Chapter I

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Ever since the dawn of civilization, sports has remained as a universal phenomenon to bring out the best in all human beings. It has served to generate a competitive spirit amongst the people alone with a burning desire to achieve the impossible. Every nation, including India, has mythical heroes known for their strength and skills. They were the people who brought glory to themselves, their families, their tribe and their nation. Even in the contemporary world of today, sportspersons serve as young and vibrant ambassadors of a nation. Their performances at international meets contribute towards making or breaking of country’s reputation.

We should understand that a nation’s true health is gazed by the mental and physical fitness of its people. The best co-ordination of these two qualities makes a good sports person. Strangely enough, as far as modern days sport is concerned, a vast and largely populated country like India has failed to produce sports persons who could bring glory to nation from Olympic Games. Of course, there have been some outstanding sports persons but these exceptions have been few and far between. The reason as to 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 what ever limited resources could be diverted towards sports promotion were inadequate to establish and properly manage the infrastructure and to spot out and nurture sports talents to reach the peak of excellence. Success does not come overnight. The correct path towards successes is achieved by the process of trial and error. Our experience have taught us that a fresh approach has to be taken-up to achieve our goals and thus after much deliberation, the concept of sports schools have come into being.

Sports schools play a vital role in the development of sports standards in our country. Sports schools are the nursery for nurturing the sports talents and future champions. The countries which are superior in the sports performance at the international arena have sports school system existing in their country. Sports schools provide excellent opportunities to the budding talented students to develop their potential in a systematic and scientific manner. This type of training is important because it records the growth and development pattern of the children and the sensitive periods of motor development. It helps in chalking out the training programmes according to the needs and maturity level of the children. Sports schools are also important in developing the sportsman
spirit, character and personality of the children required for high performance in future.

High performance in any sports requires long term systematic and scientific training. Owing to this fact, advanced countries in sports have started long term plans for training the talented children. Gifted children are selected on the basis of their anthropometric characteristics, motor qualities, physiological capacities which are genetically determined. After the initial screening of the children, they should be exposed to multifarious activities for their overall development. No early specialization is recommended because early specialization leads to burn out and overtraining problems. In the second phase of training, suitable event will be identified on the basis of children's physical characteristics, functional abilities, and psychological capabilities. Once a suitable event is identified, specialized training can be imparted to achieve heights in their performance in the suitable event.

The idea behind the sports school is to impart appropriate training to young children taking into consideration their physical growth and maturation. It is well established that there are sensitive periods which are considered as the most favorable time to train a particular motor ability to have optimum development and physiological adaptation.
Normally, these sensitive periods start from eight years to fourteen years, which correspondent to the schooling of children. Sports school training helps to develop a solid foundation for achieving higher levels of performance in sports. Unfortunately, in our country we have very less number of sports schools and this could be one of the major reasons of India’s poor performance in many sports disciplines at national and international level. It is high time to realize this fact, and give due emphasis on promoting sports schools for the development of sports standards in our country.

In the present educational system, especially at school system much importance is not being given to physical education and sports activities. The school children are overburdened with their academic programmes and they hardly find time and opportunities to develop their physical capabilities. Due to this reason, we are not able to create a strong foundation of sports and also we failed to develop a physical culture. If there is no input from school level to collegiate and to university level, it is highly impossible to develop the standard of sports in our country. As a consequence, with a view of training the children and moulding them as future champions the sports school system was launched in our country with dual responsibilities and they are sports and academic excellence.
The sports school students are special in nature as they have to fulfill the dual responsibilities of sports and academic excellence. To achieve this they have to put up lot of efforts, develop a systematic and disciplined life throughout their schooling. They have a rigid schedule from morning till evening and they hardly get any time for leisure. To impart a training programme considering the physical growth and maturity, a homogenous group of children are to be pooled under one roof. To carry out the training and academic programmes they are bound to stay in the school campus throughout the day. There is an absolute necessity for individual care and attention for their sports and academic excellence.

As the sports school owes responsibility to society in creation of good sports persons with sound academic background, the administrative structure of the school should be slightly different from the normal residential school. There should be separate heads for academic programme and sports training. Both are equally important just like the two sides of one coin and equal importance should be given to both the aspects. If the administration is made according to this type of set up, the officials can concentrate on their job to bring out the best possible from the student.
Most of the sports schools, functioning in various states are controlled and funded by the concerned state governments. The government sports schools are fully dependent on government funds. Proper sports facilities go a long way in helping to improve the standard of sports and games in the country. Sports and games have achieved unique importance in the present day society. Sports provide an opportunity to satisfy the gregarious instinct or the impulse of living in company of human beings. It is universally accepted that sports through social inter-action promotes co-operation as well as competition. The social process is achieved through inter-action of teams, official and public too.

The modern sports as a matter of fact, pave the way for recognition and achieving laurels. A sport not only leads to the reorganization of the individual sportsman but it also brings prestige to the Country. Thus a sport in the international field is looked upon as a means to keep a country's name and flag aloft in the air.

The organization and supervision of sports in the modern world has become a required necessity. An organization with authority and vision should enable to perform man, the day to day affairs of sports in a satisfactory and successful manner, and organization is a needed force to
put things in an order under leadership. Its purpose is to render service for the welfare of a group with a specific objective or a set of objectives. The Organization requires different faculties such as Planning, Programming, and division of labour combined with discipline and the right respect to leadership.

Sports in our country has become complex in its approach and action, an effective organization is all the more needed. The Government of India and the respective state Governments have, in the past and present, shown immense interest in the promotion of sports and games. There is minimum amount of finance earmarked for sports by the Government for the promotion of sports and recreation in our country. The Government felt it as necessary to have a proper organization to channelize the efforts towards promotion of sports and games in this country. In this direction, the Government of India, in the year 1952, constituted an autonomous body named as All India Council of Sports, (A.I.C.S.) for advising the Government of India in all matters concerning with the development of sports in our country to the extent possible.

In the same pattern of All India Council of Sports, State Sports Council (S.S.C) was instituted at the State Level, with a view to promote
sports and games at the State level. Sports council is concerned with all aspects of promotion of sports including co-ordination of various sports bodies appointment of coaches, organization of coaching camps, improving coaching facilities and offering incentives and encouragement for sports men and women.

When Indian teams return from Olympic Games with empty hands, every such time hue and cry is made about India's poor performance. Often the question is asked as to whether a country with more than 100 crores population cannot win gold in Olympic Games. The question is particularly more appropriate when nations like East and West Germany, Canada and tiny African nations winning gold after gold in Olympic Games and other International meets except the country which is second in its populace. The cause for the poor standard of Indian Sports is not definitely the Indian Sportsmen. India is a giant-sized country and ranked seventh largest country in the world with a population of more than 100 crores. Life in India today is inter-mixed with elements of the past and the imaginations of the future. India is a free country with bright prospect for the future.

India is stepping forward in every field including sports but the progress in the field of sports is very slow. The reason for this is sports
are still not popular in many part of our country. Not only this alone is, but the reason is, emphasis is laid on training the selected team members just before the commencement of the competition, whereas advanced countries like, the U.S.A., the Russia, Germany and China follows the principle of ‘CATCH THEM YOUNG AND COACH THEM RIGHT’. The cause for the poor standard of Indian sports, on diagnosis reveals that the disease so infectious has spread to the majority of sports organizers and the sports controlling bodies. Indian sports authorities, in the past years, were concentrating on the top training confined to few performers who were waiting for a chance. We never had a national plan of action even when, in our very presence deep downfall has continuously occurred. As for as Indian sports is concerned, we treat the disease not the human bevy.

Russia and Germany with whom India has established firm and friendly relationship and whom we consider “friends indeed” is a model for India’s sports promotion. Russia has reached today the top sports status through constructing a strong base, through ‘Mass Participation’ at the lower level and intensive training for the potential emerging out of the base and at the higher level.

The primary necessity towards improving the standard of sports in India is to develop firm roots so that the trees of sportsmen grow taller and stronger. The foundation must be laid right from the school level. A very popular saying “catch them young and coach them right” is often heard in this country. To realize the dictum concrete efforts have to be put forth by making sports more effective in schools through organized programmes. Sports as an agent of the total development of man have to find its due place in the Indian system of education. Sports we mean in the modern system, competitive system of sports. Whatever may be the advantages and disadvantages of competitive sports, it has to be accepted that competitive sports has come to stay. The modern competitive sports demands complete dedication, high degree of training, competence, courage, conviction and devotion. To achieve international reputation and glory in the field of competitive sports many nations have evolved national policies on sports. One such national policy evolved by the then East Germany was to make competitive sports integrate itself with the school system of education. In this approach a two fold attempt is made in their bid to promote the standard of sports through the system of education. They are (1) Introduce sports and Physical Education on a mass scale at school level and (2). Boys and girls who are outstanding in sports, unearth out of mass participation at the schools, are put together in particular institution to provide special training.
Mader explains as to how high performance training is offered to East German Children in the age group of eight to ten years. He states:

"Towards this end, specialized institutions like sports schools sports divisions and sports hostels are being experimented in India. Sports schools and sports divisions are institutions where highly talented sports boys and girls are selected who prosecute their studies along with specialized sports training. The students stay together in hostels exclusively meant for them where they are trained by expert coaches. In our country such hostels were never thought of".

There should be a systematic approach towards training the potential groomed in this institution. These schools being the nucleus of Indian Sports programmes should provide the best possible facilities, nutritious diet, highly productive coaching and competitive sports experience.

It is but natural that when large number of such sports schools and sports divisions are started all over India, a strong base for the promotion of sports in India can be laid. If such schools set about their task with energy, drive and determination, within a span of ten to twelve years,

India could produce large number of disciplined and talented sportsmen and women who shall bring glory and laurels in the field of international sports to our country and retain the ancient glory. The sports achievements of any country greatly depend upon providing adequate training programmes and facilities to the school children and youth on scientific lines. If we want to win laurels in the international sports arena we have to think seriously in the training programmes of our children in schools and youth too.

Advanced countries in sports realized this fact long back and established plenty of such schools in various regions of their country. One of the most leading countries in sports like, Russia at present has more than 4600 children's sports schools attended by over 1.6 million children of 9-14 years of age group. Many of these Schools altogether cover 23 sports events including track and field, gymnastics etc., and members of the Soviet Students' Clubs usually achieve top results at the International sports.

Soviet sports experts commented that mainly because of sports schools and the facilities at universities the soviet students have performed well at the University games and Olympic Games as well. The
Germany and other socialist blocks are also following the same pattern like, Russia.

Parappa\(^1\) one of the eminent leaders of Physical Education in India wrote a booklet on 'National plan for the Development of sports' and in the same he has given a scheme of National plan. According to him, there should be mass participation in sports at primary schools, training and coaching to be continued till the end of the school span with proper evaluation and performance.

The objectives of the sports schools are to identify the talents and gradually groom them to perfection. Where sports schools were started, identified the talents in each sports and along with education, the potentials were groomed at the cost of the government.

The state of Kerala through the programme of sports schools have established itself as one of the best sports promoting state in India, followed by the state of Haryana, Maharastra and Karnataka too has started the sports school in the year 1982 which have given good results.

\(^1\)Parappa, Op. Cit., p.3.
In recent years the importance of sports has accelerated in our country also, as an agent of the total development of man, in the system of education. The modern competitive sports demand absolute dedication, sincerity and a high degree of training. The Government and the National sports bodies are trying their level best to promote sports in our country, by introducing various schemes, which have proved to be very effective in raising the standards of sports on par with other Nations. The marvelous performance of our Hockey and Athletic teams bear evidence to this fact.

Under the constitution of India, sport is a state subject. Games and sports should be developed on a large scale catering to the need of the average student as well as those who excel in this department. Where playing fields and other facilities for developing a nation-wide programme of physical education do not exist, they should be provided on a priority basis.

In 1979, the All India Council for Sports prepared a Draft National Sports Policy which was approved by the Ministry of Education and social Welfare, Government of India. The aims and objectives of the new sports policy are two-fold. The first is to inculcate sports and health consciousness amongst the masses for regular participation in games and
Sports play a major role in the process of education and are indispensable to a developing country like India. The setting up of the State council of sports and later the establishment of a separate Directorate of sports cultural Affairs in 1973, accelerated the sports activities and brought about rapid progress in this field, within a short span of time.

The Government has been trying its best to provide the much needed playfields, equipment, scientific coaching, etc., to the upcoming youth so as to enable them to bring out their best talents.

The Directorate of Sports and Cultural Affairs in collaboration with the State council of sports, has undertaken a number of schemes, most of which have been accomplished successfully while others are progressing rapidly.

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Popov and Srelnitsky⁵ state the equal value of physical training with other subjects as Physical education is compulsory at all schools. Marks for physical training just as for language studies, mathematics and physics are entered in pupil’s reports and in the school graduation diploma. While physical training classes are compulsory for all, participation in sports are purely voluntary and so sports groups are organized at every school.

Muravyev⁶ states about their two sports schools coaches, training and the future benefits are;

In Soviet Russia sports schools are affiliated and identified with background of a particular palace. One specializes in track and field and rhythmic gymnastics, the other in tennis and swimming. Fifty four coaches, including many masters of sports, are available to help and train 2500 children from the Zhdanov and the other districts of Moscow. From early morning till late evening – 14 hours – the palace remains open to the children. In the morning, students from secondary schools who are taking special sports classes come to work out. The track and field area is used to conduct classes in the school physical education programme. Second form pupils from all the schools in the district are taught to swim in the palace swimming pool (4800 children were taught in four years). In the afternoon, the different sports groups were trained here, and students prepare to take the preferred work and defense physical fitness tests.


Gribachev\textsuperscript{7} states the quick growth of the sports school as:

\textit{Less than two years old the sports club at the Elektrosila production association is one of the youngest in Leningrad. Twenty two sports are cultivated here and a children's sports school functions with the sections for Greco-Roman wrestling, Basket ball, Badminton, skiing and track and field enthusiasts have everything they need: There is a sports centre with four specialized halls and health club in victory park with a membership of 1600. The sports centre is well equipped with all modern sports facilities to train the participants and mould them in to the best performers in national and international level sports competitions.}

The management of sports school administration on proper lines should be given proper emphasis. Towards this direction Cowell and Hazelton\textsuperscript{8} emphasizing the importance of Administration states:

\textit{Administration is the process of directing organized efforts towards the accomplishment of chosen objectives. It paves the way so that the programme of activities may be carried on. It is involved with such non instructional activities as providing equipment. Supplies, facilities play space, leadership and so forth. Its function is to enable the right pupils to receive the right education from the right teachers and enable the pupils to have best profit by their training.}


Singh is of the opinion that success comes to those who dare and active. There is no royal road to success. One cannot be champion without long spells of practice and also participation in number of contests, the most important thing is that everyone must set before himself some lofty goal or high ideal which he should pursue through out life. It should be so high that a whole life practice, wishes and ambitions can be dedicated to it.

Facilities like proper playfield, sports kits are important aspects through which importance in the standard of the game can be attained. The success of any sports programme in Colleges / Universities / Clubs / Sports Associations will largely depend upon the nature of the facilities that are available. Lack of adequate facilities that are available now in the country are slightly better than previous years. Yet they are no means adequate and ample facilities therefore should be provided in all educational Institutions / Clubs / Associations etc., Facilities are not only the basic needs for sports but also improve the performance in a better way. In modern sports more scientific principles are involved in all the

sports facilities and it should be according to the international standard. Uniformity in the facility is a must to attain a high standard in the performance.

The need for sports from the sociological point of view is explained in the following lines by Celeste. Games provide the opportunity to test one's self against untested odds in terms of behavioral attributes. You can see how strong you are, you can see if you can keep your balance, you can ascertain if you are more ingenious than either your opponent or the game itself. In the knowledge resulting from such a testing situation self is conceived.

Games also insist upon conformity to rules and laws. There is no skepticism possible with rules of the game, for the principle underlying rule is absolute truth. The game provides the rational for the obligation to respect rules. There is always the temptation to argue with the rules. But once the rule has been transgressed, the game is over or a penalty must be enacted.

Finally game provides the opportunity for what might be called the "Stiffing of one's soul". They provide the flights of ecstasy that accompany a skill well executed, they provide the amity in a united and dedicated team, they demand the overpowering respect for an opponent who gives his best. They set one's head spinning with panic and apprehension, and they make for a sense of well being.

For the administration of the modern sports, a proper organization is an absolute necessity. Defining the term organization and administration Cowell and Hazelton\(^\text{11}\) state that organization is the proper adjustment of the relationships between people in an effort to accomplish certain definite ends. It involves the right man in the right job so that he has a clear understanding of the relationship of his task to the tasks of these about him. Administration involves the process of directing the efforts of the person involved towards the accomplishment of chosen ultimate objectives. Administration is responsible only indirectly for instruction, but it must set the stage for providing with spare, time, equipment, supplies and leadership so that the educational process can go forward.

The function of administration is to enable the right pupil to receive the right education from the right teachers under conditions which will enable the pupils to profit from their training. Imparting scientific system of coaching forms a very important function of the sports system. Through coaching the potential is polished so as to perform better and better. It is the job of the coach to prepare the player for the competition with an eye on winning.

Coaches are essentially teachers of the more athletically gifted youth in our culture. They deal with a variety of people in their work and are often forced to deal with pressures from a variety of sources. Sports are concerned by the materialistic society or present day world as a means to attain success or satisfy the urge for reconsideration. Sports bring laurels not only to the sports man but sports achievement is a prestigious proposition from the point of view of the nation. Sports heroes are honored and worshipped sportsmen and women winning international competitions are always given a red carpet welcome by the general public in case of India. Incentives and recognition go a long way in promoting

the standard of sports in our country. The Deshmukh Committee\textsuperscript{12} on education has stressed the need for providing proper incentive for the young sports potential. Awards will encourage more children to come out for teams and to participate in the programme. If the programme is beneficial for those who participate, then more the participation and greater the benefits.

Most of the advanced countries in sports have sports schools and club systems in their country, which could be one of the contributing factors to their excellence of sports. In our country the sports schools do not enjoy priority this could be one of the drawback in our sports development system.

The poor performance of Indians in the international sports competition became a national concern. As everyone is aware that, the country's achievements in the international sports competition is a pride of that nation and every nation will strive to achieve this proud privilege. Sports competitions are the best means to show the superiorities of a nation over the other nations.
The research scholar felt that this is one of the most important needs of the present hour to study the organizational setup of sports schools functioning in all the states of the southern India. Sports schools play a vital role in nurturing the sports talents and sports schools are the nursery for developing young sports talents. Sports school system is essential for the systematic and scientific sports training for children considering their physical growth and development. Whereas considering these facts researcher has formulated this study entitled "organizational set-up and achievements of sports schools in southern India" in order to explore their functioning and evaluate their programme.

**Statement of the Problem**

The purpose of the study was to conduct a survey on the organizational set-up and achievements of the sports schools in the southern India.

**Delimitations**

01. The study was delimited to eight government sports schools of southern India, being run by concerned state governments, namely Andhra Pradesh, Karnataka, Kerala, Pondicherry and Tamil Nadu.
03. The organizational set-up under the study was delimited to men and materials.

04. The study was delimited to the political, bureaucratic and official organizational set-up of the sports schools.

05. The study was delimited to the survey of existing facilities in the sports schools.

06. The study was delimited to the academic achievements of the sports school students in S.S.L.C. examinations from the academic year 1997 – 98 to 2001- 02.

07. The study was delimited to the sports achievements of the sports school students at state, national and international levels from the academic year 1997 – 98 to 2001- 02.

**Limitations**

01. Only government sports schools funded by the concerned by the state governments were taken as subjects, which is considered as one of the limitations.

02. Questionnaire and interview methods were adopted to get the information pertaining to the organizational set-up and achievements in terms of academics and sports, which was considered as another limitation.
03. The sports policies and the budget allocation for the functioning of the schools from the different state governments may be different from state to state, which might have influenced both organizational set up and achievements in terms of sports and academics, which was considered as another limitation.

Significance of the study

01. The results of the study may help to understand the existing organizational set-up of the government sports schools functioning in various states of the southern India.

02. The results of the study may help in formulating an appropriate organizational set-up suitable for smooth functioning of sports schools.

03. This study may help to understand the academic achievements of students of sports schools in the S.S.L.C. examinations, which may provide a platform to compare the results with the performance of the non sports school students in the S.S.L.C. Examinations.

04. The study may be beneficial in taking appropriate measures in improving the academic excellence in public examinations.
05. The results may help in comparing the sports achievements of various sports schools which may be a motivational factor for the schools showing poor sports performance.

06. The study may throw light on the importance of sports schools in developing the sports performance in the country.

07. The results of the study may help the administrators of sports schools to take necessary steps in improving the sports achievements thereby improving the sports standards.

08. The results of the study may be beneficial to understand the contribution of sports schools to their respective state in different levels of competitions.

**Definition and explanation of terms**

**Sports School:**

Sports schools are institutions established to admit children with adequate sports potential and to develop that potential into performance. Sports schools may be considered as institutions of excellence in sports where children reside to pursue academic and sports education.
Organization:

Organization is a system or establishment to put the programmes into working order and make a working system with sequence on professional lines in order to achieve the best results.

An ideal organization may be composed primarily of persons, or materials, or ideas, or concepts, or symbols, or forms, or rules, or principles or more often of a combination of all these. The set-up may work automatically or its operation may be subject to human judgment and will.\(^{13}\)

Achievement:

Achievement is defined as the level of performance in a given task or in a sports contest; it is a part of the broader concept called cumulative achievement. The concept can be determined by the athletes' level of performance while engaged in training and competition in a sports discipline and the amount of time devoted to this specific activity rather than to other activities. Motivation is supposed to influence both the

\(^{13}\text{M.S.Sachdeva, School Organization, Administration and Management, (Ludiana:Tondan Publications, 2000), pp.3-6.}
performance and time factors and cumulative achievement can be illustrated by the degree of successes or the personnel best achieved during the career. Research has shown that the career advancement is positively influenced by individual differences in the motive to succeed among persons who work on things by themselves and for themselves.

Interview:

It is sense of an oral questionnaire of inviting the response where the subject or interviewer gives the needed information orally and face to face or one to one situation. It is both confidential and private.

Questionnaire:

The questionnaire may be defined as a list of planned written questions that are related to a particular topic or series of topics. It is an instrument used to collect data from subjects, who are not contacted on face to face basis. It is a device through which the subject supplies information about himself by answering the questions posed without any hesitation and prestige, that it self a sub-structure which enables the researcher in justifying his own standpoint. As stated above the questionnaire is not in the form of counseling (one to one situation) and it is open and general in nature.