

## CHAPTER - II

### REVIEW OF RELATED LITERATURE

Review of related literature helps a researcher to acquaint himself with the current knowledge in the area in which he proposes to conduct a research. It enables the researcher to make a very definite plan regarding the methodology that he usually wants to adopt in his study. Such a well-defined plan about the area of research gives a free way in methodology to the researcher to arrive at his goals.

In the collection of literature, pertinent to the present study, the investigator has scanned the research periodicals, research abstracts, theses and dissertations and journals from various universities, colleges and print media. In the present study the contributions of the subject towards physical education and sports have been studied under various heads as a teacher, professor, coach, sponsor, an administrator, a manager, a fervent advocate of total quality management, a leader and as a sportsman. The collected literature has been segmented into different studies of headings as stated above and presented in this chapter.

#### 2.1 CASE STUDIES ON INDIVIDUAL PERSONALITIES

**Zacharias** (2011) case study was about the achievements and contributions of Anju Bobby George, an international athlete and a sports personality. A questionnaire was prepared for collecting matters on Anju Bobby George through various sources, finding the personality behavior of Anju Bobby George through Cattells 16 P.F questionnaire and

opinion collected through various types of sports personality. The determinant factors of Anju's contribution and achievement made her rise to this high level.

**Johnson** (2007) made a case study on "Walter Davaram, his life, career, personality, contribution towards the sports development Tamil Nadu". He designed questionnaire for collecting facts on W.I.Davaram through various primary and secondary sources finding the personality behavior of W.I.Davaram through Cattell's 16PF questionnaire and opinion collected through administrators of questionnaire from sport personality, sports administrators, sports organizers, leaders of various sports and athletic association, physical educationalist and coaches. The collected data were carefully analyzed, subjecting them to statistical treatment using factor analysis. He concluded that the inherited qualities of his parents to achieve something great and contribute for the nation in unique way made W.I.Devaram get involved in sports activities right from his school, college days and throughout his career and even after his retirement and thus concluded the parental care and motivation are most important for anyone to achieve pre-set goals and this was also true in the case of W.I.Devaram. He further concluded that the physical activities of early life tend to form basic for physical fitness of any individual and physical exertion of W.I.Devaram made him fit right from his early age and he kept the name through his career and even after retirement.

**Karthikeyan** (2006) traced the life, career, achievement and Contribution of Dr. S. Navaraj Chelliah towards Physical Education and Sports. He collected the necessary data, both primary and secondary sources. He interviewed the family and the associated

professionals to collect authentic information regarding his achievements and contributions. He concluded that Navaraj Chelliah started his achievements in Triple jump at the Inter Collegiate, and University level. He excelled also in his education, obtaining gold medal in post graduate Diploma in Physical Education and became the first Ph.D candidate in Physical Education, produced by YMCA College of Physical Education. He conducted a number of researches in the field of physical education and allied areas and produced Ph.D in Physical Education. He started writing books on physical education and sports, right from 1963 and published hundreds of books until 2001. He has published books, which are being used as Text Books for Standards VI to XII of both State Board Syllabus and Central Board Syllabus in the country. His contributions did receive national and state awards for best books. He had served the cause of different sports and games by associating himself in different Sports Associations and translated the books into Tamil. The All India Radio, "Doordharsan" and other radio and television channels used to invite Navaraj Chelliah to give 'pep talks'. He conducted various programmes in sports and games. He played a vital part in spreading physical education, health education and sports among masses. He published "Vilayattu Kalanchiyam" a monthly magazine covering important features on Sports and Games of the state and the nation right from the year 1977.

**Jagadeesan** (2005) traced the life, career and achievement of Mr. I. Susainathan in Hockey as a player and coach through the interview method. He concluded that Mr. I. Susainathan's family background was in the company of his father, mother and uncle who

provided him a good environment at home, which in turn motivated him in hockey, right from his childhood and which moulded his character. At school, his Physical Education Teacher and Headmaster motivated him. He was appointed as a coach by I.H.F. He represented our country hockey team in the international level, 1954 Malaysia, Singapore, 1958 – Poland, Germany, Czechoslovakia and Sri Lanka. He was the captain for the T.I. Cycles company team, which won the national tournament, several times. Sports Council of Tamil Nadu appointed him as a District Hockey coach for nearly 8 years in Kanchipuram, Chengelpet and Madurai districts, Tamil Nadu, India. And he was also appointed as a coach for Orissa State team for 3 years. He was a qualified national umpire in hockey.

**Jerold** (2003) made a case study to assess the contribution of International Player, Charles Cornelius, to the game of hockey. He followed Interview method, the conversation. The conversations were recorded with the help of a cassette recorder permit media, first hand information and secondary sources of information from published articles etcetera. His achievements and contributions to the game of hockey were classified into the following categories: (i) Charles-his birth and early days in the Game of Hockey (ii) Charles as a Goal Keeper (iii) Charles as Coach (iv) Charles' hobbies and (v) Charles- his future plans.

**Agnieszka** (2002)'s tests were based on individual analysis in a case study. They showed the psychological self-portrait of an individual in a situation of corporate changes and how this self-image influenced a person's capacity to manage. The results prove that

the individual's psychological self-portrait changed in changing situations. The anticipation of one's redundancy undermines one's sense of individual identity and the stability of the employee's professional and personal life. A comparison of the self portraits of people examined in two stages with their preventive behaviour, showed the existence of a very close interdependence between the two.

**Satyaseelan** (1997)'s study was focused on the development of volleyball in Tamil Nadu and also on the personality traits and administrative skills of Krishna Pillai Murugan, a favourite administrator in Indian volleyball. He made use of R. B. Cattells 16 personality factor analysis questionnaire to portray the Personality traits of Murugan. He extensively used the interview technique, standardised opinion questionnaire, to show Murugan's administrative skills. The study dealt with remarkable and systematic development of volleyball in Tamil Nadu as well as the high degree of conceptual skills of Indian volleyball in planning and organizing the activities.

**Rajkumar** (1995) made an interesting and thought-provoking study on the contribution of the Honorable Chief Minister of Tamil Nadu, Ms. Jayalalitha in the field of sports and games in Tamil Nadu. She formed "Sports Development Authority Council of Tamil Nadu". She was responsible for conducting the 10th Nehru World Cup International Invitation football Match and International Invitation Athletic Meet and had also installed synthetic track in Nehru Stadium in Chennai. She introduced many innovative schemes and plans for promotion of sports in Tamil Nadu. She motivated and encouraged young up and coming and promising sportspersons like Amutha (Triathlon),

Kuttaleeswaran (long distance sea swimmer), Anjupathy (Tennis), Viswanathan (Skidding) and Edwin (Squad work record holder). She conducted 7th South Asian Games in Chennai in the year 1995 and carved a niche for herself in the hall of games.

She was the first woman to be an independent member of Tamil Nadu Cricket Association in 1975. She is the President of Sports Development Authority of Tamil Nadu. She was the President of Organising Committee of Athletic meet in Chennai (1994). She was the President of the Superintending Committee of the SAF games in Chennai, 1995. She was honored with an honorary Doctorate Degree three times by Annamalai University, Madras University and Madurai Kamaraj University.

**Sivaramakrishnan** (1989) studied the contribution of Sunil Gavaskar, a famous Indian Cricketer. The findings of the study showed the influence of parents and environment during the childhood on Gavaskar's behavior and performance and the personality traits of Gavaskar were supported by his achievement and performances in the field of cricket and social life.

## **2.2 STUDIES ON PERSONALITY AND MANAGEMENT COMPETENCY**

**Kurtin Kresho** (1994) studied the relationship between personality types and competencies of school administrators. The assessment centre data on competencies along with the MBTI data were analysed using repeated measures of ANOVA. It was found that competencies ratings and some assessment methods were not independent of the MBTI

personality character. Significant differences among the mean competencies rating of the Myers Briggs Indicator Personality Types were observed on the Group exercise and overall rating. Educational administrators with extrovert personality types scored significantly higher than the administrators with introvert types on group rating concept formation, self-confidence, organisational ability, management control and delegation. Educational administrators with feeling personality types scored significantly greater than administrators with thinking type on the overall rating of interpersonal search presentation and achievement orientation.

**Reddy** (1993) examined the personality traits of Pothan Mathews Joseph, T., a pioneer physical educationist in India, as well as his philosophical and ability as a teacher and administrator. Using Cattell's 16 personality factor Analysis Questionnaire, the personality traits of Joseph were measured. Further to assess the other factors, a standardized opinion, rating a questionnaire was developed and mailed to his contemporaries, student and physical educationists to evaluate his philosophy, teaching and administrative abilities. Interviews with Joseph and leading physical educationists in India, the department records and files were used to assess the contribution of Joseph in the field of scientific physical education in India and the honors conferred on him.

**James David Lym** (1993) studied the personality types and effectiveness of the board members in Nebraska District Public Schools. He used the "Myers Briggs Type Indicator Test" to find out the personality types and an "Effective Rating Scale" was used to rate the superintendent's effectiveness of school board members. The following were his

findings: (i) Most of the effective school board members in Nebraska District were introverts (ii) Many had a sensing personality rather than an Intuitive personality; (iii) Effective board members were found to have a thinking personality profile rather than feeling personality profile and (iv) They had a judgement personality rather than a perceptive personality.

**Woodworth and Marguis** (1988) stated that out of enormous traits many come in opposite pairs, as cheerful & gloomy, dominating & submissive, kind & cruel, Psychologists, by using pairs of opposite heads, identified names of many possible dimensions but they were not wholly different. They found that many dimensions overlapped and they were reduced to a smaller number of applying correlation method. Several systematic studies of interrelation of traits have recently been carried out. The method of correlation, applied to the results of rating, questionnaire and test, researchers have synthesized the multitude of primary traits and smaller number of primary traits.

**Woodworth and Marguis** (1988) while discussing personality traits indicated that a personality trait is some particular quality of behaviour such as cheerfulness or self-reliance. The individual has a wide range of activities and is fairly consistent over a period of time. The total personality would be some of these traits. It has some unity, many traits are recognizable only in social and interpersonal situations and relatively they are the permanent characteristics of the individual.

**Anuradha** (1983) in her theses made an attempt to portray the true nature of qualities of Shri Late T.T.Krishnamachari. She endeavoured to show that Shri T.T.Krishnamachari



was 'Captain of the general' termed among politicians to be ignorant of the laws of government. He was a dedicated statesman, with a burning desire to serve his fellow countrymen.

The thesis laid emphasis on the multifarious qualities of T.T.Krishnamachari. He was an intellectual, trained to be a lawyer and later a civil servant. But he boldly ventured into the tightly competitive field of business and very soon carried out a distinguished hitch for himself. He however, hesitated to be conservative and was boldly innovative always exploring new avenues. He was always a man of consciousness never willing to compromise.

**Mary's** (1982) study was to discover, synthesise and interpret data pertinent to the professional life and endeavors of John Robert Wooden. Extensive interviews with coach Wooden and his former assistant coaches at the University of California at Los Angeles were critical to the documentation and analysis of coach Wooden's philosophies. Following, an out-standing Basketball career at Purdue University, Wooden went into teaching and coaching at the High School level and eventually to the collegiate level. In his forty years of coaching Basketball, his teams won 885 games and lost 203. His UCL teams won an unprecedented ten National Collegiate Athletic Association Championships. He was accorded numerous honours as a player, coach and citizen.

According to **Cattell, Eber** and **Tatsuoka**, (1976) the 16 PF questionnaire consists of scales carefully oriented and groomed to the basic concept in human personality structure research. It is firmly based on the personality sphere concept, a design to insure initial items coverage for all the behaviours, that commonly enters rating and the dictionary

descriptions of personality. It locates unitary independence and pragmatically important 'Source Traits'. By 'source traits' we mean factors affecting large areas of behaviour, such as intelligence, emotional stability, super ego, strength, serenity and dominance. The 16 PF questionnaire constitutes the quickest way of measuring primary personality factors yet worked out and have demonstrated comprehensiveness and good predictive capacity in relation to everyday life.

### **2.3 STUDIES ON SPORTS MANAGEMENT**

**Chelladurai** (1994) focused on the management and impact of cultural diversity in sports organizations. It was proposed that the potentially constructive or destructive impact of cultural diversity was a function of the management of that diversity, which was ultimately a reflection of organizational culture, or how things were done around here. Organizational culture was described along a series of valuing similarity and diversity in the organization. It was argued that the benefits of cultural diversity (e.g., creativity, challenge, constructive conflict) would be realized when an organizational culture of diversity underlied the management of that diversity. These benefits were heightened when the situation dictated a high degree of task interdependence and complexity. Implications for increasing cultural diversity and developing an organizational culture that valued that diversity, as a social responsibility and a contributing force to organizational performance, were discussed.

**“Cheng Chih — Fu”** (1993) determined the competencies necessary for the successful management of sports organisations and the skills and knowledge requisite to

assuming leadership and management role of sports for an educational curriculum design in Taiwan. Three hundred and thirty four sports managers in Taiwan, Republic of China served as the subject's study. The research instruments, / "Survey of Management Practitioners" were administered. One way analysis of Variance (ANOVA) , Chi Square Test were used for analysing the data. Eight managerial competencies among sports managers in Taiwan were identified and a model curriculum of sports management was formed.

**Yuks** (1990) suggested that in addition to certain technical skills, school administrators must possess self-confidence, the desire to compete with the peers, a high energy level, and an interest in oral persuasive activities.

## **2.4 STUDIES ON LEADERSHIP**

**Warren Bennis**, (2001) conducted a study of 90 most successful leaders in the US and identified four common competencies viz., compelling vision or sense of purpose, communicating vision in clear terms to followers, knowing their strength and capitalizing on them. In yet another interesting study, J.A. Conger and R.N. Kannungo have identified the number of characteristics in a leader. They had concluded that the charismatic leader should possess self-confidence, vision ability to articulate the vision, strong convictions about the vision behaviour that was out of the ordinary, which was perceived as being a change agent, and environmental sensitivity as the desired traits. V.V.S. Manian (The office Digest - II Quarter). Most of the models and theories previously discussed in this chapter represent transactional leadership. Transactional Leadership focuses on the

interpersonal transactions between managers and employees. Leaders are seen as engaging in behaviours that maintain a quality interaction between themselves and followers. The two underlying characteristics of transactional leadership are that (1) leaders use contingent rewards to motivate employees and (2) leaders exert corrective action only when subordinates fail to obtain performance goals.

In contrast, Charismatic leadership emphasizes “symbolic leader behaviour, visionary and inspirational messages, nonverbal communication, appeal to ideological values, intellectual stimulation of followers by the leader, display of confidence in self and followers, and leader expectations for followers self-sacrifice and performance beyond the call of duty” Charismatic leadership can produce significant organizational change and results because it “transforms” employees to pursue organizational goals in lieu of self-interests. Ken Chenault, chief operating officer of American Express Company, is a good example of a charismatic leader.

Burns identified two types of political leadership: transactional and transformational. The more traditional transactional leadership involves an exchange relationship between leaders and followers, but transformational leadership is based more on leaders’ shifting the values, beliefs, and needs of their followers. Table summarized the characteristics and approaches of transactional versus transformational leaders. On the basis of his research findings, Bass concluded that in many instances (such as relying on passive management by exception), transactional leadership is a prescription for

mediocrity and that transformational leadership leads to superior performance in organizations facing demands for renewal and change, Fred Luthans (1999).

Leadership roles have played an important part throughout history. Wofford and Goodwin (1994) proposed a cognitive model describing transformational and transactional leadership, which was examined in a field setting. Transformational relationships can develop between leaders and subordinates to work toward goals that transcend individual needs and toward organizational visions. Subordinates are encouraged to meet self-actualization needs using self-reinforcement as the basis of control. Transactional leaders on the other hand, may have had experience, working toward the organization's shorter term performance goals or may have had more exposure to transactional rather than transformational role models (Wofford & Goodwin, 1994). The ability to emphasize organizational visions versus more specific and concrete goals should be a key distinction between transformational and transactional leadership behavior (Wofford and Goodwin, 1998).

**James David's** (1986) compared selected characteristics of successful adventurous leaders to those of less successful leaders in order to identify those characteristics associated with successful adventure leadership. From the results of the study, it was observed that five categories accounted for the analysis of leader competency viz. Professional/Administrative, Teaching, Safety / Technical, Interpersonal and Overall Evaluation. Analysis of Variance and Pearson 'r' and 't' tests were used to analyze the data

(P .05 used in all procedures). On the basis of their evaluations the leaders were divided into two groups – the Good and the Understanding.

**Ponnusamy** (1983) undertook the case study of Mr. J.Sivashanmugam Pillai because he was one of those leaders of the ‘untouchable’ community in Madras, who devoted a greater part of his life to uplifting them from age-old oppression and social bondage. Mr. Pillai did great service not only to the socially oppressed but also to the people of Madras in general. He worked in various capacities, that is, as a Member of Legislative Assembly, as a Mayor of Madras Corporation and as the Speaker of Legislative Assembly, as a Member of Parliament and as a Member of the Chairman Public Service Commission. The dissertation was chapterised in a way that would bring old relief to the multi-faceted personality of the man and his services. The investigator had brought into light, the enduring qualities of Mr. J.Sivashanmugam Pillai's personality. Through his simple and pious ways and his accessibility both to the privileged as well as the under privileged sections of the society. He was at the same time, a shrewd judge of men and matters. He embodied in himself all the qualities of a perfect gentleman. His death created a vacuum among the leaders of ‘the untouchables’ in Madras.

**Shanmugam** undertook the case study of Mr. K.Santhanam. The purpose of this thesis was an attempt to throw light to the contribution made by Sri K.Santhanam for the creation of enlightened public opinion. An enlightened public opinion in the bedrock of democratic constitution Sri. K.Santhanam worked for its establishment. He was a great parliamentarian and a journalist.

The dissertation was used to bring into focus the multifaceted personality of Mr. K.Santhanam, Rajaji described him as 'one of the founding fathers in Indian politics'. He played a significant role as a Chairman of the Second Finance Commission. His active role in the anti-corruption campaign stood as evidence to his integrity, commonsense and patriotism. He had a thorough understanding of Hindu culture and its age-old tradition. His alert mind could have complicated problems and shift grains from the chaff with the deftness and skill of surgeon.

**James David's** (1986) study was designed to compare selected characteristics of more successful and adventurous leaders with those of less successful leaders. The goal was to identify those characteristics associated with successful adventurous leaders. Hypotheses were stated from the null prospective, thus predicting that there would be no significant difference in the Leadership opinions, Personality characteristics vocational / leisure interests, Age , Education, Experience and Gender of more successful leaders when compared to less successful leaders. The W.S. administrators used a special questionnaire to evaluate the leaders performance. Five categories Professional / Administration, Teaching, Safety / Technical,, Interpersonal and Overall Evaluation. Analysis of variance, Pearson 'r' and the 't' test were used to analyze the data (p 0.05 used in all procedures). On the basis of their evaluations, the leaders were divided into two groups for analysis with the t test; Group 1, Good, Outstanding.

**Carmon's** (1981) study was to present a biography of Jose De.J.Clarke Flores with an emphasis on his leadership in sports and his important contribution at National and

International levels. The dissertation dealt with his early life, education, professional life as a military man and an engineer, during his twenty- seven years involvement. In sports, from a successful leader in Mexico, he then became the top leader in the whole of the American continent. Personal interviews, questionnaire and documentary evidence were employed in obtaining necessary data for the study.

**Dusek's** (1981) problem was to present a biography of Marie Provaznik with a particular emphasis upon her contributions to physical education. Both the primary and the secondary source of data were investigated, including the published and unpublished materials of Marie Provaznik. Her personal and professional records, interviews and correspondence with colleagues, associates, and students as well as the histories of the Czechoslovak national and Sokol organization were also surveyed. Sokol was recognised as the largest physical education programme in the world. The Sokol system was employed in the schools of Czechoslovakia. Marie Provaznik contributed to physical education particularly in gymnastics, within the Sokol and on an international level through her outstanding leadership.

## **2.5 STUDIES ON TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP**

**Bass** (1985) made a distinction between transactional and transformational leadership. Transactional leaders take an exchange perspective to their relationship with subordinates and exchange rewards for the efforts of employees. Bass argued that if leaders were to obtain performance from the subordinates far beyond the normal limits, they should practice transformational and not transactional leadership, Uma Sekaran (1996).



Transformational leadership is exercised when the leader intellectually stimulates the subordinates, excites, arouses, and inspires them to perform far beyond what they would have thought themselves capable of. By providing a new vision, the transformational leader transforms the followers into people who self actualize. Charismatic leadership is central to transformational leadership.

It is rather easy to develop theories. The theoretical formulations need serious efforts when they are put into practice. Mr. Walter Isaac Davaram possesses the strange ability of converting the theories into practice. The basic element of transactional and transformational leadership is to sustain growth by incorporating necessary changes. The study concentrated on change of Mr. W.I.Davaram in analyzing the issue rather systematically and practically. In developing countries like India one of the major constraints is funding. The chain of activities starting from identifying the talents, creating awareness, providing necessary infrastructure, training etc. depend upon allocation of funds. On many occasions he has extended monetary assistance so that activities or participation are not stopped due to lack of funds.

The transactional qualities of his leadership are exemplified by his intensive work on involving coaching schemes, and promoting agencies and sponsorship for the progress of the games. His familiarity with print media and office might have developed his overall enthusiasm in the world of sports and Physical Education. His drive, his push and initiative in organizing national and International Athletic Meets with great success further emphasize his transactional leadership. Creating the latest infrastructure of International

standard incorporating the latest technologies in the field marks him out as a master planner. He continues to be in touch with the latest changes in the sports environment through his membership of the Indian Athletic Association and various other sports bodies in India and abroad. The transformational quality of his leadership comes out shining through his unparalleled success in training the talented athletes and making them play at various levels of the tournament. His managerial skills and his unmatched sports management over the years make him a sportsman unparalleled.

Transactional and transformational leadership are two ways in which leadership roles can be approached. Boal and Bryson (1998) suggest that effective leaders are ones that earn the trust of their followers. Trust and loyalty play a critical role in the transformational leadership model. Kouzes and Posner (1987) indicated that the leader characteristics most valued by followers are honesty, integrity, and truthfulness. The six key behaviors associated with transformational leadership are identifying and activating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectation, providing individualized support, and providing intellectual stimulation. It has been shown that these behaviors of transformational leaders influence both trust and satisfaction Alvolio, Bass, and Jung, (1995).

Transformational leadership has been found to broaden and elevate followers' needs and aspirations by achieving higher levels of potential. One particular study by Alvolio, Bass, and Jung (1995) focused on measuring three distinct components. Intellectual stimulation (1) involves the questioning of assumptions, reorganizing

problems, valuing the intellect, encouraging imagination, challenging old ways, and using novel approaches. Individualized consideration (2) involves caring, concern, empathy, and appreciating and integrating different needs and view points within a group. Inspirational motivation (3) involves clarifying the mission, treating threats as opportunities, and energizing the group members' desire to participate more (Alveoli, Kauai, and SOS, 1998). The social role theory (Eagle, 1987) proposes that individuals behave in accordance with societal expectations about their gender roles.

Transactional leaders exert influence by using goals and contingent recognition to motivate their followers. A transactional leader's goal setting behaviors include clarifying desired outcomes, suggesting, consulting, monitoring, and providing feedback. They also provide rewards to followers in exchange for successful task performance. Followers are expected to achieve levels of performance specified in "contract" with their leader (Alvolio, Bass, and Jung, 1995). Transactional relationships between leaders and subordinates have been described as exchange processes where by subordinate's needs can be met if their performances are adequate (Bums, 1978). Information provided by specific goals and positive feedback facilitate performance during early stages of skill acquisition by strengthening perceptions of competence, building intrinsic interest, and promoting persistence to the task. The leader exerts corrective action only when employees fail to meet performance objectives. Prior research has shown that four goal setting has positive effects on creative behavior, whereas providing rewards may adversely affect intrinsic motivation and creativity (Alvolio, Bass, and Jung, 1995). Transformational model is a

manager-employee transformational relationship. This relationship is one of mutual stimulation and is characterized by four factors including charisma (a leader's ability to generate great symbolic power with which the employees want to identify), inspiration (how the leader passionately communicates a future idealistic organization that can be shared), individual consideration (leader serves as an employee mentor), and intellectual stimulation. In transformational leadership, followers having trust and respect toward the leader are motivated to do more than they are expected to. All share the common perspective that effective leaders transform or change the basic values, beliefs, and attitudes of their followers so that they are willing to perform beyond the minimum levels specified by the organization (Alvolio, Bass, and Jung, 1995). Consequently, the content of transformational leaders includes references to the organization's visions that are abstract and pertain to the long-term success of the organization ( Wofford and Goodwin, 1998).

## **2.6 SUMMARY OF RELATED STUDIES**

In this chapter, the investigator reviewed case studies on individual personalities, studies on personality and management competency, studies on sports sponsorship, studies on sports management, studies on leadership, studies on transactional and transformational leadership and critical behavior and transformational leader. Based on the insight gained, the investigator formulated suitable methodology to scientifically assess the contribution of Karuppudayar Vaithianathan towards physical education and sports in relation to career and personality traits, which is presented in Chapter III.