



Reforming Sports Administration in India

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Abstract

Managing Sports organizations at the start of the twenty-first century involves the application of techniques and strategies evident in leading business, government and non-profit organizations. Sporting associations in India are usually incorporated as societies under the Indian Societies Registration Act, 1860. Majority of the national sports organizations in India are commonly have political and bureaucratic controlled. A strategic analyses and strategic management can provide a clear vision of what are the key issues, where and how the improvements can be achieved. The author suggests that International Olympic Committee, Olympic Solidarity's Advance Sports Management Programme can be a key to reform Sports Administration. This review study highlights the concept and applies them to the diverse global sports industries in reference to Indian Sports Administration.

Key Words: Reforms, Sports Administration

Sports employ many millions of people around the globe, is played or watched by the majority of the world's population and at elite or professional level has moved from being an amateur pastime to a significant industry. The growth and professionalization of sports has driven changes in the consumption, production and management of sporting events and organizations at all levels of sports. Globalization has been a major force in driving change in the way sport is produced and consumed. The enhance integration of the world's economies has enabled communication to occur between producers and consumers at greater speed and variety, and sports has been one sector to reap the benefits. Consumers of the elite sport events and competitions such as Olympic Games, World Cup, Asian Games, and Premier Leagues enjoy unprecedented access through mainstream and social media.

The global sport marketplace has become very crowded and sports managers seeking to carve out a niche need to understand the global environment in which they must operate. Most national government view sport as a vehicle for nationalism, economic development or social development; and consider their role to enact policies and legislation to support, control and



regulate the activities of sports organizations. To deliver high performance and community level programs, support sport organizations to bid for major events and facilitate the building of major stadiums. In return government can influence sports to recruit more mass participants, provide services to discrete sectors of the of community or have sports enact as policies on various social issues, requirements, awareness and general promotional messages. Government also regulates the activities of sports organizations through legislation or licensing in area such as industrial relations, anti-discrimination, taxation and corporate governance. The management of sports organizations has undergone a relatively rapid period of professionalization since 1980s.

As mentioned by IOC president Mr. Thomas Bach if the autonomy of sports organizations is to be respected, sporting organisations in the Olympic Movement need to ensure that they apply principles of ‘good governance’ to their everyday work. They must hold themselves to stringent ethical standards and ensure a high degree of transparency and accountability. To this end there is a need to invest more in the training and professional development of sports administrators. Only by enhancing and solidifying our internal structures and functioning can we demand the full respect of governments.

Australia is reputed for having one of the best sporting structures and setup in the world and its sporting bodies follows stringent sporting governance principles. The Australian Sports Commission adopted its 10-years strategy called Australia’s Winning Edge 2012-2022. One of the key aims of the strategy is to ensure national sporting organisations “have the structure, workforce and leadership capacity to develop successful programs to achieve competitive results and to spend taxpayers funding effectively”.

Managing Sports organizations at the start of the twenty-first century involves the application of techniques and strategies evident in leading business, government and non-profit organizations.

Sporting associations in India are usually incorporated as societies under the Indian Societies Registration Act, 1860. Majority of the national sports organizations in India are commonly have political and bureaucratic control; very few sports persons are involved in sports administrative responsibilities. Even if they are been involved it is at middle or lower level of

management. In a country with almost 1.20 billion populations and a counted number of Olympic medals, there is a dire need of reforms in sports administration, make amendments to improve upon what's going wrong. To take account of the rudimentary state of affairs in governance of sports in India, a strategic analysis is required.

Strategy analysis	Internal analysis (capabilities, deficiencies and stakeholders)	Strengths Weaknesses
	External analysis (environment, competitors and customers)	Opportunities Threats
Strategy direction	Mission Vision Objectives	Performance measures
Strategy formulation	Strategic options	Generic strategies Cost leadership Differentiation Focus
Strategy implementation	Deployment of strategy	Products Services Systems Structure Culture
Strategy evaluation	Performance measurement	Corrective action

Figure: The strategic management process

The analyses through governance structure of companies through Corporate Governance Principles Framework which consists of around 400 criteria-points. These criteria-points have been classified under broad corporate governance parameters such as Board, Board Committees, Management & Operations, Audit & Accounts, Stakeholder Rights and Disclosures. The shareholders, as key stakeholders in a company, appoint the Board of Directors and hold them accountable. The Board is also accountable to other stakeholders.

BOARD: Appointments, Compensation, Meetings, Remuneration, Responsibilities, Chairperson, Code of Conduct, Company Secretary, Independent Directors, etc.

BOARD COMMITTEES: Audit Nomination, Shareholders, Risk, Remuneration Committees. Composition, Meetings, Powers, Responsibilities



MANAGEMENT & OPERATIONS: Code of Conduct, Remuneration Policies, Risk Management, Whistleblower Policies, Culture

AUDIT & ACCOUNTS: Audit and Accounts, Auditor Independence, Ethical Standards for Audit

STAKEHOLDERS RIGHTS: Related Party Transactions, Shareholders Meetings & Voting, Other Rights

DISCLOSURE: Audit and Accounts, Board (Appointments, Composition, Remuneration, Meetings), Board Committees, Independent Directors, Management & Operations, Ownership, Shareholder Meetings, Whistle Blowers Policies etc.

Several environmental factors influence the way sports organizations operate, namely globalization, government policy, professionalization and technology developments. The sport industry can be defined as a comprising three distinct but interrelated industries: The state or public sector, the nonprofit or voluntary sector and the professional or commercial sector. These sectors do not operate in isolation and often engage in a range of collaborative projects, funding arrangements, joint commercial ventures and other business relationships. There are some aspects of strategic management, organizational structure, human resource management, marketing, the relationship between sports and the media, government and performance management that are unique to the management of sports organizations.

With this vision and need International Olympic Committee has developed Advance Sports Management Course (ASMC) to promote good governance in world of sports. These are been implemented in all National Olympic Committees (NOCs) through Olympic Solidarity. Olympic Solidarity's role is to organise aid to NOCs, in particular those with the greatest need, in order that NOCs may fulfil their responsibilities towards the Olympic Movement. ASMC is a programme through which a kind of work and financial audit and training is conducted. It covers the area like organizing and Olympic sport organization, managing strategically, managing human resources, managing finances, managing marketing, organizing a major sports event etc. Executing ASMC to Indian Sports organizations will be truly reforms of Sports Administration in India. A number of phenomena of interest to management and organizational scholars have been investigating within the context of sports like compensation – performance relationships, escalating commitment, executive



succession, and sustainable competitive advantage, the author advocates the global vision of IOC.

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