Before actually embarking upon the research study proper, it may be worthwhile to review the related research studies already conducted in the area under consideration. The survey of the related studies and perusal of the results of the researches already conducted in the field enables the researcher to avoid overlapping and acquaint him upto what level researches have already been done and what is to be further explored.

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

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

2. The related studies enable the researcher to perceive the gaps and lacunae in the concerned field.

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

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

In view of the above, the relevant literature was consulted so as to find out the nature of studies conducted in the area under study. Some of the significant studies related to the present theme are listed below:

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

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

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

Zeigler, Earle F. (1990) in his article hypothesized that: (1) the field of sports and physical education is only minimally professionally based on its disciplinary development, (2) the field has not yet appreciated the need for the promotion and implementation of total system concept, and (3) the opportunity will not be available indefinitely for evolving profession to take a holistic view that could result in achievement of this profession.
Government of India's seminar on Physical Education for State Inspectors (1989) revealed that the basic problem of research in physical education in the country invited the attention of the government as early as 1959. It was during this year that the ministry of education convened an all India seminar. One of the major recommendations of the seminar was that there should be National Research Council of Physical Education which should be responsible for giving proper direction to the development of theory and practice in physical education.

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

Garcia (1988) conducted the study on Organisational Commitment - Integration of Individual and Organisational Perspectives and stressed the importance of
organisation to count on a fully committed workforce as an important means to improve the quality and productivity. It rests much of the responsibility in managements' hands to pay closer attention to those important factors influencing employees' commitment. Suggestions for developing organisational commitment were given and some areas for further research on the subject were identified.

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

1. Poor quality of sports infrastructures like sports complexes and equipment.
2. Unimaginative frequency of coaching camps.
3. Shorter duration of most of the coaching camps.
4. Political, administrative and individual considerations for selecting participants for camps as also for making selection for
competitions.

5. Group rivalries among coaches and sports officers.

6. Poor quality of diet.

7. Irregularity in participation by players.

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

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

Kamlesh (1986) in her study opined that physical education is dependent on pure sciences as well as on social sciences for developing its methodology for systematic research in the area of sports and physical education.
Frisby (1984) conducted a study on the organisational structure and effectiveness of Canadian National Governing Bodies. He concluded that organisations that could acquire more financial resources were also more successful at achieving the goals of performance excellence.

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

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

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

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

3. The Soviets retain their talented athletes as coaches.

4. Coaches are highly qualified.

5. The Soviets have brought sports to the people.

6. Facilities are available locally.

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

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

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

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

Green (1981) in his study of the leadership style of coaches suggests that coaches and administrators need to be sensitive to their potential influences on the personnel and social development of those participating in athletics. It also suggests that coaches should utilise a "both/end approach" towards directing their teams. Both authoritarianism and democratic procedures are needed of the athlete if he is to receive maximum benefits through his/her participation in sports.
Rowen (1981) conducted a study on the management of college and university football coaches and found that successful coaches spent more time on planning, preparing procedures and methods, using instruments, tools, charts and inspecting forms, than did unsuccessful coaches, to a significant degree. Successful coaches spent less time discussing players than did unsuccessful coaches. It was also found in his study that experience played a greater role in planning. Longer stay as a football coach coupled with increase in age leads to success of the coach.

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

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

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

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

Arnold (1978) is of the view that delegation of powers results in better management of programmes. He further opines that decision making can be vastly improved if the top administrator makes fewer decisions. Middle and lower management levels have more time to give adequate consideration to the influencing circumstances and they are sometimes better informed on the specifics that should effect the decision.
Stratton (1978) conducted an investigation to survey the physical education teachers' professional preparation, available facilities and activities included in adapted physical education program in the AAA Secondary Schools of the state of Tennessee. His study focused on the professional preparation of physical education teachers, available facilities and activities included in their present programs and found that facilities in the schools were not appropriate. According to the results of his investigation he made several recommendations which are as under:

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

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

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

Dreidame (1974) conducted a study on "Organisation and Administration of Women's Inter-Collegiate Athletic Programme in the 1973-74 AIAW Active Member School". The purpose of his study was to determine the current organisation and administration practices in women's inter collegiate athletics and found that 50 percent or more directors perform various tasks
which include schedules of contents, consult coaches before scheduling, attend scheduling meetings, make and verify all arrangements, send and receive contracts, publish schedules, administer the budget, inform about the expenditure, schedule facilities, arrange for transportation, supervise all publicity, and maintain medical records. He also found that women's intercollegiate athletic programmes were greatly underfinanced.

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

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

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

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

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

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

Gans (1972) undertook a study to develop and describe specific sequential steps for planning and constructing facilities for health, physical education, recreation, and athletics. For this he conducted an extensive research of past and present practices used in planning health, physical education, recreation and athletic facilities for institutions of higher education. An analysis and evaluation of these practices, as well as personal consultations with professionals involved in faculty, planning, formed the basis for the logical and sequential planning steps. An analysis of his completed
Research revealed the following:

1. A need existed for careful evaluation and development of educational programmes, prior to planning the construction of facilities.
2. A lack of early and complete involvement of the health, physical education, recreation, and athletic faculty existed.
3. A disinterest and lack of knowledge on the part of health, physical education, recreation, and athletic faculty regarding facility planning existed.
4. Late recognition of facility needs resulted in inadequate planning time for the careful development of educational specifications.
5. The desire to obtain facilities quickly tended to result in the limitation of important considerations and procedures.
6. Insufficient care regarding selection of the architect appeared to be common.
7. The architect must clearly understand the manner in which the facility will be expected to function.
8. Adequate time to review and modify the architectural drawings and specifications was important.
9. Groups and individuals involved in planning did not always have a clear understanding of their roles and
responsibilities.

10. A lack of communication and cooperative effort existed between the various campus personnel that need to be involved in planning health, physical education, recreation, and athletic facilities.

11. The location of a facility strongly influenced its use.

12. The use of educational consultants may be helpful when no qualified person exists on campus.

13. Educational institutions were sometimes prone to imitate existing facilities, rather than to develop facilities to satisfy their particular needs.

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

15. The project coordinator, as the key figure in facility planning, should be closely related to the health, physical education, recreation, and athletic department.

16. A well defined a publicized programme that shows realistic and worthwhile goals tended to gather favourable support.