expectations of the people, the beneficiaries of the development. To meet the requirement of the tasks ahead, personnel need updated knowledge for preparing themselves for jobs through training. Looking at training as concept it could be understood as a planned learning experience designed to bring about permanent change in individuals' knowledge, attitudes and skills and to create the required understanding in organisational interpersonal interaction.

The Sports Authority of India Sports Academic wings are running the following sports academic and training programmes at its different Sports Academic Wings and also other programmes which are entrusted to these wings:
Master's Course in Sports

The twenty-two months' master's course was started by the institute; the aim of this course was to strengthen the teaching and research faculty of the institute. This course was introduced with effect from the academic session 1979-80 (Annual Report, 1979-80). To begin with, the admission was restricted to two students in each of the five selected disciplines viz. Athletics, Basketball, Football, Gymnastics, and Hockey. In the session 1983-84 volleyball was also added and the number of admission in this discipline was increased to three (NS NIS Annual Report, 1983-84). In athletics also the number of admissions increased to three. This course is run only at the Sports Authority of India Netaji Subhash National Institute of Sports, Patiala.

Eligibility Condition for Admission in the Course

For admission in this master's course, the following qualifications were required:

i) Graduate
ii) NIS Diploma I/II class
iii) Five years' coaching experience
iv) Aptitude for research work
v) Sports proficiency.
Age  Upper age limit: 45 years.
Health Physically fit after medical examination of the institute.

The State Government's Sports Department, State Sports Council, National Sports Federation sponsor candidates for this course and the departmental candidates are given preference over the others (Prospectus, 1992-93).

Selection Criteria

Selection of the candidates for admission to master's course in sports coaching is conducted at Patiala; Banglore, Calcutta and Gandhinagar. For this there is a written test regarding knowledge of sports sciences (qualifying) and personal interview in which personality, power of expression and knowledge in the field of sports, research aptitude etc. are looked into. The selection is also on the basis of academic qualifications, achievement in concerned field of sports, experience and achievement in the field of coaching.
Academic Session

Master's course is run on semester system:

<table>
<thead>
<tr>
<th>Semester</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td></td>
<td>July to Dec.</td>
</tr>
<tr>
<td>Semesters II</td>
<td></td>
<td>Jan. to May</td>
</tr>
<tr>
<td>Semesters III</td>
<td></td>
<td>July to Dec.</td>
</tr>
<tr>
<td>Semesters IV</td>
<td></td>
<td>Jan. to May</td>
</tr>
</tbody>
</table>

There is also dissertation in the course and in March-end a student has to submit his dissertation and the examination is held in the end of April.

Courses of Study

<table>
<thead>
<tr>
<th>Semester</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td></td>
<td>Training method, sports biomechanics, sports physiology, sports psychology, research methods</td>
</tr>
<tr>
<td>II</td>
<td></td>
<td>Training method, sports biomechanics, sports medicine, sports psychology, sports anthropometry, main sports theory.</td>
</tr>
<tr>
<td>III</td>
<td></td>
<td>Elective Subject I, Elective Subject II, main sports theory statistics.</td>
</tr>
<tr>
<td>IV</td>
<td></td>
<td>Main sports viva, seminar and Dissertation (Prospectus, 1992-93)</td>
</tr>
</tbody>
</table>
Sports Disciplines Available for Regular Courses in Different Sports Academic Wings of the Sports Authority of India


Sports Authority of India Netaji Subhash Southern Centre Bangalore: Athletics, Hockey, Volleyball and Weight Lifting.

Sports Authority of India Netaji Subhash Eastern Centre Calcutta: Archery, Athletics, Basketball, Football, Gymnastics and Volleyball.


This regular course was started to fulfill the aim of the institute in the year 1963-64 and in 1976-77 the regular course in a few games was also started at Bangalore and Calcutta Centres.
Eligibility Conditions for Admission in the Regular Course

Minimum academic qualifications along with the sports achievements required for eligibility for admission are as follows:

1. Graduate from a recognised Indian university's professional institute with:
   (a) Participation in recognised senior national championship including zonal championship or
   (b) Participation in Inter-Varsities Meet, All India Police Games, All India Inter-Railways Meets, All India Steel Board Meets and National Sports Championship for Women, or
   (c) Position in the All India Inter-Varsity meet or two times participation in All India Inter-Varsity (including inter-varsity zonal) Championship or

2. Matriculates having represented the country in recognised international events or matriculates with
   (a) Ist position in recognised Senior National Championship, Inter-Services Championship, All India Police Games, All India Inter-Railways, All India Steel Board Meets and National sports championship for Women.
   (b) At least three times participation in recognised
Senior National Championship/Inter-Services Championship, All India police Games, All India Inter-Railways, All India Steel Board Meets and National Sports Championship for Women, or

3. Master's in Physical Education with 1st position in University Championship or State Championship, or

4. Bachelor of Physical Education, Diploma in Physical Education with at least one participation in All India Inter-Varsity including Zonal Inter-Varsity Meet.

Relaxation may be given in academic qualification and sports achievements to the candidates belonging to the areas such as north-east region and other hilly and tribal areas where there are tough living conditions and fewer competition opportunities.

Age: The age for admission in the regular course is between 23-35 years in case of males and 21-35 years in the case of females, upto 38 in the case of candidates belonging to schedule castes/schedule tribes/most backward areas on the date of commencement of the course. Relaxation in any respect, whatsoever, may be possible only in very exceptional cases.

Health: The training at the wings involves a great deal
of physical work and exercises and therefore only those who have robust constitution and sound health will be suitable for training. Students are finally admitted only if they are found fit after a thorough physical and medical examination at the institute.

Sports Proficiency: The candidate should possess high grade skill in sports. Those who have represented the country, or have to their credit outstanding performance in national in particular sport, are given preference.

Character: Candidate must be of sound character and sociable nature and must possess the qualities of leadership. Those who have been expelled from any institution will not be admitted.

Selection Procedure for Regular Diploma Course

The selection for the course is conducted at Patiala, Bangalore, Calcutta and Gandhinagar. The candidates seeking admission in regular course have to qualify in the selection tests based upon the following:

- **Theory** - General knowledge and specific knowledge in the sports opted.
- **Practical** - Skill, tactics and physical fitness tests.
- **Interview** - Personality, power of expression, knowledge.
The selection is also based on the academic qualifications and achievements in the concerned field of sports.

Academic session

The course is of 10 months consisting of three trimesters:

1st Trimester - 1st week of July to 3rd week of October.

2nd Trimester - 4th week of October to last week of January.

3nd Trimester - 1st week of February to 2nd week of May.

4th Trimester - 4th week of December to 1st week of January.

Medium of Instruction

The medium of instruction in the regular course is both Hindi and English.

Methods of Instructions

Theory - through lectures, discussions, seminars, paper reading, projects, films and stills and assignments.

Practical - Actual participation, teaching
practice, coaching practice, organising sports meets/tournaments for training practice and officiating (Prospectus, 1992-93).

**Refresher Course**

This programme was started to keep the coaches working in the field wing abreast of the latest trends in sports and sports sciences. These courses are organised at the SAI NSNIS Academic Centre Patiala, to update the professional knowledge of in-service coaches. These courses were started in 1976-77. The game-wise refresher courses conducted are as follows:

<table>
<thead>
<tr>
<th>Sport</th>
<th>Number of Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>2</td>
</tr>
<tr>
<td>Handball</td>
<td>1</td>
</tr>
<tr>
<td>Badminton</td>
<td>2</td>
</tr>
<tr>
<td>Judo</td>
<td>2</td>
</tr>
<tr>
<td>Basketball</td>
<td>2</td>
</tr>
<tr>
<td>Khokho/Kabaddi</td>
<td>1</td>
</tr>
<tr>
<td>Boxing</td>
<td>2</td>
</tr>
<tr>
<td>Lawn Tennis</td>
<td>1</td>
</tr>
<tr>
<td>Cricket</td>
<td>2</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>2</td>
</tr>
<tr>
<td>Football</td>
<td>3</td>
</tr>
<tr>
<td>Swimming</td>
<td>1</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>2</td>
</tr>
<tr>
<td>Volleyball</td>
<td>4</td>
</tr>
<tr>
<td>Hockey</td>
<td>2</td>
</tr>
<tr>
<td>Weightlifting</td>
<td>2</td>
</tr>
<tr>
<td>Wrestling</td>
<td>3</td>
</tr>
</tbody>
</table>

To make it more effective, at the end of the course, examination is conducted both in main sports.
theory and practical and sports sciences.

Review Committee (1980) observed that only a limited number of coaches get the opportunity of attending these refresher courses. This committee, therefore, recommended that the institute should ensure that the facilities would be provided at least once in five years for an in-service coach whether he is in the establishment of the NIS or otherwise to attend the refresher course. The aim of the refresher course is to keep employees updated in their respective fields of activity.

Certificate Courses

The Academic Wings are conducting the certificate courses of six weeks mainly for the physical education teachers and those persons having a flair for games and sports to enable them to impart preliminary training to the youngsters and beginners studying in the schools and colleges and also persons working in the industrial houses etc. These courses are held at the Sports Academic Wings at Patiala, Calcutta, Bangalore, Aurangabad and Gandhinagar in the month of May-June every year. These courses are also conducted on the request of the state. There are also special certificate courses
for women and physical education teachers and they are provided free boarding and lodging and training facilities. These institutes have so far trained 13190 persons under this scheme till June 1990.

**International Olympic Committee Solidarity Courses**

To enhance the professional knowledge of the coaches, the institute conducts 18 International Olympic Committee Solidarity Courses in various sports disciplines from time to time since 1976. These courses, conducted for the coaches under the auspices of the International Olympic Committee, Indian Olympic Association, National International Federation concerned and the SAI NSNIS Patiala are run under the guidance of foreign experts. The game-wise number of courses conducted is as under:

- Athletics - 4
- Basketball - 2
- Boxing - 1
- Gymnastics - 2
- Hockey - 1
- Judo - 1
- Diving - 1
- Swimming - 1
- Volleyball - 3
- Weightlifting - 2
The institute also held for the first time a four-month IAAF Diploma Course in May, 1986, for 29 coaches from different Asian countries.

Orientation Courses

The Institute also conducts six-week orientation courses for the coaches working under the NSTC scheme of Sport Authority of India with a view to orient the coaches for imparting coaching to the children of the age group of 8-12 years. These courses have been conducted in all the following ten sports disciplines covered by NSTC schemes: Athletics, Badminton, Basketball, Football, Hockey, Gymnastics, Swimming, Table Tennis, Volleyball, and Wrestling.

Seminars/Clinics

For the benefit of coaches and officials the institute also organises seminars and clinics from time to time. At times these clinics are held under the supervision of foreign experts. Seminars are organised for free and frank discussion and also for the exchange of opinion.
4.8 Scientific Functions

Sports Sciences play a vital role in sports. The necessity that Indian sports must have firm support of various sciences was felt by the society of National Institute of Physical Education and Sports. The faculty has grown into a scientific institution with the faculty of research and development in the field of sports. The faculty was established with the following aims:

1. To carry out teaching work at a higher scientific level in all concerned areas.
2. To formulate and carry out research work in all scientific disciplines.
3. To guide training process, its planning, extension, documentation and evaluation at a higher scientific level.
4. Research and Development work in the field of sports as the sports research plays a vital role in the field of sports.
5. Undertaking scientific research in all sports disciplines together with teaching work. Also to carry out the teaching work at a higher scientific level in all concerned teaching areas.

The basic aim of the science faculty is to
follow the international trends in the scientific field of sports and utilise sports sciences for the training process of the teams.

Prof. Dr. G. Marhold from DHFK GDR was appointed as Scientific Advisor. On his recommendations various disciplines were grouped together into three departments, inter-relationship between various disciplines were taken into account for grouping them in one department. The idea was to have better coordination between various disciplines and to encourage multidisciplinary research. The faculty was renamed as the Faculty of Basic Sports Sciences to distinguish from Faculty of Applied Sports Sciences. Various departments work under direct control of Dean Science Faculty is further divided into three departments:

Department I - Sports Medicine, Sport Physiology
Sport Bio-Chemistry, Sports Authropmetry and Sport Orthopaedics

Department II - General Theory Method and Training Sports Psychology, Sport Pedagogies and Sociology

Department III - Sports Bio-mechanics; Applied Mathematics including Statistics, Mechanical and Electronic Workshop

These are divided according to the similarity of the activities, nature of the games and sports.
Function of the Faculty

The main function of the faculty is to carry out the teaching work in Regular Course, Master's Courses and Refresher Course. In addition to that the faculty is doing research and development work in the field of sports. This faculty is headed by Dean (Sciences) and he is assisted by Senior Scientific Officer, Scientific Officer and Junior Scientific Officer. The scientists are responsible for the research work on sports, conduct tests on national level players and also organise conferences and seminars in the field of sports sciences. To conduct research work, the faculty acquired equipment from abroad. With the help of the acquired equipment scientists have conducted tests and carried out research on the top class Indian players and on the trainees who come for training at the Institute at Patiala. In addition to the research projects undertaken by the faculty independently, research projects are also undertaken in collaboration with National Institute of Nutrition, Hyderabad, Postgraduate Institute of Medical Education and Research, Chandigarh, and Punjabi University, Patiala. Members of the science faculty have published more than 100 research papers in the field of sports.
The science faculty has taken up many research projects in collaboration and consultation with the faculty of applied sciences in order to link the laboratory researcher with the field researcher. Under such programmes, research projects are undertaken to assess the performance profile of sports persons from the point of view of anthropometric, physiological, psychological, biochemical, morphological, and clinical aspects.

Audio-Visual Department

The Institute has embarked on a new programme of devising/developing audio-visual teaching aids. Through the technique of audio-visual aids the coach can rectify the mistake of the trainee and also the trainee can see the mistake in his style when his performance is displayed on the screen with the help of video cameras and tapes and with the photographs the coach can know what is actually happening and the recorded video tapes of different events can form an important part of the instructional methodology.

Functions of the Audio-Visual Department

The following are the functions of the Audio Visual department:

1. Video Coverage: This department gives coverage to the rural sports tournaments, women sports championship, certain national championships and some of the important
national sports events which can be later on used for instructional purposes.

**Video Recording:** This department is also recording some of the important international events from the television and from other recorded cassettes.

**Photo Coverage:** This also gives photo coverage to all important sports championships and events which can be used for instructional purposes.

**Exhibition:** Organising sports photo exhibitions at various places of the country.

**Visual Aids:** It gives visual aids to IOC Solidarity courses, clinics, seminars and to the teaching staff.

This department also prepares films in different games and organises sports exhibitions. It also does video recording and keeps adding to the institute library more video films.

**Statistical Unit**

This unit works for the preparation of statistical records of outstanding sports men/women. It also has its statistical bulletin in English. This unit also compiles the statistical data of the national and international meets in all major sports.

**Diploma in Sports Medicine:** This course is being run by the NSNIS, Patiala. This is one year Postgraduate Diploma and is affiliated to the Panjabi University, Patiala.