CHAPTER – I

"Today I know that physical training should have as much place in the curriculum as mental training"

Mahatma Gandhi
My Experiments with Truth

1. INTRODUCTION

The status of physical education and sports in India when compared to that in countries like America, China and Japan is highly unsatisfactory. In those countries physical education and sports are not only regarded as professional qualification but also considered as utility factors for the development of the nation. Somehow this important field has long been neglected here and it may be the reason that India could not build up the required base of sports population to score victories in international arena. In spite of her vast territory and a very large population this woeful neglect has hampered the overall development of India. The well wishers of a nation might claim to improve the status of the nation, through its economy and the standard of living of its people, but the growth of the nation is directly related to the physical fitness and mental fitness of the people.

The welfare of a people depends on their physical and psychological fitness. The physical and physiological fitness of people is the product of physical education and sports. Over this there may be no second opinion. It is high time the Government of India, the state governments, public sectors, private sectors, physical educationists and sports persons chalked out ways to enhance people's awareness and involvement in physical education and sports.
The existing programmes for promoting physical education and sports in India are deplorably inadequate. Though the Indian government is implementing periodical plans to promote physical fitness and sports in every Five Year Plan, a significant change in the state of physical education and sports is yet to take place.

In spite of this sorry state of affairs some players excel themselves in international events and bring laurels to the nation owing to the help provided by the Public Sectors, Private Sectors and some individuals who encourage these players. One such individual is Dr. B. Sivanthi Adityan whose involvement and contributions to the development of physical education and sports are really unique in the history of physical education and sports in India. Indeed there are a few individuals who emerge as the real saviours of the situation. Undoubtedly such individuals possess some leadership qualities in addition to a philanthropic bent of mind. An attitude to help others is not merely enough to achieve certain goals. Such a philanthropist should also possess a wider knowledge of the world and a capacity to get things done. In this postmodern situation such a leader should be well equipped with information. Dr. B. Sivanthi Adityan is a rare person whose contribution to the field of physical education and sports is unrivalled. He has devoted a major part of his life for the promotion of this field. He continues to be involved in the noble task of physical education and sports development. The various traits in him such as patient listening, comprehensiveness, competitive spirit, organizing ability, judging people, stamina, resilience, discipline, self-confidence, stubbornness, perseverance, planning, determination, dedication and courage of conviction mark him out as a matchless administrator.
As a sports administrator Dr. B. Sivanthi Adityan has been successful in all his ventures in this field. His background and experience as a business magnet of the Fourth Estate naturally provide him the opportunity to develop his personality to face any eventuality. He gradually strengthened his position as an entrepreneur by his practical involvement in different activities. Management to him is both an art and a science. It is an art of getting things done very systematically. He stands for total quality management. His success in many of his activities is due to this approach. A successful manager is expected to have a better knowledge of all variables involved in the given task. The traditional approaches are replaced by the modern techniques of controlling quality and sustaining total quality by the Total Quality Management. The managerial experience he has gained helps him in the field of physical education and sports.

1.1 BIOGRAPHICAL RESEARCH

According to John Dollard (1935) biographical study is a complete analysis and report of the status of an individual subject with respect, as a rule to specific phases of his total personality. A definite analysis of criteria considered indispensable for judging life-history technique has been outlined and illustrated by John Dollard.

1.2 PROFILE OF DR. B. SIVANTHI ADITYAN

"MAN is nothing in himself. He is merely infinite opportunities. But he is responsible for his opportunity". Dr. B. Sivanthi Adityan was born on September 24, 1936. He is the son of late Si. Pa. Adithanar, Bar-at-Law, and the founder of the popular Tamil Daily ‘Daily Thanthi. It came naturally to the young Adityan to
grasp administrative skills early in his career. Dr. B. Sivanthi Adityan is a person of different roles such as administrator, journalist, philanthropist, physical educationist, educationist and social reformer.

SPORTSMAN

Dr. B. Sivanthi Adityan was an all-round sportsman from his childhood. A good marksman, particularly in clay pigeon shooting, he won medals at the State and National levels. His experience as a national level competitor in trap and skeet helped him to comprehend the problems of sports and that of the sportsmen. He was more than an average boxer, athlete and hockey player during his sophomore days at the Presidency College Dr. B. Sivanthi Adityan has kept his interest for sports alive right through.

ADMINISTRATOR

As a man of great integrity his greatness as an administrator lay principally in his vision and in his encyclopaedic knowledge of the games and its rich history.

As far as administration is concerned be it physical education and sports, or journalism, or industry, his contribution is phenomenal. In the field of sports, he continues to hold sway as an able administrator. He is probably one of the few administrators with charisma, acceptable to every shade of opinion. Sincerity to the cause and fixity of purpose are the twin factors that distinguish him from the rest in the arena. An aristocrat and a scion of a well-known family in publishing business in Madras, he has been active in the field for over two decades. Into whatever he attempted in these years, he strove to inject an element of purity and endeavoured
to play the game straight. He honed his skills in administration in the seventies when he restructured the Volleyball Federation of India into a viable unit. His dynamism and well-meaning programmes earned the approbation of the Asian Volleyball Confederation and the International Volleyball Federation (FIVB). A skilful marksman at the National level, Dr. B. Sivanthi Adityan has been in the forefront of sports administration and was the chef-de-mission for the Indian contingent for the 1978 Asian Games at Bangkok. As an administrator in the volleyball federation in the country he caught the attention of one and all. He is the vice-president of FIVB and was the Vice-President of the Asian Volleyball confederation. As member of the Bureau in the Olympic Council of Asia and Chairman of the Finance commission, Dr. B. Sivanthi Adityan contributed immensely by giving a direction to the OCA, which came into existence consequent to the disbanding of the Asian Games Federation. Dr. B. Sivanthi Adityan suave manners and diplomacy in handling difficult problems have come in for appreciation not only by IOC members, including President of I O C Mr. Samaranch, but also by Mr. Rouben Acosta, President, International Volleyball Federation, who, many believe has played a crucial part in getting the IOC to recognise Dr. B. Sivanthi Adityan's services to the cause of sports.

Dr. B. Sivanthi Adityan is a charming personality who has attracted the attention of everyone with his simplicity and straightforwardness. The unique combination of qualities enabled him to manage the affairs of various fields under his leadership and control. Dr. Sivanthi Adityan has held and continues to hold several top positions in various federations, both in India and abroad. He is the
Vice-President of the Olympic Council of Asia, Member, Board of Administration, International Volleyball Federation, Executive Vice-President (Central Zone), Asian Volleyball Confederation, President, Swimming Federation of India. Vice-President, Volleyball Federation of India, Vice-President (Executive), sports Development Authority of Tamil Nadu, Hon. Secretary, Madras Rifle Club, President, Tamil Nadu Olympic Association, President, Madras University Tournaments and Sports Committee, and Senior Vice-President, Tamil Nadu Equestrian Association and Tamil Nadu Shooting Association. He was a member of the Board of Governors of the Society for the National Institute of Physical Education and Sports in 1979, 1980 and 1981 and Member of the Executive Board of IX Asian Games Special Organizing Committee in 1982. As President of the Volleyball Federation of India, Dr. B. Sivanthi Adityan brought about several innovative changes in popularizing the game throughout the country.

The energetic and dynamic Dr. B. Sivanthi Adityan initially became a member of the Finance Committee for the Olympic Council of Asia. Later he was elected as the chairman of the Financial Committee. The successful handling of sports persons by Dr. B. Sivanthi Adityan as the President of Volleyball Federation of India and the subsequent victories of the Volleyball team of India brought to light the superb leadership qualities of Dr. B. Sivanthi Adityan.

EDUCATIONIST

In the field of education, he presently holds various positions. He is Chairman of the Dr. Sivanthi Adithanar College of Engineering, Tiruchendur; Chairman, The College of Arts & Science, Tiruchendur; Chairman, Govindammal
Adithanar Women’s College (in memory of his mother); Chairman, Sivanthi Matriculation School, Cheranmadevi; Founder-President, Dr. Sivanthi Adithanar college of Physical Education, Tiruchendur and Founder-President, Dr. Sivanthi College of Education, Tiruchendur (Olympia India, 1998).

**PHILANTHROPIST**

Besides his contribution in the fields of journalism, sports and education Dr. B. Sivanthi Adityan has also been deeply involved in philanthropic and religious activities. He built the majestic entrance to the Arulmigu Subramanyaswamy temple at Tiruchendur in Tirunelveli District (Tamil Nadu). He built the aisle around the Arulmigu Devi Karumariamman Temple at Thiruverkadu near Chennai and took up and completed the task of renovating the 178 feet high Rajagopuram of Arulmigu Viswanathaswamy Temple at Tenkasi within a short span of six years (1984-1990) when he was President of the Renovation Committee and the Mahakumbhabishekam was celebrated in a grand manner in June 1990. He also built a commodious marriage hall in the name of his mother at Tiruchendur and donated it to the Arulmigu Subramanyaswamy Temple to be let out to poor people at a nominal rent (Olympia, 1998).

**JOURNALIST**

In the field of journalism his contribution has been immense and noteworthy. Besides the most popular ‘Daily Thanthi’ in Tamil which holds the No. 1 position in the State, he was a pioneer in starting an evening Tamil Daily at Tirunelveli in 1979, which was actually the forerunner for several evening dailies published at the district level. The Madurai Kamaraj University conferred the

AWARDS AND TITLES

In recognition of Dr. B. Sivanthi Adityan's contribution towards the promotion of physical education and sports the Govt. of India, Govt. of Tamilnadu, Indian Olympic Association, International Olympic Committee and many other voluntary organizations have honored him. Indian Government and the Indian Olympic Association named him the Chef-de-Mission for the eight Asian Games at Bangkok in December 1978. It was under his able leadership that the Indian contingent had the best-ever performance in sports outside the country. The 1978 squad to Bangkok bagged 11 gold, 11 silver and six bronze medals (28 medals in all). Several international institutes have honored Dr. B. Sivanthi Adityan. He earned the "Sports and Study Award" of the International Olympic Committee for the year 1987, the first Indian to receive such an honor (The Indian Express, 1997). In 1995, the most prestigious International honor "Olympic Order of Merit" (The Hindu, 1995) was conferred on him for the services rendered for the development of sports and education by the International Olympic Committee. Dr. B. Sivanthi Adityan is the first from Tamilnadu to join the select band of Indians. Only a handful in the history of India's Olympic movement have had the distinction of being named for the Olympic order of merit. This was decided at the Hungarian capital, where the IOC session was held to determine the venue for the Winter Olympic in 2002. In a communication the IOC President hailed the role of
Dr. B. Sivanthi Adityan in strengthening the values of sports, his humanistic approach to problems that are unique to India and Asia and for working towards accomplishing the Olympic solidarity, which is the bedrock of Olympism. Dr. B. Sivanthi Adityan has been a part of the Olympic movement in the country for two decades as a member of the IOA and has been at the helm of affairs of the apex body for a second term. At the national level, he got the prestigious "Shiromani Award" in 1990 and the 'Vijayashree Award' the same year.

In 1989 Dr. B. Sivanthi Adityan was awarded Gold medal by FIVB for his contribution to the development of the game. In recognition of his performances in various spheres of activities, Dr. B. Sivanthi Adityan was appointed as Sheriff of Madras in December 1981 and held the office for two years against the normal term of one year.

**Volleyball**

Dr. B. Sivanthi Adityan took over as the president of Volleyball Federation of India; as a consequence of Dr. B. Sivanthi Adityan’s continued interest, the Tamilnadu Volleyball team showed a steady progress. As far as training and coaching are concerned the president stressed on scientific methods. The performance of Tamilnadu Volleyball team at National Volleyball Championship showed steady progress; the 5th place in 1972 it improved its performance to capture the 4th place in 1973, from the 3rd place in 1974, the 2nd place in 1975 and reached the peak finally in getting to 1st place in 1976. Likewise Indian men’s team, which secured 7th position in the 8th Asian Games, held at Bangkok in 1978, took the 4th position in the 9th Asian Championships. Such
progressive development achieved in volleyball can only be the result of dedicated and methodical approach and not just by chance (Gopaul, 1983). These achievements speak of the sincere efforts of the office bearers of the volleyball Federation functioning under the leadership of Dr. B. Sivanthi Adityan. This is certainly a morale booster for Indian Volleyball and is indeed a great honour to our country, which will go a long way in promoting and developing the game of volleyball.

SIVANTHI GOLD CUP

Dr. B. Sivanthi Adityan instituted the Sivanthi Gold Cup International invitation Volleyball tournament in 1986. Soon after the institution of Sivanthi Gold Cup International Invitation Volleyball tournament a progressive trend was noticed in the performance of Indian Volleyball team (The Sports Star, 1996). Jimmy George, the legend had the honour of winning the inaugural cup for us and it was a stunning triumph for the Indian side over a strong Soviet Squad. Indian team then landed in Seoul for the Asian Games and shocked Japan to clinch the Bronze – the first medal for India in three decades at the Asian level. In this way the Sivanthi Gold Cup played a crucial role in boosting the morale of the national side. Sivanthi Gold cup gives the International competitive environment experience to the Indian Players. The national coaches also stressed the importance of participation in International tournament, because even with limited exposure the Indian team had achieved more. Further the experts felt that if the Sivanthi Gold Cup International Invitation tournament were conducted at least every two years, it could improve the performance of Indian Volleyball players at the Asian
level. Because of such an impressive performance at Sivanthi Gold Cup tournaments the Volleyball Federation of India has renamed it India Gold Cup.

**WOMEN’S GRAND PRIX VOLLEYBALL CHAMPIONSHIP**

Volleyball Federation of India (VFI) at Chennai organised sixth World Women’s Grand Prix Volleyball Championship in 1998 with the great efforts of Dr. B. Sivanthi Adityan. From the VFI point of view it was a bold venture and a rare opportunity to see a world level event in a sports in which India was yet to reach the top even in Asia.

**BEACH VOLLEYBALL**

Beach Volleyball is a game of modified Volleyball playing with two players on the sand of the beach. As a popular game it is very much innovated and reached the international competition standard. This advanced game has been brought to India and the follow up work of infrastructure training and coaching are making the avenues to participate in international competition. To promote the game, test matches and international competitions were conducted by him at Chennai, Tamilnadu.

**FIVB REGIONAL DEVELOPMENT CENTRE**

Development Centre is an idea that was created ten years ago with the aim of supporting promotional activities of Volleyball and satisfying urgent needs for better cooperation, understanding and adjustment to local culture, life and financial possibilities, to provide training, education and promotional opportunities at all levels, either through the volleyball clubs and federations, or through Government
support and participation of local authorities. The FIVB has made great efforts and spent a great deal of time, energy and resources to equip, control and help the various development centers.

With the view of developing Volleyball in the upcoming countries the Federation International de Volleyball has a programme to set up its development branch in various regions. In India FIVB Regional Development centre for Volleyball was started on September 19th, 1997, at Chennai, Tamilnadu. India has the privilege of having one such centre out of nine in the whole world for the development of Volleyball in the countries of the Central Zone of Asia. For this, Indian sports community expressed their heartfelt thanks to the Dr. Ruben Acosta, Federation International Volleyball and Dr. B. Sivanthi Adityan for their efforts. This centre is functioning under the guidance of Volleyball Federation of India and with its Chief Patron Dr. B. Sivanthi Adityan, Member, board of Administration, FIVB. Mr.S.Vijayakrishna, Managing Director, Tirupur Textiles Ltd sponsored this development centre in the memory of Mr.K.Sivasubramaniam. This centre has a small library facility with technical manuals and videocassettes of the latest trends of high level volleyball. Apart from that the FIVB magazine” The Coach” is readily available for circulation on payment. As far as other facilities are concerned there is an air conditioned Indoor stadium with a seating capacity of 8000 members, a conference hall equipped with Audio and Video presentation, two outdoor volleyball courts, Multi Gym and a Sports Injury Rehabilitation centre with a qualified physician. The aims of the centre are detailed below.
1. To intensify International cooperation in Volleyball and Beach Volleyball with the constant support of the centre where the headquarters are located.

2. To improve the technical and administrative structure of Volleyball Association in the countries served by the centre.

3. To develop and increase Volleyball and Beach Volleyball activities in the area assigned to the centre.

4. To set up an adequate structure for the more efficient, effective and productive accomplishment of coaches, clinics, symposia and studies aimed at the preparation, qualification and betterment of coaches, referees, sports promoters and National Federation Administrators.

5. To carry out all Clinic Courses and studies for administrators, referees and coaches in accordance with the teaching programme established by the respective FIVB Commissions.

6. To provide audio-visual and sports equipment deemed necessary for the accomplishment of the pedagogical, scientific and methodical development of all teaching programme prepared by FIVB Commission.

7. To provide informative instructions and guidance to players of both sexes about physical, medical and psychological need for the practice of volleyball. The holding of training camps to prepare and improve selected national players or officials for the federations if they so desire.

This centre with its own resources should organize the above activities and fulfil the requirements as stipulated by the FIVB to keep in touch with the 14
countries namely Afghanistan, Bangladesh, Bhutan, India, Kazakhstan, Kirgizstan, Maldives, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan and Uzbekistan.

It is a matter of pride to note the FIVB Regional Volleyball Development Centre functioning at Chennai a capital of Taminadu Government in India has been ranked as the best centre in the World by FIVB. Gopaul (1981) states in the Editorial column regarding the function of this centre as follows. In the direction of producing knowledgeable coaches and officials, Courses under Olympic solidarity programme for coaches and Inter National Referees have been organized by this centre. That planned hard work is the secret behind the success of this centre is universally acknowledged; signs of success are already on the horizon.

SHOOTING RANGE AND ACADEMY

The sports of shooting is confined to a privileged few only. Those who can afford to spend a tidy sum can practice the sports. The cost factor in connection with purchasing the gun and organization of this sports is higher than it is for the other sports. So even though the University has had this in calendar, because of the cost involved and the stringent measures with regard to its organization, shooting was shunted out from the varsity sports fixtures. Bikaner used to be the centre for trap and skeet shooting in the heyday of Dr. Karni Singh who had an illustrious career in this art of shooting down clay pigeons. His passing away led to the stoppage of this activity in this once sporting princely state. By then Delhi had a modern range at Tughlakabad, specifically built for the 1982 Asian games, and the Nationals became permanent fixtures every year in the capital. But in 1995
there was a departure from this tradition by the SAF Games. It brought in its wake what is acknowledged as the most modern range at Alamadi, Chennai. At this juncture, it should be stated that the shooting fraternity will ever be indebted to Dr. B. Sivanthi Adityan a keen shooter himself who was magnanimous enough to provide a vast piece of land of around 14 acres for this facility. In Indian shooting competitors from upcountry usually hog the limelight. But Dr. B. Sivanthi Adityan was keen to bring a lot of additional facilities to the Alamadi range (The Sports Star, 1997) and with the shooters of down south showing a keen desire for participation, there could be a change in the scenario. The National Rifles Association Surendra Singh aptly put it on the final day of the championship which was held there “generations and generations of shooters will come and go but what posterity will ever remember is this large-hearted gesture (The Sports Star, 1996).”

One more Academy in the name of Dr. B. Sivanthi Adityan has been instituted at Chennai with the aim of promoting the Shooters of India. The abiding interest he has in developing sports and encouraging sportsmen and sportswomen is also evidenced by his contribution to the shooting sports as the Honorary Secretary of Chennai and also as the Senior Vice President of Tamilnadu Shooting Association. To cite an instance, he was watching one of the lady shooters of Tamilnadu practicing at the range with an old weapon. She was to take part in a coaching camp at Delhi for Shooters for the 4th Asian ladies and juniors shooting championship. Believing that she would improve remarkably well if she was provided with a good weapon, Dr. B. Sivanthi Adityan presented a new weapon to the shooter which helped her to do exceedingly well, not only in the coaching camp but also in the national championship creating new records. This shooter is
one of those called for the selection trials for the 23rd Olympics at Los Angeles. This is one of the instances of Dr. B. Sivanthi Adityan's deep concern for the development of athletes and players (Gopaul, 1983).

SPORTS DEVELOPMENTS AUTHORITY

As Vice-President Executive of the Sports Development Authority of Tamil Nadu, Dr. B. Sivanthi Adityan has implemented the policy decisions of the Tamil Nadu Government with great zeal and vision. Under his charismatic guidance, this centre has made the plans and dreams of the Government a reality. The excellent infrastructure, training and coaching facilities, tournament exposure and incentives extended to sportsmen under the auspices of the body have put Tamil Nadu in a prominent place in the map of sports and games at both national and international levels. Dr. B. Sivanthi Adityan's passion for sports has been a major and vital factor in the success of the programmes, chalked out by the Government of Tamil Nadu. If Tamil Nadu today hosts - major sports, SAF Games and other events frequently and is respected as a true sporting State in the National and International sporting arena the credit goes, in no small measure, to Dr. B. Sivanthi Adityan and his missionary zeal.

1.3 PERSONALITY

Personality refers to the whole person, the thinking, feeling, acting of a human being who for the most part conceives himself as an individual distinctly different from other individuals and objects (Witmer, 1952) The human personality refers to the uniqueness of expressions, of characteristics in an individual within the social context. Personality is not an isolated phenomenon. A person is
considered a personality only when he is compared with one or more people. Personality expresses the complexity and inter-dependence of relationships formed between the individual and his environment. All individuals are dynamic. Environment is also dynamic. Thus, personality is also dynamic in nature.

According to Woodworth (1968) personality trait is some particular quality of behaviour, such as cheerfulness and self-reliance that characterises the individual in a wide range of his activities and is fairly consistent over a period of time. Guilford (1965) asserts that a trait is any common relatively enduring way in which one person can differ from another. Casson (1965) explains that the elements which go to make up an individual's personality are known as traits.

1.3.1 PLAY AND PERSONALITY

Play forms one of the important elements in personality development. It is a medium that provides an opportunity for fullest self-expression, freedom and pleasure. It is also a creative activity. Moreover, play is refreshing and rejuvenating. It is helpful in developing the habit of sharing, cooperation, mixing with others, and being assertive, which is a leadership quality.

1.3.2 PHYSICAL APPEARANCE AND PERSONALITY

Popkins intends to determine the extent to which people's nature influences their environment by looking at how physical appearance influences environment. He asserts that much of appearance is genetically determined and therefore independent of personality. Thus, he believes that physical appearance affects environment, which affects personality.
GENDER ROLES ASSUMED AT YOUNG AGE

Gender identity is primarily formed by family, educational, and social structures. Within these structures, males are encouraged to be distinct and separate in a hierarchical pattern. Deborah Tannen, a leading authority on this subject, has found evidence that, even in boys as young as 5 and 6-years-old, this hierarchical structure can be found. (O'Donnell & Smagorinsky, 1999). Society needs to understand that men are not necessarily more likely to head-up tasks simply based on their gender, but that men may possess a particular personality type which gives them an advantage. This study has been designed to examine leadership based on gender and leadership based on the ENTJ personality type, while maintaining mutually exclusive variables.

1.4 LEADERSHIP

Leadership is primarily about change: and about one's ability to make change happen. It is a partnership between the leader and the followers. It is a process, which involves a lot of give and take, caring and sharing. A leader can lead from the front, from the middle, from the tail or by example: whichever he leads a true leader begets the total trust and confidence of his followers who are ready to do or die for his ideals. The leader respects and induces respect; he exudes self-confidence and they repose confidence in him; he trusts and they trust him totally. Between a great leader and his followers, it is difficult to characterise this mutuality and reciprocity. Such a leader can slip from transactional to the transformational mode and vice versa when dealing with his subordinates in order to realise the objectives.
In sports administration Dr. B. Sivanthi Adityan was phenomenally successful on account of the fact that he was both a good manager and a good leader. Good manager and good leadership merge at the highest level. In identifying the objectives and prioritising them with means and infrastructure and monitoring the entire process of the development and achievement of his objectives, Dr. B. Sivanthi Adityan proved himself to be a good manager par excellence in sports administration. Later when it came to identifying the games, the players and their problem in taking appropriate steps for promoting and projecting them, in planning and structuring the organisation to work for the goals and in shaping, maintaining, managing and monitoring the human resources involved, he proved himself to be an unparalleled leader who could manage any situation competently with expertise. Great as a leader and as a manager, he co-ordinated the resources, technologies and the processes for the efficient production, exchange and enrichment of sports services in India in an orchestrated manner for the benefit of the field of sports.

The word leadership is an ambiguous term that is extremely difficult to completely define. Leadership can be described as a reciprocal, transactional, and transformational process in which individuals are permitted to influence and motivate others to promote the attaining of group and individual goals (Forsyth, 1990). Hersey states that leadership occurs anytime one attempts to influence the behavior of an individual or group, regardless of the reason; it may be for one's own goal or the goals of others, which may or may not be congruent with the team goals (1988).
Fiedler(1981) has done much work on the study of leadership, and he has proposed a theory based on contingency. He stated that the effectiveness of leadership was contingent on both personal characteristics of the leader and the nature of the group situation. Leaders will motivate their groups in different ways. Relationship-oriented leaders will establish strong interpersonal links with group members, and value this more than the task at hand. Task motivated leaders place the completion of the task as the most important goal. The task structure is an important variable in the nature of the group situation, whether the task is highly structured or unstructured. Another important aspect of this theory is the amount of power the leader has over the group. Fiedler's theory predicts that task motivated leaders are most effective in situations that are either extremely favorable or unfavorable, with relationship motivated leaders being most effective in intermediate situations.

1.4.1 TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP

Leadership is fundamental to management and organisational behaviour. It is a prerequisite for organisational success. Transformational and transactional leadership are two models in which true leadership operates. In recent years, frantic efforts are being made to change the structure and processes of all kinds of organisations. This required strong leadership in the top positions. Those who transform these transformations into innovative and profitable enterprises are called in organisational objectives and strategies, commitment of the members to the new set of goals, and changes in the attitudes of the members. The transformational leader, who can also be called a visionary, articulates his vision, convinces the members of the viability of the vision and expresses confidence in
their capacity to achieve that vision. A bond based on mutual stimulation develops between the leader and his subordinates and they work towards goals that transcend individual needs. The farsighted leader who looks to the next generation and the next century inspires his followers and they, in turn, trust and respect him and are motivated to do more than they are expected to. The transactional leader, on the other hand, exercises his discretionary influence to motivate his men. The leader and his men are satisfied with the status quo and the leader's function is to motivate the members to work towards the organisation's short term performance goals. The leader provides rewards or incentives to subordinates in exchange for successful task performance. This leader puts his men through a rigorous, time-bound, target-oriented routine. The unique combination of both transformational and transactional leadership qualities is formed in certain great personalities.

1.4.2 LEADERSHIP AND TEAM SUCCESS

Leadership style is considered by many coaches to be an important factor in team success. Most coaches use a variety of coaching styles at one time or another, sometimes in rapid succession. Some styles are more appropriate in certain situations that others. Hersey and Blanchard (1982) state that situational leadership, the style of leadership adjusted to different situations, is defined by the amount of guidance and direction (task behaviour), the amount of socio emotional support (relationship behaviour), and the readiness (maturity level) that the followers exhibit in performing a task goal. Any team with elected captains is exercising democratic leadership. Mintzenberg (1989) however, promotes a more fluid, adaptive leadership style that is characterised by a strong central leader who informally consults with his subordinates to gain information on how to direct the
organisation as a whole. Maccoby (1976) discusses the Gamesman as the most
effective type of leader, exercising a democratic, adaptive leadership style. The
structure is very flexible, fair, and has the ability to create an environment where
team members work better together. Gamesmen leaders are persuasive
communicators, and facilitate a participative leadership style. Further he states that
the gamesman type of leader promotes cohesiveness in team players

1.5 PHYSICAL EDUCATION

Physical Education is a process where one can develop the physical,
physiological and psychological qualities by applying the medium of physical
activities, which are neither low nor high. As a powerful media it teaches the
respect for humanity when students of varying national, racial, and economic
backgrounds play as teammates or as opponents. Physical education not only
strengthens the body but also enhances our knowledge. Knowledge consists in
knowing the things in the world, and in discerning their laws. In this matter we
must rely on our body, because direct observation depends on the ears and eyes,
and reflection depends on the brain. The ears and eyes, as well as the brain, may be
considered parts of the body. When the body is perfect, then knowledge is also
perfect. Hence one can say that knowledge is acquired indirectly through physical
education. Likewise Physical education not only enhances knowledge, it also
harmonizes the sentiments. Those whose senses are imperfect or whose limbs are
defective are often enslaved by excessive passion, and reason is incapable of
saving them. Hence it may be called an invariable law that when the body is
perfect and healthy, the sentiments are also correct.
1.5.1 AIMS AND OBJECTIVES OF PHYSICAL EDUCATION

The main aim of the Physical Education is to provide skilled leadership and adequate facilities, which will afford an opportunity for the individual or group to act in situations, which are physically wholesome, mentally stimulating and satisfying and socially sound. According to Williams the aim of physical education is to provide facilities, leadership and opportunities of participation in physical activities through which the fullest development of man is attained so that he may live an enriched, radiant and abundant life. Nixon and Cozens state that Organized physical education should aim to make maximum contribution to the optimum development of the individuals' potentialities in all phases of life, by placing him in an environment as favorable as possible to the promotion of such muscular or related responses or activities which best contribute to this purpose. The aim or ultimate purpose shall be analyzed into several objectives. An objective is something desirable which seems possible of attainment. The main objective of Physical Education is the efficient functioning of the organic system of the human body, such as the respiratory, nervous, circulatory, digestive, excretory systems, etc. By participating in vigorous physical activities, physical strength and organic vigor can be improved to a large extent. The building up of physical strength helps one to have good endurance, withstand strain and be efficient in the performance of activities. This enables the individual to recognize and play his part as a citizen of a country.
1.5.2 IMPORTANCE OF PHYSICAL EDUCATION AND SPORTS

You will be nearer to Heaven through playing football rather than studying Gita.

- Swami Vivekananda

For centuries, scientists have studied how the body works. Physicians like Hippocrates (460-370 B.C.) and Galen (A.D. 129-210) knew the importance of exercise and the harm of inactivity. Generally exercise and sports play the major role in the health and well-being of individuals. It is well known that the regular physical activity decreases the incidence of cardiovascular diseases, cancer of the colon, diabetes and arthritis, while improving psychological health and reducing obesity. Eminent scientists in the field of medicine also have come forward to suggest the physical activities as the natural medicine to cure and control the deadly diseases such as hypertension and others. The fact is well known that people in the present society are forced to a sedentary life because of their life style and scientific inventions and advancements in all fields provide more leisure time than needed. In an era of increased leisure time the role of physical education assumes greater importance. Physical education is not only important for fitness and health but it also gives the individual the alertness and stamina needed in society. A wise use of leisure solves many of the social problems because many people get into trouble or indulge in anti-social activities during leisure for want of facilities for recreational activities. To eradicate the social problems that occur due to excessive leisure time, the very right thing to do is to motivate people to participate in the game and sports activities of Physical Education. It provides the opportunities for cultivating the needed personality traits in oneself such as self-control, unselfishness, loyalty, perseverance, co-operation, sense of fair play,
obedience, control of emotions and sportsmanship that are available in game situations. These are indispensable to a disciplined society. Also it helps the people to develop a healthy society since man is a social animal and always likes to live in society. Physical education and sports stress the importance of peace and friendship among people and co-operation between international, governmental and non-governmental organizations. Every human being has a fundamental right of access to physical education and sports, which are essential for the full development of his personality. The freedom to develop physical, intellectual and moral powers through physical education and sports must be guaranteed both within the educational system and in other aspects of social life.

1.5.3 NEED OF PHYSICAL EDUCATION AND SPORTS

Our nation is wanting in strength. The strength of the nation is in the hands of the youth. But it is regretful to note the deteriorating physical condition of our youth population. This is an extremely disturbing phenomenon. The promoters of physical education have not grasped the essence of the problem, and therefore, their efforts, though prolonged, have not been effective. The young people today need to be active. The youth constitute the most creative segment of any society. Their role and contribution are vital to all societies and more so in a country like India with wide social, cultural and other demographic diversities. The youth constitute about 34% of the total population of India. The need and importance of physical education for health and physical fitness with a view to increasing individual productivity, and the value of sports as a means of recreation and with a potential for promoting social harmony and discipline are well recognised.
National Agenda for Governance states "Our youth are the strength of the family, village, locality and the community, they are also the future of our nation. We will take all necessary steps to mobilise this most idealistic, inspired and energetic section of our society in the mission of nation-building. For this purpose, we shall build national consensus for the creation of a National Reconstruction Corps aimed at environmental protection, ecological tasks, reclamation of waste land, including forestation, and for spreading literacy. We will have a time-bound programme for promotion of sports."

According to the International Charter UNESCO for Physical Education and Sports (1987) the practice of physical education and sports is a fundamental right for all and forms an essential element of lifelong education in the overall education system. It stresses that international co-operation is a prerequisite for the universal and well-balanced promotion of physical education and sports. It also emphasizes that the mass media should exert a positive influence on physical education and sports.

For making the youth physically fit, first it is necessary to influence their subjective attitudes towards physical education and sports positively and then to stimulate them to become conscious of the same. If the society becomes conscious of this problem, a programme for physical education will emerge successfully and the attainment of goals also will not be far. Moreover sports as a common cultural phenomenon shared by the whole of mankind responds to man's inherent desire for physical and mental activity and imparts a sense of fulfillment and richness to human life. It is therefore of the greatest significance that people should engage in sports throughout their lives. Sports also has the significance of an activity for
pursuing the ultimate limits of our human potential. On a social scale it is a significant element in the sound development of the youth and the generation of a sense of solidarity in local communities. It also contributes to the national economy and promotes friendly international relations.

Further sports helps to educate women and men capable of undertaking generous initiatives for the benefit of society. Fair play, on the part of winners and losers alike, is an invitation to exercise the virtue of justice. Sports is a means of education and the important factor equilibrium, and its practice is perhaps the best way of fighting the evils which plague society. Sports activities must constantly renew their vocation as a builder of character instilled with tolerance and as a promoter of brotherhood between people. If sports has become an integral part of the modern world, this is because it refuses to give in to violence and extremism of any kind and offers an apprenticeship in greater understanding, both of one's self and of others. In order for the world to change human beings must change. There is no doubt that the philosophical role of sports will come into its own with its tendency towards an ideal of the overall development of the individual, an ideal epitomised by olympism.

1.6 SPORTS

A sports is an indoor or outdoor activity involving physical and mental effort and skill, a game where people compete with each other according to fixed rules. It is an activity people take up during their free time, usually for fun, amusement, recreation or entertainment. It used to be considered mere trivia, a peripheral activity, a part-time, and an appendage to the core of life which life can
do without, a refuge for the escapist. But such a definition of sports has undergone a sea change in the modern days when sports has become as highly organized as an industry or business. Sports has become indispensable for life to be meaningful and wholesome, both playing (sports) and watching sports. The values of sports have been recognized. The fact that sports keeps a person healthy, cheerful, agile and confident is being appreciated. Physical fitness is basic to a happy life and sports participation promotes mental stamina, endurance and self assurance in an individual. In short, sports is a version of real life.

Sports encourages men to meet in an atmosphere of joy and sincerity. It enables them to know and respect each other more fully and awakens in them the feeling of solidarity, the love of noble and disinterested action; it gives a new dimension to the idea of fraternity. This explains why sports has always enjoyed a universal audience. However modern civilization is giving it an ever-greater significance and a special vocation. Modern sports fall into two major categories: recreational and competitive. Recreational sports are a balm to the mind. In these stressful times, man needs to take his mind off the pressures and problems of life. Sports help him put his leisure time to wise and joyful use. They soothe his tired spirits and rejuvenate him. Life is enriched and enjoyment of life is enhanced. Freedom from tension and a sense of relief prepare him for the challenges in life.

Competitive sports are a modern version of sports. They are played for gain. Rigorous training, strenuous preparation and hectic and continuous practice are the necessary concomitants of competitive games. A lot of time care, money and effort go into preparing people for these. Though games are played with a sense of fairness, justice and generosity, modern competitive sports drive people
into unsportsmanlike activities and situations, because of the huge monies and the prestige involved. While recreational sports may be amateurish, competitive sports are highly organised and professional.

1.7 GOVERNMENT MEASURES

The Government of India, it must be stated, has gone all out to develop a sports culture in the country. After the Asian Games of 1982, the Government formulated a National sports policy and set up in 1984, the Sports Authority of India, the country's apex body for sports promotion. There is a separate Department of Youth Affairs and Sports which is part of the Ministry of Human Resources. Through its institutes in Patiala, Calcutta, Bangalore, Gandhi Nagar, Gwalior and Thiruvananthapuram, The SAI Promotes its various schemes and goals like National Sports Talent Scheme, sports in rural, tribal, coastal and hilly areas, setting up of sports hostels, offer of scholarships, physical fitness programmes, coaching schemes, a three year degree course in physical education and a Diploma. Moreover, the Five year plans of the Government of India have in their successive plans, steadily increased the expansion and development of sports. The achievements are, the establishment of National college of Physical Education, and National Institute of sports, infrastructural development, utilisation of resources special focus on women, encouragement of archery and watersports.

The Government also assists National sports federations to promote participation in International sports meets, sending players abroad under cultural exchange programmes etc. Though these programmes have created a greater sports consciousness in the country, there should still be greater investment in the
sports sector. Also, a greater awareness among parents must be created about the importance of sports to youth, the need to encourage their children in sports, availability of facilities and scope of a career in sports and Physical Education.

In 1992, the Sports Development of Tamil Nadu was set up to promote sports in the state. This body has many achievements to its credit like, conducting summer coaching camps, reservation in recruitment, financial aid to old and retired sportsmen, cash incentives to students securing first three positions in state level competitions, free transport for sportsmen to participate in International meets, Chief Minister's award of Rs.1 lakh for deserving sports persons, pension scheme for sportsmen, honouring individual sportsmen for their outstanding performances, grants to educational institutions, more training centres, Rural Sports Centres and more sports clubs and associations. The construction of modern Sports Complexes to that of International standard speaks volume about the Sports Development authority. The Government has made physical education compulsory in academic institutions and many excellent sportsmen from Tamil Nadu, bring honours and credit to themselves, to the State and the Country.

1.8 QUALITY SERVICE

Quality means conformance to requirements. Crosby dispels the myth that quality is simply a feeling of "excellence". American Society for Quality specifies "the totality of features and characteristics of a product or service that bears on its ability to satisfy given needs". Service Quality is a success factor in sports management. In global terms, the more sophisticated and differentiated a nation's economy becomes, the more the weight shifts towards the services to the society.
As a consequence, employment in the tertiary sector increases steadily, with a corresponding rise in its share of the gross domestic product (CLARK 1957). The trend is also, and especially, to be found in sports. Apart from the manufacture of sports equipment and the sporting goods industry, virtually all fields of activity in sports are connected with services. This is true internationally in sports, and applies equally to profit-making and non-profit-making organisations. Sports organisations and organisers are well advised to make the quality of their services the central focus of their endeavours. The subject of "Service quality" is one which is discussed with special intensity in business practice and business management theory (Zeithaml / Parasuraman / Berry 1991; Bezold 1996). Two sets of circumstances were primarily responsible for initiating this trend. First, the empirical results of strategic research into success factors disclosed that the "quality" feature was the single most important variable in determining the success of a services enterprise (Buzzle / Gale 1989, 41 and 240). Secondly, following the world-wide recession, the early 1980s saw the beginning of a more pronounced quality orientation, the main expression of which is to be found in the intensive preoccupation with the popular "Total Quality Management" (Status 1994).

High service quality (Chelladurai, 2001) creates a positive image, generates customer satisfaction, promotes positive word of mouth propaganda, makes it easier to obtain sponsors and so allows a high-price strategy to be successfully implemented. Service quality, then, creates comparative competitive advantages! This is particularly important for suppliers in the sports sector when they find themselves confronted by a notable competitive situation. Service quality plays an exceptionally important part in the management of national and international
 sporting events. Sporting events such as these call for the planning, organisation and implementation of a number of complex services such as transport, board and lodging, training facilities for the athletes, accreditation of media representatives, security and ticketing for widely varied target groups. In the past, the success of sporting events was measured primarily in terms of organiser-oriented indicators such as total number of spectators, percentage of capacity taken up, media reporting and advertising figures, number of countries participating or the setting of international records. In addition to these, and taking into account the worldwide professionalisation of event management, service quality should also be included here as a modern evaluation parameter. This criterion makes it possible to pay attention to the satisfaction of all groups of persons actively or passively involved in the sporting event. Specifically, this means athletes, referees, spectator's media recipients media representatives, agencies, sponsors and officials. In this context, due note should be taken of the scientifically established finding that each individual assesses his satisfaction with the service subjectively (Stauss 1993, 43). Logically, then, the organiser should record the evaluations of the service quality formed by the various groups of individuals.

1.9 SPONSOR

Many sports persons face financial difficulties as they hail from lower middle classes. Facilities are provided for only those sports persons who make it to the top level; adequate infrastructure has not been created which can support them in the basic and primary level. Moreover economic security for the sports persons is essential to encourage many budding sports persons. Absence of measures in that direction has compelled many a sports person to quit the profession.
"Lack of government support to such persons has crippled Indian Sports. Indians are not able to compete with international sports stars because of lack of such support. Though there is sports quota in all areas, it has not served the purpose in promoting sports talents fully" say Jipson Jacob, the international record holder at the recent Asian Junior Athletic Tournament. This problem of financial difficulties of sports persons can be solved by sponsorship alone. For this, the sports personalities who are well versed in the respective disciplines and who can promote sports at grass root level must be encouraged.

According to Kaul (1995) ever since the dawn of civilization, sports has remained a universal phenomenon to bring out the best in all human beings. Sports has served to generate a competitive spirit amongst the people along with a burning desire to achieve the impossible. A nation's true health is gauged by the mental and physical fitness of its people. The best coordination of these two qualities creates the perfect sportsmen. Strangely enough as far as modern day sports are concerned, a vast and numerous populated country like India has failed to produce sports persons who could bring glory to the nation at international events. The reason why sports could not attain its full potential in this country was perhaps, that as a developing country, our focus and resources were aimed at economic development, and whatever limited resources could be diverted towards sports promotion were highly inadequate to establish and properly manage the infrastructure to spot and nurture talent and help it with the wherewithal to reach the peak of excellence. Success does not come overnight, and the process of trial and error lights up the correct path towards it. In order to broad base sports and to achieve excellence at higher levels the sponsorship of industries was sought in the
following area. a. Setting up of sports academics. b. Adopting a particular team and sponsoring its training programme, competition, international exposure, diet, kit etc. c. Adopting any scheme of SAI in full or part. d. Building infrastructure for use by the corporate employees and neighborhood community.

Luckily some of the private and public sector undertakings such as Air India (National Hockey Academy) Steel Authority of India (National Handball Academy), Board of Control for Cricket in India (Cricket) Northern Coal Fields (Archery Academy) Central Excise (Tennis Academy) and Goodrick (Chess Academy) have pledged their support. Further to enhance the number of private and public sector undertakings helping in the promotion of sports by starting separate sports academies, Sri Mukul Wasnic, Minister of Youth Affairs and Sports got personally involved in taking the message of sports to the industries' door steps and has held meetings concerning the same. The Government has taken steps to make the involvement by public and private sectors more lucrative by providing a 100% tax deduction under section 35 of the Income Tax act on expenditure towards sports promotion. Besides this, while the academies will help in developing the sports infrastructure and prepare future national / international level players, the sponsoring agency will benefit by the mileage derived through audio-visual and print media. Though slow, the response of the industries to the concept of sports academics has been encouraging. This venture may strengthen the hope that with the cooperation and dedication of all concerned Indian sports persons shall shine on the International arena in the near future.
1.10 PLAYERS' PARTICIPATION IN MANAGEMENT

The workers' participation in management is an essential factor for the success of any organisation or industry. It helps both the employer and employee to have a clear picture of the organisation to which they are attached. It leads the organisations in the right path to attain their ultimate objectives. Likewise in the field of sports also providing proper opportunities to the existing or former players is a long felt need of the sports persons. Moreover the employee participation in the organisation's decision-making process has its own effect. Players' participation in management helps to have the real picture regarding the details of coaching, training and selection, since they have witnessed these situations personally and practically. So the inclusion of players in the management helps the association move in the right direction and it has taken place in all organisations dealing with sports (The Sports Star, 1996).

A sportsman basically, as the president of Volleyball Federation of India for that two decades Dr. B. Sivanthi Adityan was moving really and equally along with the former players as members of the board. He is in favour of this principle. In fact his success is mainly due to this belief. He motivates the former players to take part in the management by assigning them to prestigious posts of various capacities of other associations to which he is attached. Dr. B. Sivanthi Adityan is always concerned about the Total Quality of the task. The total quality of the task is possible only with the inclusion of all ingredients that are needed for the product. That is why Dr. B. Sivanthi Adityan included the players as partners in management.
Factors leading to Dr. Adityan's Involvement in Sports

It happens in the life of some people that their desire to leave their footprints on the sands of time grows into a compulsive obsession difficult to overcome. They do not rest till their dream comes true whatever the odds, they grow from strength to strength to achieve their aim. The outcome to such ventures often constitutes the bedrock of our civilization and guarantees the march of mankind towards perfection.

His father's distinctive contribution towards the progress of society through creating an awareness in them of what was going on around them by means of his 'Daily Thanthi' ensures that any message can be made to reach the lowest rung of society and impact their daily lives. His popularization of the regional game of Kabaddi and its success must have put the idea into Dr. Adityan's mind that the best and most effective way of arousing people into improving the quality of their lives is to create an awareness in sports in them and that the Tamil daily could come in handy in his efforts.

His natural interest in games and the case with which he could excel in them made him think he could involve the people in sports and games and make them excel as well. It is a self less and unalienable desire which must have impelled him to hunt, nurture and shape talent in Volleyball, Kabaddi and Shooting and watch the terms grow right under his notes and environment, familial and social, in which he lived and grew up, which was responsible for his unquenchable thirst for sports and physical education development.

Besides, it was common practices in those days in village, that local
like Kabaddi. The opposing teams and to play the game ferociously and the winner had the last word. The game thus emerged as a unifying factor and contributed towards communal harmony in society, like Olympic Movement in Greek City States. Moreover, the efforts that his community made in order to overcome the barriers and the bane of the caste system turned him into an organizer as well as an astute administrator. The transformational leadership of Dr. Sivanthi Adityan could thus be traced to these unique factors of enlightenment and environment.
1.11 STATEMENT OF THE PROBLEM

The purpose of the present study is

1. To study the Contributions rendered by Dr. B. Sivanthi Adityan towards the promotion of Physical Education and Sports.

2. To study the Leadership Qualities of Dr. B. Sivanthi Adityan.

1.12 HYPOTHESIS

The formulated hypotheses in the present study are:

1. It is hypothesised that though Dr. B. Sivanthi Adityan is a multifaceted personality he is a successful promoter of physical education and sports in Tamilnadu.

2. It is hypothesised that Dr. B. Sivanthi Adityan is a successful leader.

1.13 SIGNIFICANCE OF THE STUDY

The significance of the study is as follows

1. The present study would be a tool of motivation to others to contribute their mite towards the development of physical education and sports in India to the extent possible.

2. In the present study the investigator has set forth the valuable services rendered by Dr. B. Sivanthi Adityan towards the promotion of physical education and sports at various stages and in various capacities. It helps the society of physical education and sports lovers and other members of the public to visualise and admire such an eminent personality and emulate him if possible.
3. In the present study the managerial systems of the subject and his valuable services in various capacities have been studied from the Total Quality Management point of view. Therefore the present study would be helpful to the management of sports associations and the researchers in the field of sports management.

1.14 DELIMITATIONS
The study confines itself to

1. The contribution of Dr. B. Sivanthi Adityan to the development of Physical Education and Sports.

2. The leadership qualities of Dr. B. Sivanthi Adityan.

3. The efforts taken by the subject to improve the welfare of sports persons.

4. Data collection through techniques of Interview, Questionnaire, and Observation for the study.


6. The investigator interviewed only the persons who are associated with the subject representing various associations and positions.

7. Geographically the present study is delimited to Tamilnadu State only.

1.15 LIMITATIONS
The limitations of the present study are

1. The personal facts and figures of the life of the subject other than those dealing with physical education and sports and games were not taken into account.

2. The contributions made by the subject (man of multifaceted) to the field of physical education and sports alone were studied.
1.16 DEFINITION OF THE TERMS

Administration

According to Mason (1988) "Administration is a system of people working together; it is a pattern of co-operative activity in which specialized talents of various individuals are brought together to achieve a common purpose".

Management

Robbins defined Management as "the universal process of efficiently getting activities completed with and through other people". (Chelladurai – 1985)

Contribution

"The act of contributing". The useful service rendered by an individual or group to the society. It is normally recognized and measured by achievements". (Swannell, 1992)

Personality

"Personality can be defined as the total quality of an individual behaviour, as it is revealed in his habits of thought and expression, his attitudes and interests, his manner of acting and his personal philosophy of life". (Wood Worth and Marguis, 1958)

Sports

According to Baker (1965) 'Sports is not a matter of life and death. It is much more important than that'. Many aspects of our social being cannot be fulfilled in private life or in rituals of consumption. At the same time, sports is a version of 'real life'.
Physical Education

"Physical Education is one phase of the total education process and it utilises activity drives inherent in each individual to develop a person organically, neuromuscularly, intellectually, and emotionally. These outcomes are realised whenever physical education activities are conducted in such places as the playground gymnasium, and swimming pool." (Nash Jay .B. 1948)

Sports Management

According to Chelladurai (1994) Sports Management is defined as the coordination of resources, technologies, process, personnel and situational contingencies for the efficient production and exchange of sports services.

Leadership

Tannenbaum (1961) defines leadership as interpersonal influence, exercised in situation and directed through the communication process, toward the attainment of a specific goal or goals.

Questionnaire

The information form that attempts to measure the attitude or belief of an individual is known as questionnaire or attitude scale. Through the use of question or by getting an individual's expressed reaction to statements, a sample of his opinion is obtained. From this statement of opinion may be inferred or estimated his attitude what he really believes.