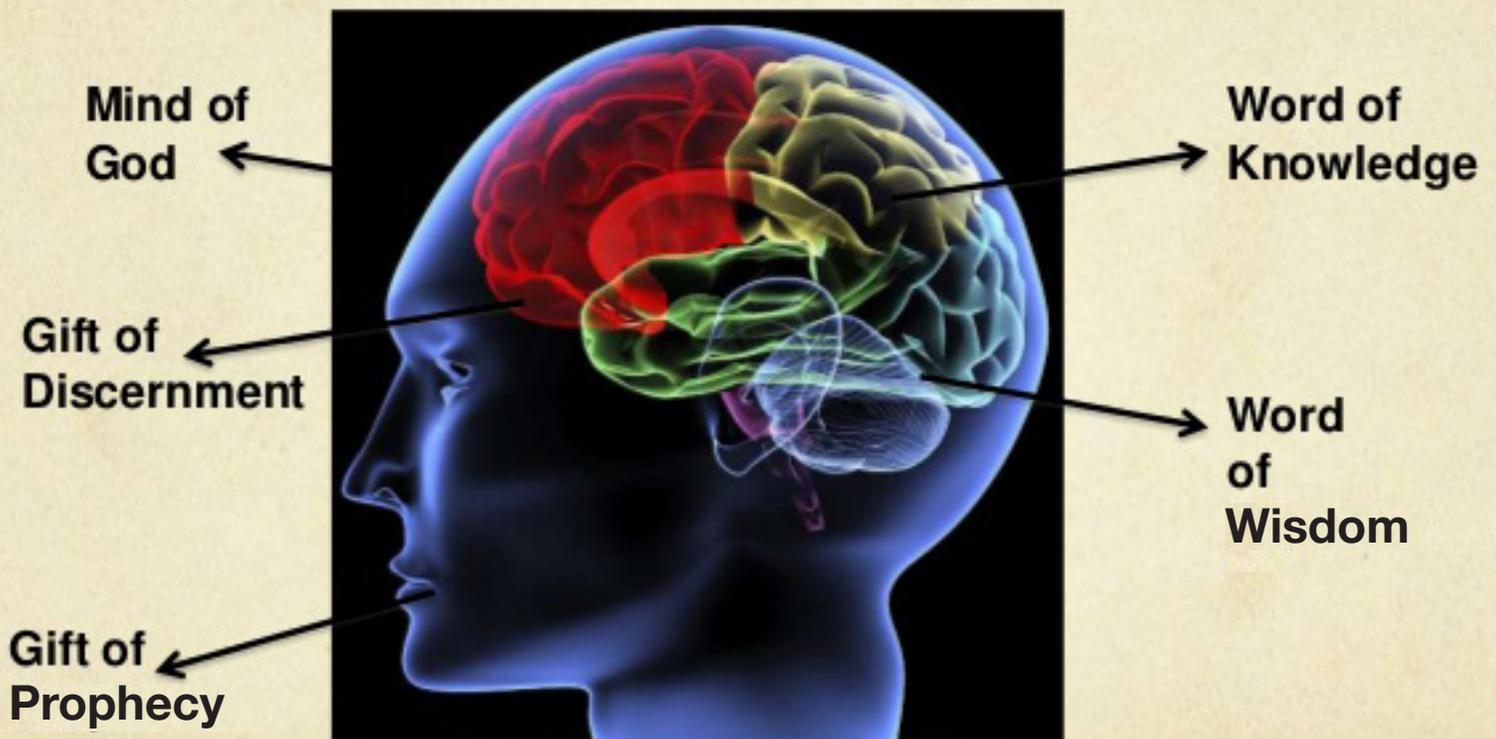


# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS

## Five Senses of SQ



# Greetings from **IMPACT**



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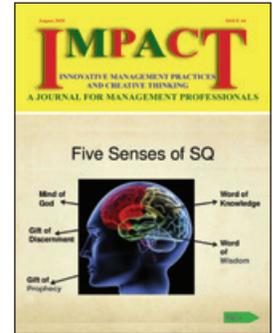
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Dear Readers,

People across the globe have started adjusting to the NEW NORMAL way of life and are slowly getting back to work after the invasion of a mystic virus by name covid 19. Pharmaceutical Research organizations are burning their midnight oil in finding the vaccine for covid 19. Other organizations are slowly reorganizing themselves to face the New normal scenario.

Politicians who are in power keep changing tracks in their line of functioning. Opposition as usual are blaming the ruling parties across the globe. As usual the middle class don't know what to do? Whom to listen and act?

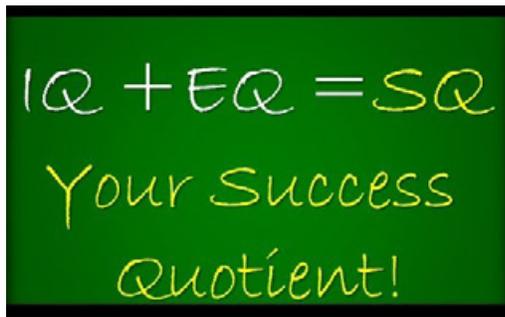
Now many have come to their own conclusions that they should adapt themselves to live with Corona virus!

Luckily the nature, weather, seasons have not changed their tracks, even though human kind still keep raping the nature.

Astrologers, crystal gazers keep predicting the dooms day predictions. Nature keeps smiling at them!

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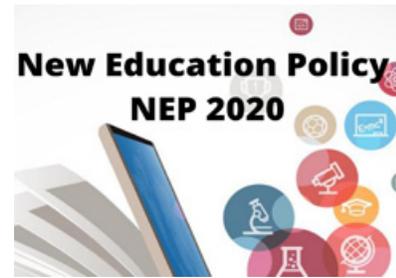
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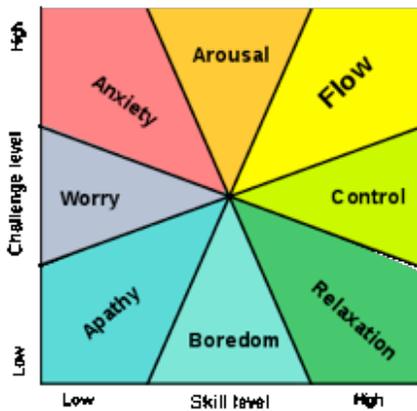
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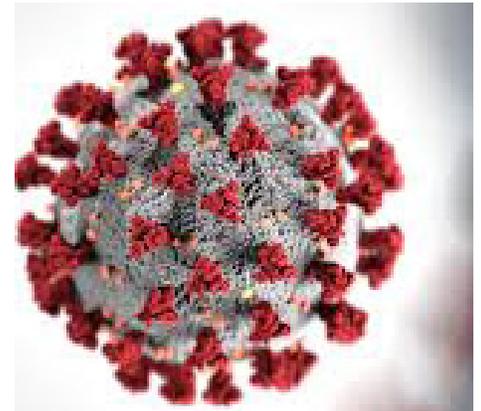


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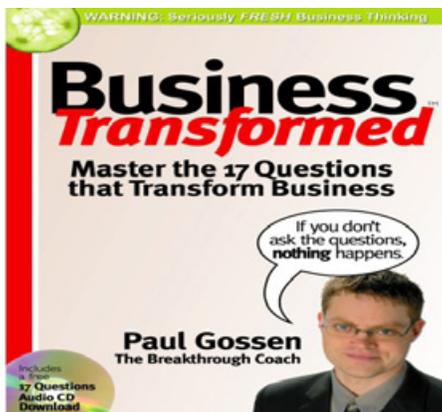


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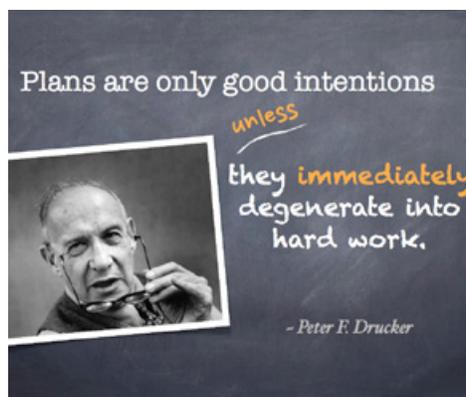
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# New Management Outlook

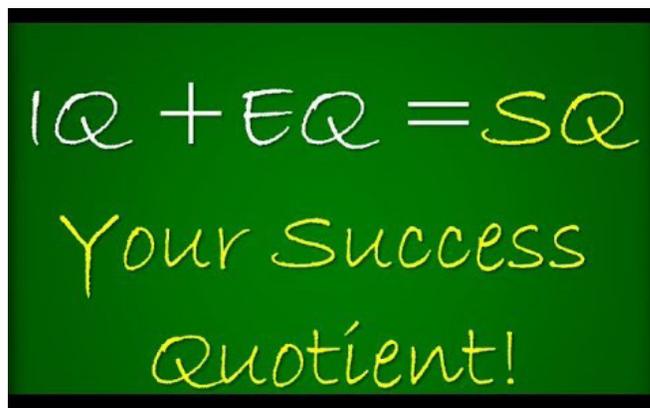
## What Is Spiritual Quotient?

Decades ago, it was only IQ that was considered to be the only valid form of intelligence. Then in the 1990s, the concept of emotional intelligence introduced. Then we have found that how we manage our emotions (EQ) could potentially be even more important than our normal IQ. Then came in 2000, our understanding of the facets of intelligence was further broadened when the idea of spiritual intelligence emerged.

Now we will try to find out, understand what exactly spiritual quotient (SQ) is. Why is SQ even more important in today's era? How can our understanding of SQ help us in addressing modern-day problems such as insensitivity or even terrorism? I personally would like to call it as Indian Management Wisdom. Using individual wisdom for universal well being (Viswa Kalayan), our progress is dependent on the progress of people around us.

## The origin of the term

- Danah Zohar and Ian Marshall introduce the term 'spiritual intelligence' and 'spiritual quotient' through their pioneering book, SQ: Connecting with Our Spiritual Intelligence.
- SQ is becoming, now as most fundamental intelligence. It is what we use to develop our capacity for Meaning, Vision, and Value. It allows us to dream and strive. It underlies the things we believe in and the role our beliefs and value play in the action we take. Spiritual intelligence explores how accessing our SQ



helps us to live up to our potential for better, more satisfying lives.

## Aspects of spirituality

- Flexibility to change-(Quicker and congruence with change is considered as High IQ In recent years)
- Self Awareness
- Ability to face and use suffering of life for one's elevation
- Ability to inspire from vision
- See connection between things happening-observe something diagonally opposite
- An ability to cause as little harm/damage to surroundings- Hoe can I be more helpful, useful?
- Ask and probe fundamental questions- 5W=1H
- Ability to think unconventional, Work against convention
- **Responsibility:** You might have asked yourself what is your purpose in life or who are you responsible for in the life. Thinking about this makes us realise that we should have a vision

of how we are to spend our lives. After all, we are not here forever and we should contribute for the next generation.

- **Humility:** Just think about it, we are just a speck in the universe. We are just one of the 7 billion people on Earth; just one among those 108 billion people who have ever lived. So what makes us think that our existence is more important than others around?
- **Happiness:** The world has progressed and it has offered us convenience. Can we truly say that we are a lot happier now. What exactly are the things that make us happy? We all want to be happy, but do not know how exactly we can become happy?

Never adopt unethical path to rise. They result in easy and quick buck but one day you will get expose, and be the loser. Unethical practices are as electricity, does not know your power, position, social status, and wealth. If you put finger in switch, you will get shock.

## Difference between IQ, EQ and SQ

**IQ** – Intelligence quotient is an attempt to gauge human intelligence. While people have different cognitive strengths and weaknesses, psychologists have found that there is a common component called ‘general intelligence’. Intelligence is defined in various ways. A definition by Robert Feldman is ‘The capacity to understand the world, think rationally, and use resources effectively when faced with challenges’. Person with IQ gives more

emphasis to mind than heart. Think rationally. Talk purposefully. Act meaningfully. In addition, deal effectively. Person with high IQ can become at best head of groups

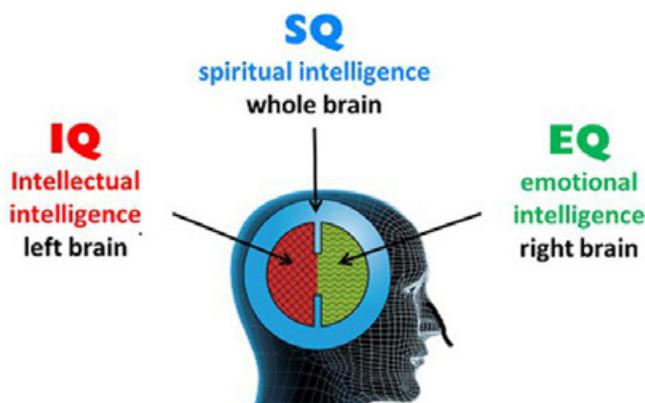
**EQ** – Emotional quotient -Managing emotions is more important than managing your intellect. Your way of managing your own emotion in positive ways so you could effectively deal with the vicissitudes of life. Daniel Goleman developed it in mid 1990. Studies reveal that those with high EQ are better in creating good inter personal relations and fit very well into group situations. People with higher emotional intelligence are also better at understanding their own psychological state, which can include managing stress effectively and being less likely to suffer from depression. People with higher EQ give more importance to the heart over head. They have empathy for others. They understand self and others emotions better. They trust people and they grow with people. People with high EQ can become team leaders.

**SQ** – Spiritual quotient is going beyond your cognitive and emotional skills. It is acknowledging your mortality and thinking of what you could offer humanity. It is living in humility; bearing in mind that you are just a tiny particle as compared to the vastness of the universe. A robust understanding of SQ motivates people to balance their work commitments, time with family and inner growth. Person with high EQ can become legend

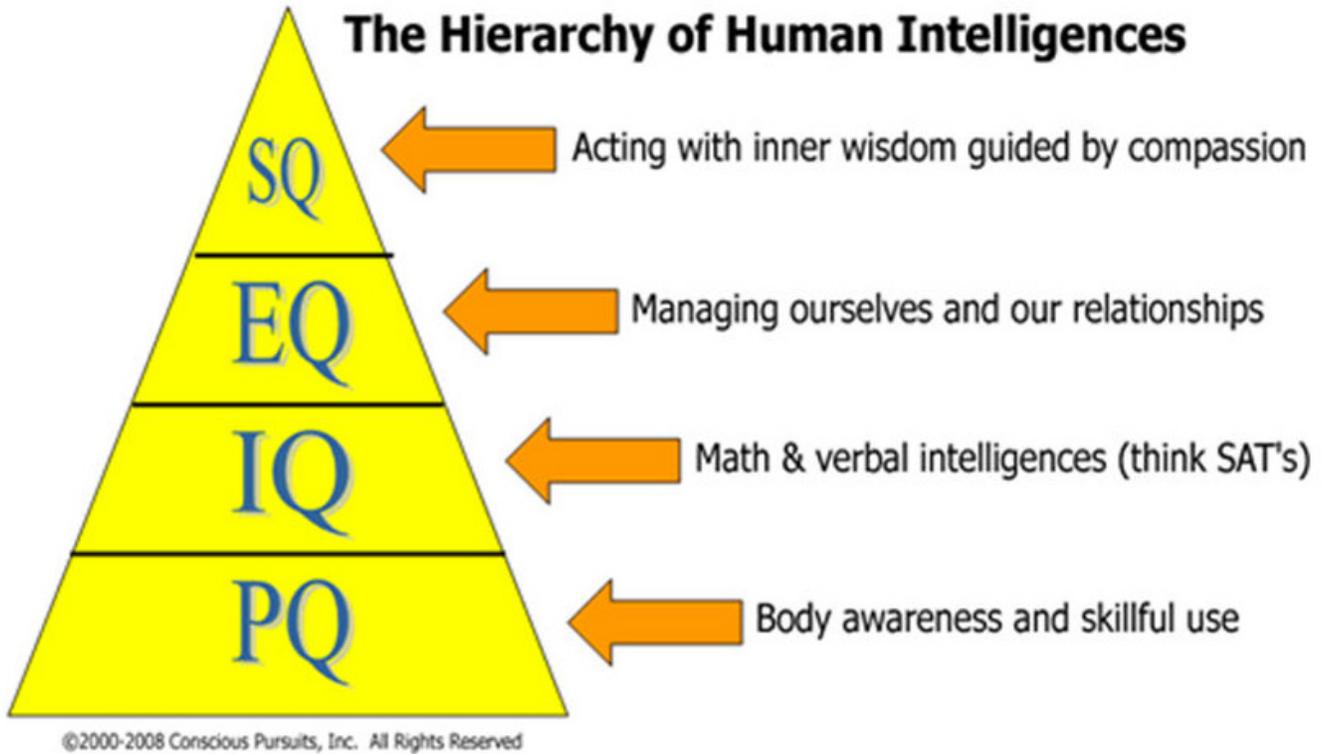
## Developing your SQ

I firmly believe that humans are built-in with spirituality within the core. We are spiritual beings. We just need to understand this and once the basic stages are completed, you move on to a spiritual stage. Then your progress becomes very much focused, and you gain a sense of the reason for human existence.

Human race has progressed because of innumerable innovations. With each innovation, higher level



## The Hierarchy of Human Intelligences



of comfort is enjoyed, but with this are we really becoming happier? Although we have made materialistic progress and have too many comforts compared to previous generations, are we contented? In such conditions, spirituality helps us to find our inner peace. A long and healthy life is important for any individual. Ill health can halt one's progress, even if one succeeds materialistically and in social recognition. We see very successful people suffering from heart diseases, blood pressure, or diabetes. A happy individual is healthier and builds a happy family, a happy workplace, and a happy society.

Companies like Wipro, Dabur, Tata Tea, Lotus, Taco Bell, etc are trying to update their management for SQ. It looks as though a kind of spiritual revival is sweeping across the corporate world, and companies are laying emphasis on SQ in addition to intelligence quotient (IQ) and emotional quotient (EQ). Organisations understand the importance of employers and employees trusting each other so that the customers also trust them.

Spiritual gurus like Sri Sri Ravi Shankar of Art of Living, Devdutt Pattanaik, Swami Sukhabodhananda,

Sadhguru Jaggi Vasudev and others are invited by corporates to enhance spirituality at workplace. Organisations are realising that there is a need to allow other people's spirits to be nourished, and change a workplace from merely being a place to earn sufficient money to a place of creativity.

Abraham Maslow had suggested in his 'hierarchy of needs' model that as nations and their populations became more affluent, their spiritual hunger would become stronger. In the changing world and its markets, which are strongly characterised through globalisation, we see volatile environments and shorter product life cycles. We also see organisations breaking rules and laws of land. In a chaotic world, people are looking at spiritualism as a key for resolving complexities. Perhaps the most common basis of modern spirituality is just a mystical sense that the universe is in some way meaningful and compassionate.

SQ is a measure that looks at a person's spiritual acumen, (understanding) and it is as important as IQ. The world has recognised that IQ is not the be-all and end-all when it comes to leading a successful life and

earning money. IQ looks at cognitive intelligence, EQ looks at emotional power of a person, and SQ looks at spiritual power of a person. Spirituality increases the power of intuition, which we all have. Why is SQ even more important in modern times? It helps tremendously coping up and to do away with modern-day problems of terrorism, inconsiderateness, lack of humanness, etc. It enlarges individual sphere to family, group, nation, and world.

The concept of SQ is fast emerging as the next big aspect of scientific study as it directly correlates with a person's awareness and consciousness. Problems are part of human life. No one can escape problems. Spiritual power helps to become more flexible in analysing tough situations, understanding their cause, seeking advice of others, finding solutions, weighing pros and cons, and choosing the best alternative.

Human beings have five senses—sight (eyes), hearing (ears), taste (tongue), smell (nose), and touch (sensory). Spirituality is the ability to recognise that there is intelligence beyond our five

senses. There is universal power that creates and governs everything within and beyond the worlds, we know, and that power is omnipresent. We can surrender to this supreme intelligence through our awareness. We call this universal power by different names as per our religious faith.

Spirituality exists within all us—it does not require great efforts from our side to experience it. Spiritual wisdom does not need to involve fables and mysticism, tantras and mantras. It does not require to be linked to organised religion. Living happily depends on how much we are at peace with our inner self, our core, our thoughts, emotions, beliefs, and desires. It allows our inner values to steer through peaceful interactions with the world around us. It develops our concern for others, our concern for Mother Nature and other living beings, and it improves our conscious effort to make a positive contribution to society.

SQ makes us more responsible. Besides taking responsibility of ourselves, we become aware of

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## Indicators of spiritual intelligence

1. Self-Awareness
2. Vision and Value Led
3. Positive Use of Adversity
4. Holistic
5. Compassion
6. Celebration of Diversity
7. Filed Independence
8. Tendency to Ask Fundamental Why Questions
9. Reframing
10. Spontaneity
11. A sense of Vocation
12. humility

problems in the society, our surroundings, our workplace peers and subordinates, our country and then our universe too. It helps us to interconnect our personal vision with the larger good of humanity. It makes us more humble in our perspective. Largely, it reduces our selfish intentions. It stops us from being swayed by our power, status, and money.

It is sad that the importance of spirituality has been historically neglected in education. Educational branches such as medicine, nursing, psychiatry and psychotherapy lack spirituality aspect. The importance of EQ has been established through research, but spiritual needs have not yet been steadily researched. Mistakably, we consider the sole purpose of schools to be cognitive development, but only a thorough teacher understands that each student is a bundle of thoughts, emotions, beliefs, family, culture, economics and, of course, spirituality.

### Healing the world with spirituality

Today's era is filled with hatred and insensitivity, a little exposure to understanding about our own spiritual dimension will prompts us for doing some good. 'Through contemplative practices and

spiritual aspiration, we can learn to live in closer relationship with this most deep and unique aspect of ourselves, this place where inner guidance can come through when we need it most.'

The more we meditate with love, and work upon ourselves with compassion, the more our personal impurities, both conscious and unconscious, will gradually leave us and be replaced by the growing energies of real love and understanding.'

Spirituality is about finding the answer to the question – who am I? It is not about our official designations or roles. It also is not merely about our personal relationships. It is much deeper than that. Let us try asking this question to ourselves, and see what answers we get. Chances are, we will not; unless we are enlightened beings.

One of the best and practical methods to increase our SQ and saintly management qualities is Vipashyana meditation. This meditation is systematically taught by Vipassana International Academy throughout the world on very noble way The institution founded by Achary Satyanarayan Goenks provides you a 10 days course free of cost for learning this wonderful technique.

Jayprakash B. Zende

*Consultant in employee  
involvement & freelance trainer*



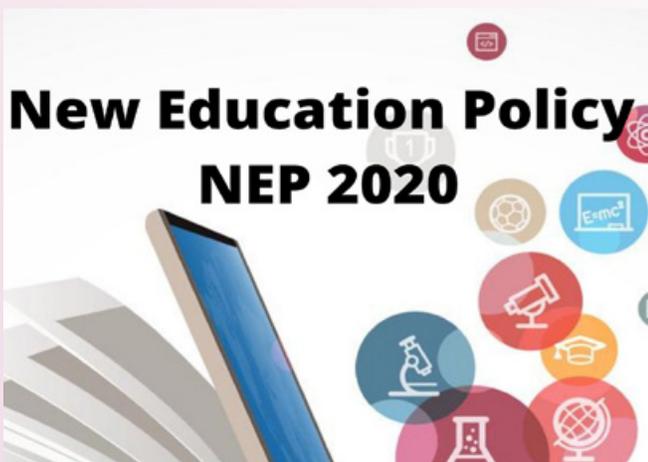




recommends the mother tongue as medium of instruction, and not make it compulsory.

The policy document states that children learn and grasp non-trivial concepts more quickly in their home language.

“Wherever possible, the medium of instruction until at least Grade 5, but preferably till Grade 8 and beyond, will be the home language, mother tongue, local language or the regional language. Thereafter, the home or local language shall continue to be taught as a language wherever possible. This will be followed by both public and private schools,” the policy states.



## NO UGC, AICTE, NCTE

Higher Education Commission of India(HECI) will be set up as a single overarching umbrella body for entire higher education, excluding medical and legal education. Public and private higher education institutions will be governed by the same set of norms for regulation, accreditation and academic standards.

Govt will phase out the affiliation of colleges in 15 years and a stage-wise mechanism is to be established for granting graded autonomy to colleges.

## Science, arts, commerce gets blurred

Under NEP 2020, there will be no rigid separations between arts and sciences, between curricular and extra-curricular activities, between vocational and academic streams. Students can select subjects of their liking across the streams. Vocational education will start in schools from the 6th grade, and will include internships.

## FYUP Programme Returns & No More Dropouts

Under the NEP, undergraduate degree will be of either 3 or 4-year duration with multiple exit options within this period. College will be mandated to give certificate after completing 1 year in a discipline or field including vocational and professional areas, a diploma after 2 years of study, or a Bachelor’s degree after a 3-year programme.

Govt will also establish an Academic Bank of Credit for digitally storing academic credits earned from different HEIs so that these can be transferred and counted towards final degree earned.

*By Ravi Prakash Kumar*  
 Source: <https://www.livemint.com>

# How to Master and Peak Productivity

**W**ant to increase your well-being, creativity, and productivity? If so, you might want to cultivate flow, a concept describing those moments when you're completely absorbed in a challenging but doable task.

According to Csikszentmihalyi, Flow is “ the mental state of operation in which a person performing an activity is fully immersed in a feeling of energized focus, full involvement, and enjoyment in the process of the activity. In essence, flow is characterized by complete absorption in what one does, and a resulting loss in one's sense of space and time.”

The word “effortless” shouldn't really be used when talking about flow. Some think that it's a state of

pure joy, where we love the work so much it just pours out of us like a river.

But that's disingenuous (and against Professor Csikszentmihalyi's thesis, as shown by the graph above).

Really, it's a state where hard work meets joy and meaning.

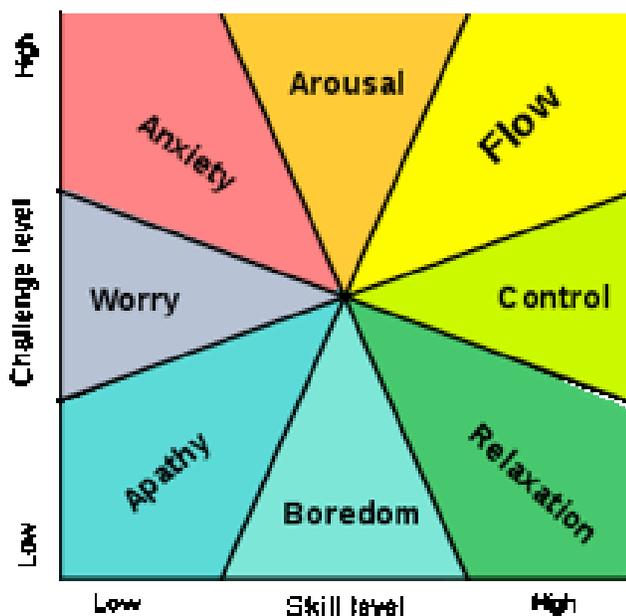
It's the time when we show ourselves what we can really achieve: where we operate to our highest potential.

And it's not for beginners.

The act of learning how to do something won't always allow us to get into flow. During practice, there's a level of conscious self-analysis we need to improve on during each attempt; a lot of stop-start-change as we go along. Getting into the zone in a specific discipline is something that needs to be learned and practiced.

In one study, researchers from St. Bonaventure University asked students to participate in activities that would induce flow either in a team or by themselves (Walker, 2008).

Students rated flow to be more enjoyable when in a team rather than when they were alone. Students also found it more joyful if the team members were able to talk to one another. This finding was



replicated even when skill level and challenge were equal (Walker, 2008).

A final study found that being in an interdependent group while experiencing flow is more enjoyable than one that is not (Walker, 2008). So, if you want to get more enjoyment out of flow, try engaging in activities together.

## The 8 Characteristics of Flow

Csikszentmihalyi describes eight characteristics of flow:

1. Complete concentration on the task;
2. Clarity of goals and reward in mind and immediate feedback;
3. Transformation of time (speeding up/slowing down);
4. The experience is intrinsically rewarding;
5. Effortlessness and ease;
6. There is a balance between challenge and skills;
7. Actions and awareness are merged, losing self-conscious rumination;
8. There is a feeling of control over the task.

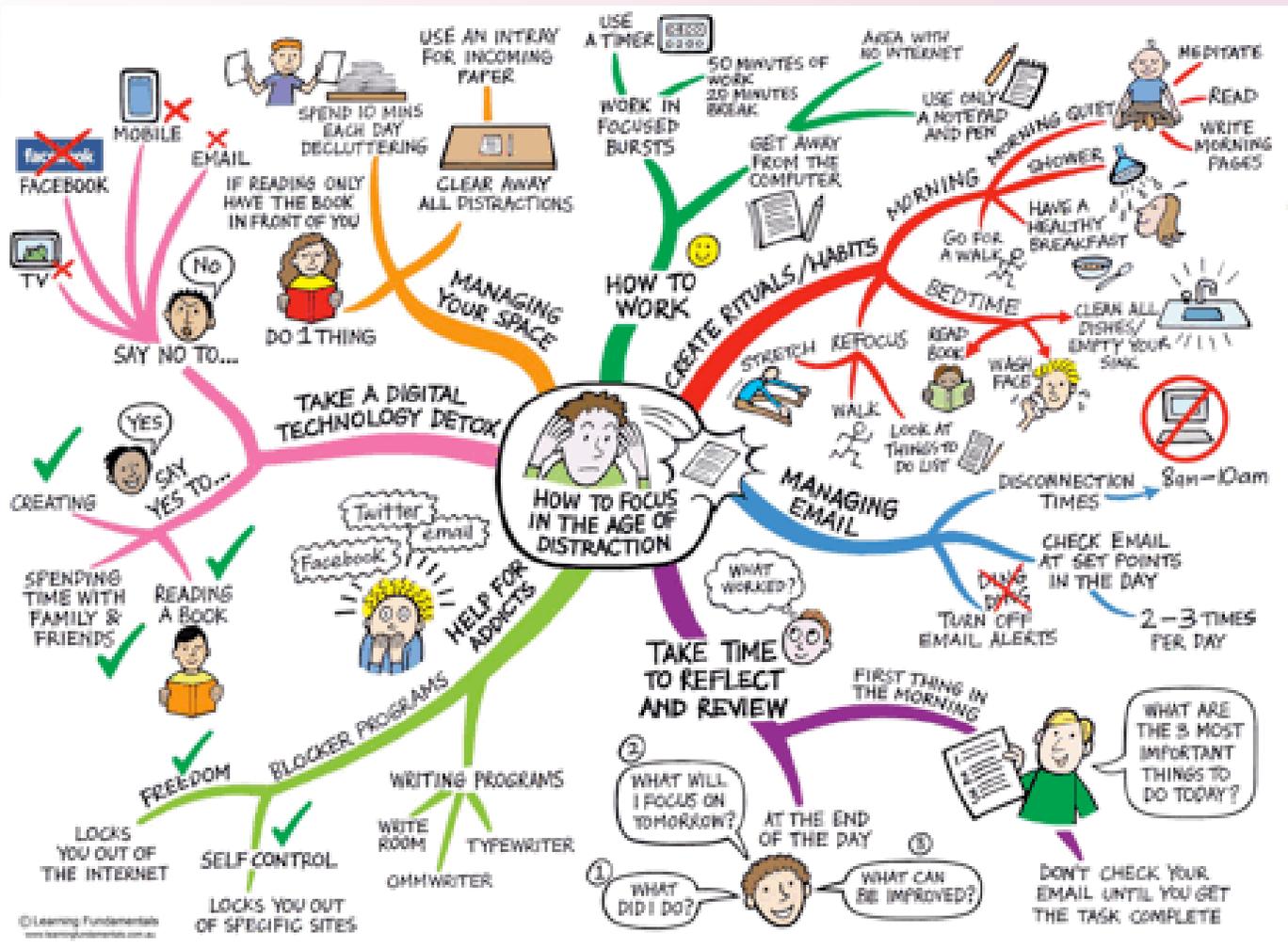
Interestingly, the capacity to experience flow can differ from person to person. Studies suggest that those with autotelic personalities tend to experience more flow. Such people tend to do things for their own sake rather than chasing some distant external goal. It can be speculated that neurotic individuals are more prone to anxiety and self-criticism, which are conditions that can disrupt a flow state. In contrast, conscientious individuals are more likely to spend time mastering challenging tasks—an important piece of the flow experience, especially in the workplace.

## How to Achieve Flow

1. Choose work you love. If you dread a task, you'll have a hard time losing yourself in it. If your job is made up of stuff you hate, you

might want to consider finding another job. Or consider seeking projects you love to do within your current job. At any rate, be sure that whatever task you choose is something you can be passionate about

2. Choose an important task. There's work you love that's easy and unimportant, and then there's work you love that will make a long-term impact on your career and life. Choose the latter, as it will be a much better use of your time, and of Flow.
3. Make sure it's challenging, but not too hard. If a task is too easy, you will be able to complete it without much thought or effort. A task should be challenging enough to require your full concentration. However, if it is too hard, you will find it difficult to lose yourself in it, as you will spend most of your concentration just trying to figure out how to do it — either that, or you'll end up discouraged. It may take some trial and error to find tasks of the appropriate level of difficulty.
4. Find your quiet, peak time. This is actually two steps grouped into one. First, you'll want to find a time that's quiet, or you'll never be able to focus. For me, that's mornings, before the hustle of everyday life builds to a dull roar. That might be early morning, when you just wake, or early in the work day, when most people haven't arrived yet or are still getting their coffee and settling down. Or you might try the lunch hour, when people are usually out of the office. Evenings work well too for many people. Or, if you're lucky, you can do it at any time of the day if you can find a quiet spot to work in. Whatever time you choose, it should also be a peak energy time for you. Some people get tired after lunch — that's not a good time to go for Flow. Find a time when you have lots of energy and can concentrate.
5. Clear away distractions. Aside from finding a quiet time and place to work, you'll want to clear away all other distractions. It's important to note that one can't experience



flow if distractions disrupt the experience (Nakamura et al., 2009). Thus, to experience this state, one has to stay away from the attention-robbers common in a modern fast-paced life. A first step would be to turn off your smartphone when seeking flow. That means turning off distracting music (unless you find music that helps you focus), turning off phones, email and IM notifications, Twitter and Gnowl, and anything else that might pop up or make noise to interrupt your thoughts. I also find it helpful to clear my desk, even if that means sweeping miscellaneous papers into a folder to be sorted through later. Of course, these days there isn't anything on my desk, but I didn't always work like this. A clear desk helps immensely.

Most conscious actions require motivation, and there are two basic motivation types: intrinsic and extrinsic.

Intrinsic motivation is when you do something because you love it. Csikszentmihalyi said the highest intrinsic motivation is a flow state where self-consciousness is lost, one surrenders completely to the moment, and time means nothing. Think of a competent musician playing without thinking, or a surfer catching a great wave and riding it with joy.

Extrinsic motivation is when your motivation to succeed is controlled externally. That includes doing something to avoid getting into trouble or working hard to earn more money. That type of motivation is short-lived. A good kind of extrinsic

motivation is when you are practicing to get better but you still need a tutor or teacher to validate your efforts.

6. Learn to focus on that task for as long as possible. This takes practice. You need to start on your chosen task and keep your focus on it for as long as you can. At first, many people will have difficulty, if they're used to constantly switching between tasks. But keep trying, and keep bringing your focus back to your task. You'll get better. And if you can keep your focus on that task, with no distractions, and if your task has been chosen well (something you love, something important, and something challenging), you should lose yourself in Flow.
7. Enjoy yourself. Losing yourself in Flow is an amazing thing, in my experience. It feels great to be able to really pour yourself into something worthwhile, to make great progress on a project or important task, to do something you're passionate about. Take the time to appreciate this feeling (perhaps after the fact — it's hard to appreciate it while you're in Flow).
8. Keep practicing. Again, this takes practice. Each step will take some practice, from finding a quiet, peak time for yourself, to clearing distractions, to choosing the right task. And especially keeping your focus on a task for a long time. But each time you fail, try to learn from it. Each time you succeed, you should also learn from it — what did you do right? And the more you practice, the better you'll get.
9. Reap the rewards. Aside from the pleasure of getting into Flow, you'll also be happier with your work overall. You'll get important stuff done. You'll complete stuff more often, rather than starting and stopping frequently. All of this is hugely satisfying and rewarding. Take the time to appreciate this, and to continue to practice it every day.

Also, the balance of perceived challenges and skills are important factors in flow (Nakamura et al., 2009). On the one hand, when a challenge is bigger than one's level of skills, one becomes anxious and stressed. On the other hand, when the level of skill exceeds the size of the challenge, one becomes bored and distracted. Since the experience of this state is just in the middle, the balance is essential. "Inducing flow is about the balance between the level of skill and the size of the challenge at hand" (Nakamura et al., 2009).

The experience of flow in everyday life is an important component of creativity and well-being. Indeed, it can be described as a key aspect of eudaimonia, or self-actualization, in an individual. Since it is intrinsically rewarding, the more you practice it, the more you seek to replicate these experiences, which help lead to a fully engaged , More Productive and happy life.

#### Syed Fazlullah Khan

*Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Formerly he was working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects. Presently, he is a Project Management Consultant for many Projects.*



# Ram Janmabhoomi

The Ramayana, a Hindu epic whose earliest portions date back to 1st millennium BCE, states that the capital of Rama was Ayodhya. According to the local Hindu belief, the site of the now-demolished Babri Mosque in Ayodhya is the exact birthplace of Rama. The Babri mosque is believed to have been constructed during 1528–29 by a certain ‘Mir Baqi’ (possibly Baqi Tashqandi), who was a commander of the Mughal emperor Babur (r. 1526–1530). However, the historical evidence for these beliefs is scant.

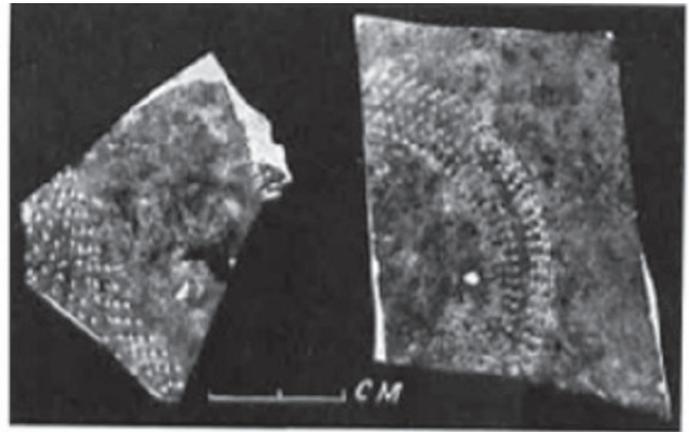
In 1611, an English traveller William Finch visited Ayodhya and recorded the “ruins of the Ranichand [Ramachand] castle and houses”. He made no mention of a mosque. In 1634, Thomas Herbert described a “pretty old castle of Ranichand [Ramachand]” which he described as an antique

monument that was “especially memorable”. However, by 1672, the appearance of a mosque at the site can be inferred because Lal Das’s Awadh-Vilasa describes the location of birthplace without mentioning a temple or “castle”. In 1717, the Moghul Rajput noble Jai Singh II purchased land surrounding the site and his documents show a mosque. The Jesuit missionary Joseph Tiefenthaler, who visited the site between 1766–1771, wrote that either Aurangzeb (r. 1658–1707) or Babur had demolished the Ramkot fortress, including the house that was considered as the birthplace of Rama by Hindus. He further stated that a mosque was constructed in its place, but the Hindus continued to offer prayers at a mud platform that marked the birthplace of Rama. In 1810, Francis Buchanan visited the site, and stated that the structure destroyed was a temple dedicated to





A



C



B

*Ayodhya : A, exposed well; B, terracotta sealing of Vajradava; C, terracotta Jaina figure; D, Rouletted Ware. Period IV. See p. 53*

Rama, not a house. Many subsequent sources state that the mosque was constructed after demolishing a temple.

Police officer and writer Kishore Kunal states that all the claimed inscriptions on the Babri mosque were fake. They were affixed sometime around 1813 (almost 285 years after the supposed construction of the mosque in 1528 CE), and repeatedly replaced.

Before the 1940s, the Babri Masjid was called Masjid-i-Janmasthan (“mosque of the birthplace”), including in the official documents such as revenue records. Shykh Muhammad Azamat Ali Kakorawi Nami (1811–1893) wrote: “the Babari mosque

was built up in 923(?) A.H. under the patronage of Sayyid Musa Ashiqan in the Janmasthan temple in Faizabad-Avadh, which was a great place of (worship) and capital of Rama’s father.

H.R. Neville, the editor of the Faizabad District Gazetteer (1870), wrote that the Janmasthan temple “was destroyed by Babur and replaced by a mosque.” He also wrote “The Janmasthan was in Ramkot and marked the birthplace of Rama. In 1528 A.D. Babur came to Ayodhya and halted here for a week. He destroyed the ancient temple and on its site built a mosque, still known as Babur’s mosque. The materials of the old structure [i.e., the temple] were largely employed, and many of the columns were in good preservation.

## Opposition to the claim

A section of historians, such as R. S. Sharma, state that such claims of Babri Masjid site being the birthplace of Rama sprang up only after the 18th century.[13] Sharma states that Ayodhya emerged as a place of Hindu pilgrimage only in medieval times, since ancient texts do not mention it as a pilgrim centre. For example, chapter 85 of the Vishnu Smriti lists 52 places of pilgrimage, which do not include Ayodhya. [19] Sharma also notes that Tulsidas, who wrote the Ramcharitmanas in 1574 at Ayodhya, does not mention it as a place of pilgrimage.

Many critics also claim that the present-day Ayodhya was originally a Buddhist site, based on its identification with Saketa described in Buddhist

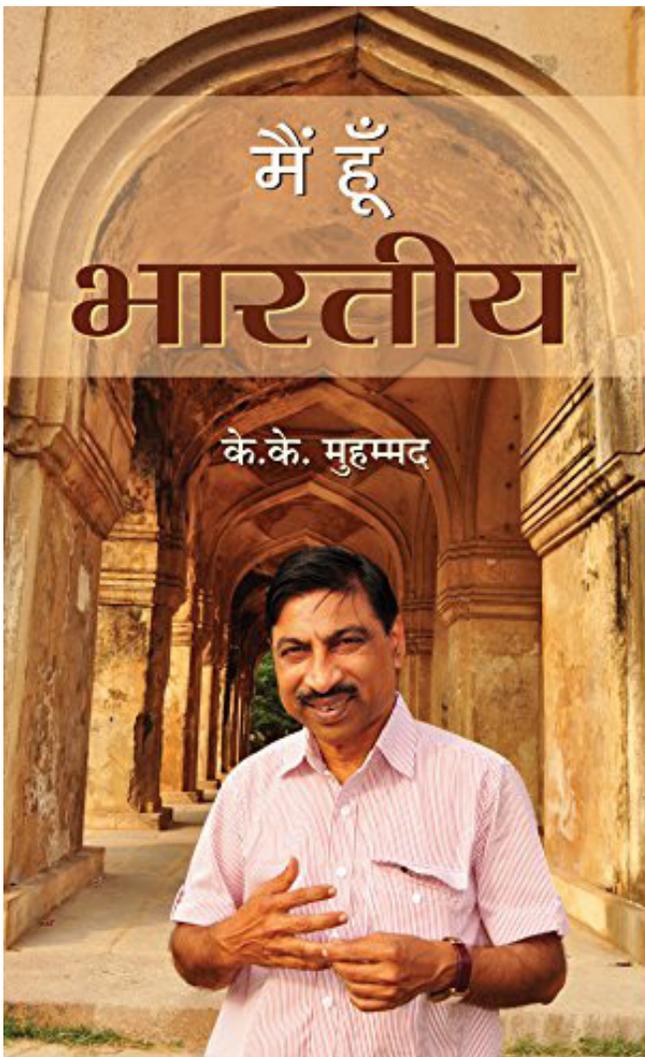
texts. According to historian Romila Thapar, ignoring the Hindu mythological accounts, the first historic mention of the city dates back to the 7th century, when the Chinese pilgrim Xuanzang described it as a Buddhist site.

## Proposed Ram Janmabhoomi temple

In 1853, a group of armed Hindu ascetics belonging to the Nirmohi Akhara occupied the Babri Masjid site, and claimed ownership of the structure. Subsequently, the civil administration stepped in, and in 1855, divided the mosque premises into two parts: one for Hindus, and the other for Muslims.

In 1883, the Hindus launched an effort to construct a temple on the platform. When the administration denied them the permission to do this, they took the matter to court. In 1885, the Hindu Sub Judge Pandit Hari Kishan Singh dismissed the lawsuit. Subsequently, the higher courts also dismissed the lawsuit in 1886, in favour of status quo. In December 1949, some Hindus placed idols of Rama and Sita in the mosque, and claimed that they had miraculously appeared there. As thousands of Hindu devotees started visiting the place, the Government declared the mosque a disputed area and locked its gates. Subsequently, multiple lawsuits from Hindus, asking for permission to convert the site into a place of worship. [

In the 1980s, the Vishwa Hindu Parishad (VHP) and other Hindu nationalist groups and political





## ANCIENT IDOLS REMAINS FOUND IN AYODHYA

parties launched a campaign to construct the Ram Janmabhoomi Mandir (“Rama birthplace temple”) at the site. The Rajiv Gandhi government allowed Hindus to access the site for prayers. On 6 December 1992, Hindu nationalists demolished the mosque, resulting in communal riots leading to over 2,000 deaths.

In 2003, the Archaeological Survey of India (ASI) conducted excavations of the site on court orders. The ASI report indicated the presence of a 10th-century north Indian style temple under the mosque. Muslim groups and the historians supporting them disputed these findings, and dismissed them as politically motivated. The Allahabad High Court, however, upheld the ASI’s findings. The excavations by the ASI were heavily used as evidence by the court that the predating structure was a massive Hindu religious building.

In 2009, the Bharatiya Janata Party (BJP) released its election manifesto, repeating its promise to construct a temple to Rama at the site.

In 2010, the Allahabad High Court ruled that the 2.77 acres (1.12 ha) of disputed land be divided into 3 parts, with 1/3 going to the Ram Lalla or Infant Lord Rama represented by the Hindu Maha Sabha for the construction of the Ram temple, 1/3 going to the Muslim Sunni Waqf Board and the remaining 1/3 going to a Hindu religious

denomination Nirmohi Akhara. All the three parties appealed against the division of disputed land to the Supreme Court.

The five judges Supreme Court bench heard the title dispute cases from August to October 2019. On 9 November 2019, the Supreme Court ordered the land to be handed over to a trust to build the Hindu temple. It also ordered to the government to give alternate 5 acre land to Sunni Waqf Board to build the mosque. [4] On 5 February 2020, the trust known as Shri Ram Janmabhoomi Teerth Kshetra was created by the Government of India.

### Other places

Those who believe that Rama was a historic figure, place his birth before 1000 BCE. However, the archaeological excavations at Ayodhya have not revealed any settlement before that date. Consequently, a number of other places have been suggested as the birthplace of Rama. [6]

In November 1990, the newly appointed Prime Minister Chandra Shekhar made an attempt to resolve the Ayodhya dispute amicably. Towards this objective, he asked Hindu and Muslim groups to exchange evidence on their claims over Ayodhya. The panel representing the Muslim organization Babri Masjid Action Committee (BMAC) included R. S. Sharma, D. N. Jha, M. Athar Ali

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and Suraj Bhan. The evidence presented by them included scholarly articles discussing alternative theories about the birthplace of Rama. These sources mentioned 8 different possible birthplaces, including a site other than Babri Masjid in Ayodhya, Nepal and Afghanistan. One author - M. V. Ratnam - claimed that Rama was Ramses II, a pharaoh of ancient Egypt.

In his 1992 book Ancient geography of Ayodhya, historian Shyam Narain Pande argued that Rama was born around present-day Herat in Afghanistan. In 1997, Pande presented his theory in the paper "Historical Rama distinguished from God Rama" at the 58th session of the Indian History Congress in Bangalore. In 2000, Rajesh Kochhar similarly traced the birthplace of Rama to Afghanistan, in his book The Vedic People: Their History and Geography. According to him, the Harriud river of Afghanistan is the original "Sarayu", and Ayodhya was located on its banks.

In 1998, archaeologist Krishna Rao put forward his hypothesis about Banawali being Rama's birthplace. Banawali is an Indus-Sarasvati civilization archaeological site located in the Haryana state of India. Rao identified Rama with the Sumerian king Rim-Sin I and his rival Ravana with the Babylonian king Hammurabi. He claimed to have deciphered Indus seals found along the Sarasvati rivers, and found the words "Rama Sena" (Rim-Sin) and "Ravani dama" on those seals. He rejected Ayodhya as the birthplace of Rama, on the grounds that Ayodhya and other Ramayana sites excavated

by B. B. Lal do not show evidence of settlements before 1000 BCE. He also claimed that the writers of the later epics and the Puranas got confused because the ancient Indo-Aryans applied their ancient place names to the new place names as they migrated eastwards.

### Construction of Ram Temple

The Shri Ram Janmabhoomi Teerth Kshetra trust began the first phase of construction of the Ram Temple on March, 2020.

During excavation of the construction site a five-foot Shivaling, seven pillars of black touchstone, six pillars of red sandstone and broken idols of Devi-Devtas were found. Shri Ram Janmabhoomi Teerth Kshetra Trust, said that since 10 days the ground at the site was being levelled and that is when the ancient artefacts were discovered.

### Bhoomi Pooja and Foundation Stone

Prime Minister, Shri Narendra Modi performing Bhoomi Pujan at 'Shree Ram Janmabhoomi Mandir'

- The Indian Prime Minister Narendra Modi performed Bhoomi Pujan and laid the foundation stone of the Ram Temple in Ayodhya on August 05, 2020

Source: <https://en.wikipedia.org>

# A Poem about - COVID -19

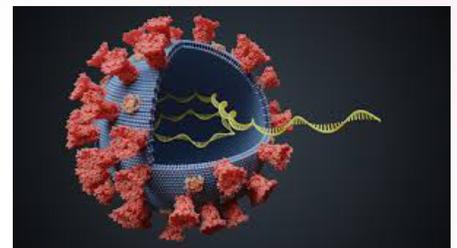
Before March, men at chores were busy to catch their vehicles,  
Kids with heavy bags bent like camels rushed to schools,  
Mother shuttle-cocked betwixtkitchen and gate to give box of lunch,  
Neighbours in closed doorslike robots drive theirbikeslike hunch!



After thy weird visit, men chat with young and old in leisure,  
Kids in wonder, to see their dads withladles cook in pleasure,  
Mothers recall lullabiesand listening the lisp oftheir babes at home,  
Neighbours in opened doors with smiles ready tochat and help sans roam!

Streets are blocked withbamboofences look like blank maze,  
Tigers lie in highways midst andbears like milestones gaze!  
Emptied bus-stands, muted Airports and deserted junctions sans trains  
Ambulances harbinger thy dead visit and roads like church yards !

States struggle to eradicate thy death hands invisible like mirage,  
Goons like unbent dog-tails stray to welcome thy death deluge,  
Drunken sans social distance and masks, thy follow behind to swallow,  
Thou cursed!shut in home !check thy move or else thy life is hollow.



Oh Corona! Thou swept our brethren like falling leaves from autumn tree,  
Thou emptied schools and stomach of the poor cry in hunger, Is it thy spree?

But left compassion like dying granny donated her oxygen kit to a youth,  
Can't thou satisfy with corpses in berth? Detested!Go away from the earth.

Doctorsdivine struggles to save but they too like martyrs lose their breath!  
Nursing angels care patients sans listening their cradled babies cry for milk,  
Police attitudes changed, feed for the hunger and save women in labour pains!  
Sanitarystaff with dirty hands but noble hearts carry the soiled dusty bins.

Oh! Go and wash their feet above in tears as they carry cross for all your sins.

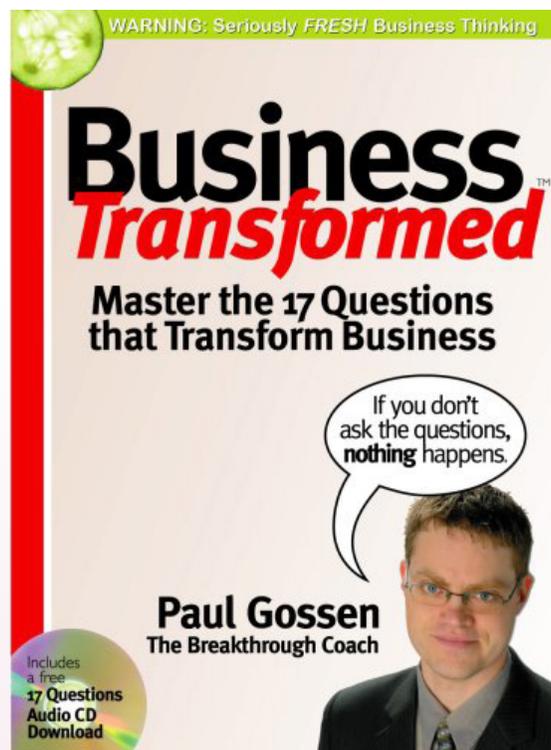
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*Dr. N.K. Rajagopalan, M.A. M.Phil .D.Litt.,[Ph.D] Research Scholar,  
HOD English, Little Angles'English .Hr. Sec. School, Karur.*

## Book Review

# Business Transformed

By  
Paul Gossen



Printed by LeadershipInc Press, Vancouver Canada V6B 2Y1 in 2007.

Price- 19.50 USD. 24.75 CDN

No. of pages- 121.

This simple and colourful book is written by the Breakthrough Coach Paul Gossen, who has worked for over 20 years with hundreds of companies and executives to produce great results including better team communication, improved

personal performance and higher results. Paul lives in Vancouver, Canada and travels worldwide. His passion is Business Transformation.

This book talks about the 17 questions that transform business on different relevant subjects as enumerated below-

1. Contract- Can we talk?
2. Relationship- How are you?

3. Engagement- What do you want?
4. Purpose- Why is this important to you?
5. Accomplishment- How will you know when you have it?
6. Perception- What do you believe is possible?
7. Energy- What would be the breakthrough?
8. Performance- Who would you have to be?
9. Strategy- How could you produce this result?
10. Focus- How will you stay on track?
11. Reality- When will you do this?
12. Action- What if you don't do this?
13. Certainty- Is that a promise?
14. Accountability- Can I Count on you?
15. Presence- Where was the breakdown?
16. Development- What did you learn?
17. Renewal- What's next?

Products?

Support?

Communications?

The above is an extract from the Question number 7- Energy.

I am sure the readers would be encouraged to go through the whole book by seeing the above Sample.

I recommend this book to be read by all young entrepreneurs and industrialists.

## A Sample

A Breakthrough is a sudden shift that takes our ability to produce results to a whole new level.

What is the key Breakthrough?

Team Work?

R. Venugopal

*Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director.*

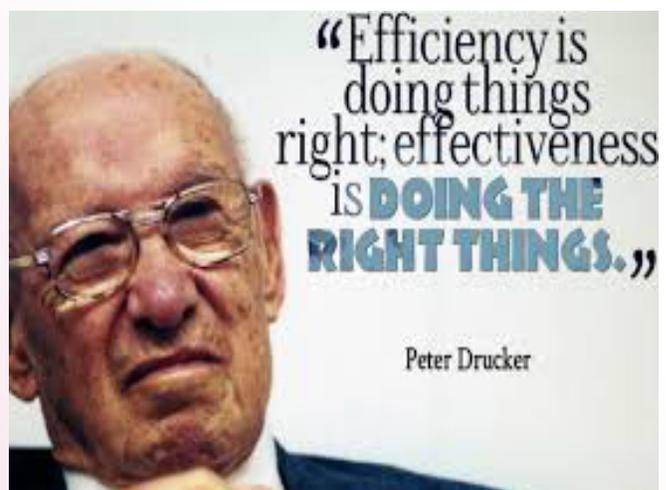
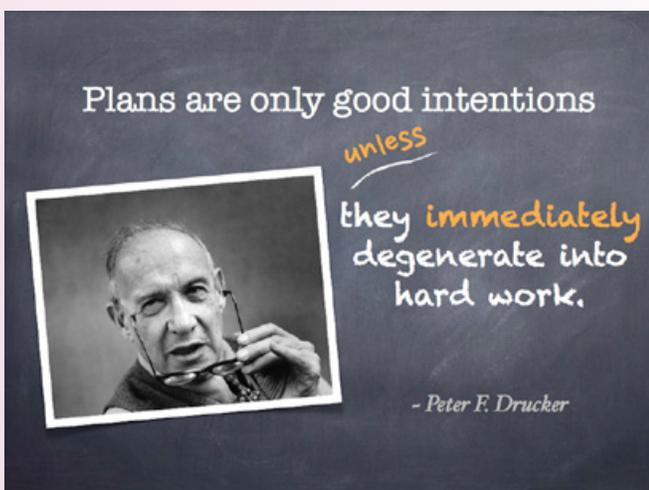
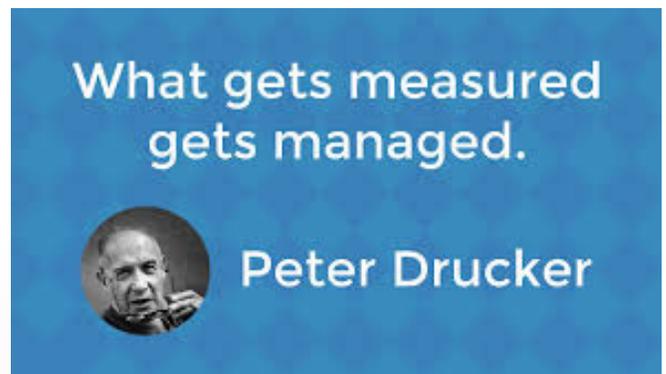
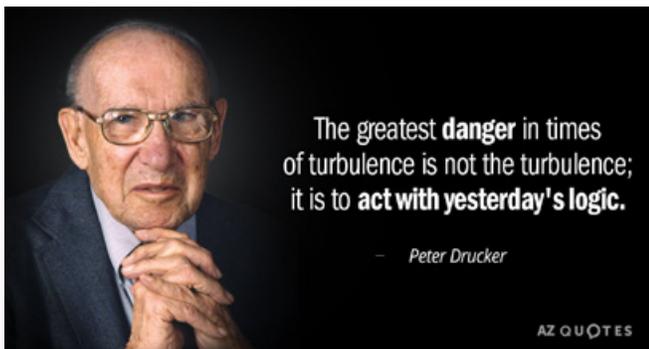


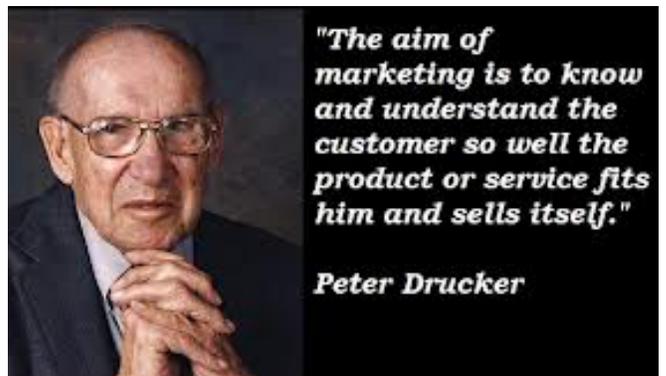
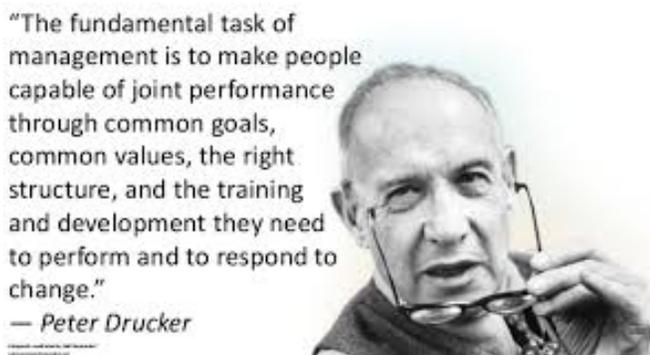
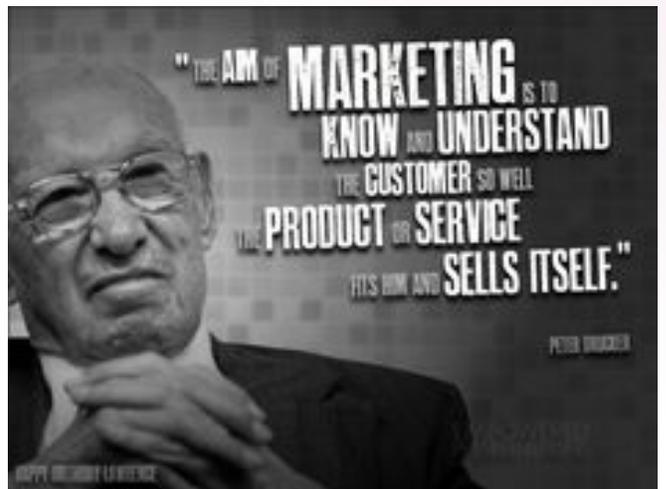
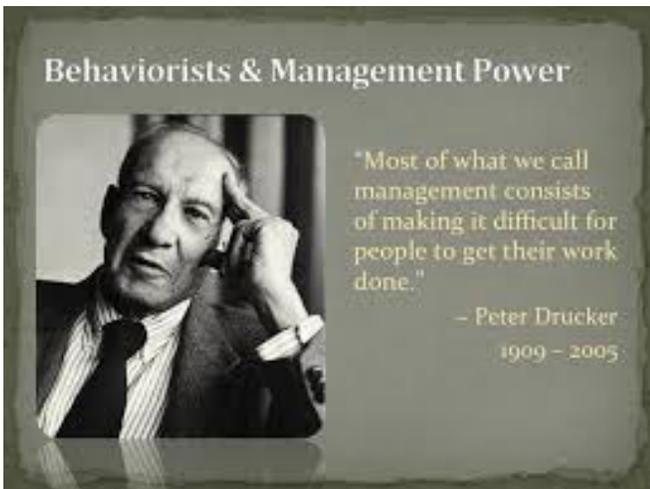
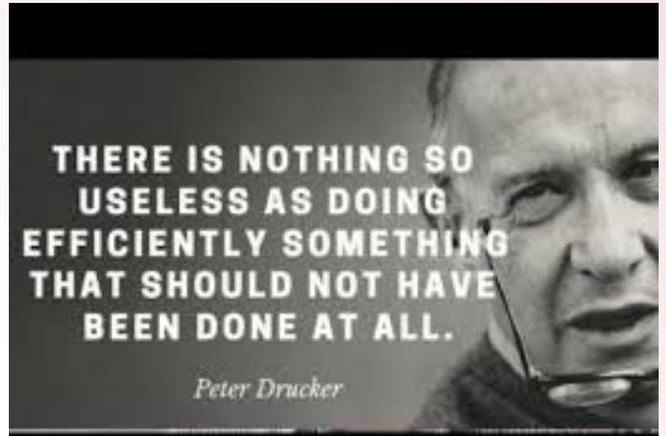
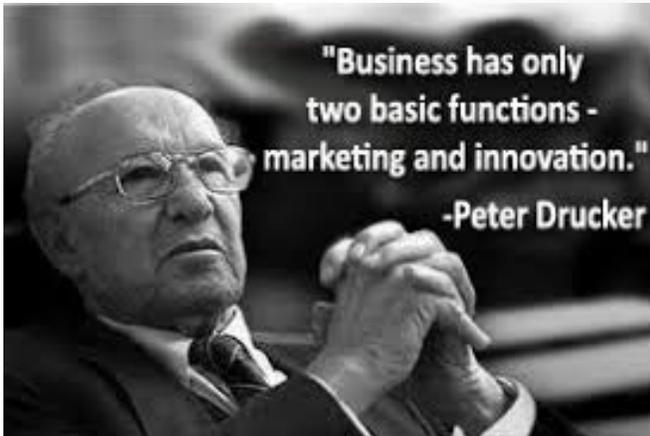
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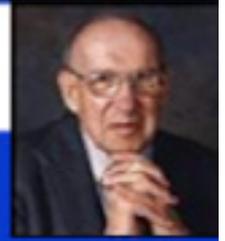






# Peter Drucker

## Management Guru

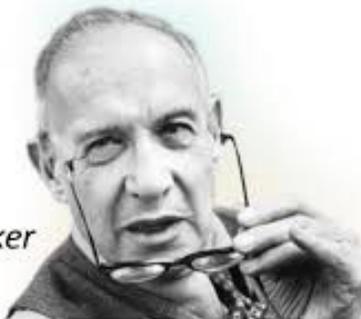


### Success Advices

- ❖ The purpose of a business is to create a customer.
- ❖ Efficiency is doing things right; effectiveness is doing the right things.
- ❖ A manager is responsible for the application and performance of knowledge.
- ❖ Knowledge has to be improved, challenged, and increased constantly, or it vanishes.
- ❖ The most important thing in communication is hearing what isn't said.
- ❖ Follow effective action with quiet reflection. From the quiet reflection will come even more effective action.

"The most important thing in communication is hearing what isn't said."

– Dr. Peter F. Drucker



**CULTURE  
EATS  
STRATEGY  
FOR  
LUNCH**

PETER DRUCKER



Effective leadership is not about making speeches or being liked; **leadership is defined by results** not attributes.

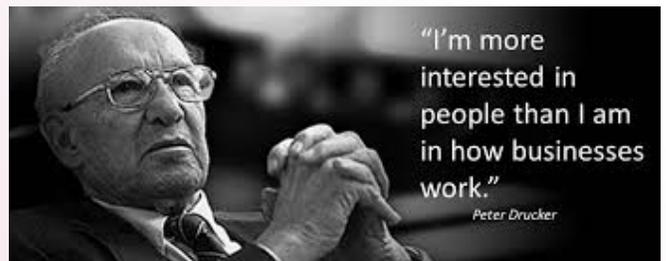
– Peter Drucker

AZ QUOTES



"I'm more interested in people than I am in how businesses work."

Peter Drucker





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# Sports Journalism

**S**ports journalism is a form of writing that reports on matters pertaining to sporting topics and competitions. Sports Journalism started in the early 1800s when it was targeted to the social elite and has transitioned into an integral part of the news business with newspapers having dedicated sports sections.[1] The increased popularity of sports amongst the middle and lower class led to the more coverage of sports content in publications. The appetite for sports resulted in sports only publications like ESPN and Sports Illustrated. There are many different forms of sports journalism, ranging from play by play and game recaps to analysis and investigative journalism on important developments in the sport. Technology and the internet age has massively changed the sports journalism space as it is struggling with the same problems that the broader category of print journalism is struggling with, mainly not being able to cover costs due to falling subscriptions. New forms of internet blogging and tweeting in the current millennium have pushed the boundaries of sports journalism.

## Early history

Modern sports journalism finds its roots as content started to appear in newspapers in the early 1800s. At the start, the sports sporadically covered horse

racing and boxing. The focus of the coverage would be less on the event itself and more on the greater social context. Horse races between the North and South and boxing bouts between US and England garnered much interest from the social elite. During the 1820s and 30s, the primary demographic target for newspapers was the social elite as newspaper was too expensive for the common man. Approaching the 20th century, several important changes occurred that lead to the increased saturation of sports journalism in the mainstream. The first was the advent of the penny press which allowed for cheaper and more tabloid style of newspaper production. Newspapers also began using advertising to pay for their production costs instead of relying on circulation. These two factors lead to a change in the target demographic from social elite upper class to the lower-middle class. Simultaneously, the Industrial Revolution was creating a rapidly expanding middle class who were moving from the country side to booming urban developments. The change in the target demographic meant that newspaper publishers were looking for content that appealed to the masses so they turned to sports. These developments also coincided with the rising popularity of baseball which was rapidly becoming “America’s Pastime”.

## 20th century

The New York Herald was the first newspapers to publishing consistent sports coverage. The New York World in 1883 was the first newspaper to have a full times sports department. The following period from 1880-1920 saw a massive increase in sports coverage in publications. A study showed





that in 1880 only .4 percent of space in the newspaper was dedicated to sports. By the 1920s, that proportion had risen to 20 percent. During this time, newspapers focused mainly on play by play coverage and game recaps of the sport events. Local publications started hiring beat reporters who were tasked with following all developments pertaining to the team. This included traveling with the team and interviewing the players. Teams also started constructing dedicated sections called press box in the stadiums for the press to sit and record notes on the game.

As technology introduced new developments like the radio, television and the internet, the focus of sports coverage shifted from the play by play to statistical analysis of the game and background pieces on the players. This was also coupled with a massive increase in sports amongst the general public. The increased popularity of football, basketball and hockey meant more content to publish and more interested readers to publish to.[3] This led to the creation of journals like Sports Illustrated, first published in 1954, was one of the first publications to solely focus on sports. Sports Illustrated was the brainchild of Henry Lucre who felt that the established publishers at the time were not taking advantage of the public's massive appetite for sports.[4] With weekly issues, Sports Illustrated was able to produce more classic journalistic pieces as the writers had more time to research and conduct longer interview sit downs with players and coaches.

## Digital Age

Since the start of the new millennium, circulation and advertising numbers of print newspapers having been falling rapidly. This has led to widespread cost cutting and layoffs across the industry. There are 29% percent fewer journalist in the workforce now when compared to the number of journalist in 1980. These developments have significantly affected sports journalism as established publications like Sports Illustrated and ESPN have had to cut content, increase prices and reduce the number of publications which leads to more people unsubscribing from the content. The fall in print sports journalism can be tied to the rise of internet and digital sports journalism. Digital sports journalism serves as both a complement and a competitor of newspaper sports journalism. Digital sports journalism began in the mid 1990s with ESPN creating the first website in 1995. At first digital sports journalism covered broad topics in scope, but as time went on and the internet became more widespread, bloggers and location and team specific websites started taking over the market. A majority of these smaller websites did not charge a subscription fee as it was funded on advertising. This lower cost to the consumer as well as increased access to variety of very specific content led to the shift away from print and towards digital. However, the growth seen in the digital space which has increased advertising revenue has not balanced out the losses from print journalism. The importance of click count has gone up as these sites are being funded by online advertisers. This has led to many shorter journalistic pieces offering controversial opinions in order to generate the most clicks.[1] Sportswriters regularly face more deadline pressure than other reporters because sporting events tend





to occur late in the day and closer to the deadlines many organizations must observe. Yet they are expected to use the same tools as news journalists, and to uphold the same professional and ethical standards. They must take care not to show bias for any team.

### **Socio-political significance**

Sports stories occasionally transcend the games themselves and take on socio-political significance: Jackie Robinson breaking the color barrier in baseball is an example of this. Modern controversies regarding the hyper-compensation of top athletes, the use of anabolic steroids and other, banned performance-enhancing drugs, and the cost to local and national governments to build sports venues and related infrastructure, especially for Olympic Games, also demonstrates how sports can intrude on to the news pages. Recently, the issue of Colin Kaepernick's protest of injustice shown to people of color by the police by kneeling during the performance of the national anthem before his football games has created diverse and varied coverage. His actions have taken his discussion from the sports field and into the national scope as major political pundits and even the Presidents commenting on the ethics of his actions. Kaepernick cites that his position as a quarterback in the National Football League gives him a unique opportunity to carry out his message. Kaepernick's actions have inspired a wave of athletes using their position to take on social issues ranging from abortion to college athletes getting monetary compensation. Sports journalism plays a significant role in how these views are conveyed to

the public. The author creates a story from the raw quotes provided by the athlete and this is published to thousands of viewers. Inherent in the publication will be the biases of the author and this will be passed on to the reader (cite). As sports moves more and more into the political discussion space, sports journalist will have increasingly more power over the public sentiment of the hottest issues at the moment.

### **Future of sports journalism**

There has been a major shift within sports in the last decade as more sports teams are switching to using analytics. A large reason for this shift is due to many articles being published about the increased benefit of using analytics to make strategic decisions in a game.[ As there is data collected about every instance in every sport, sports data analysis has increased. Sports publications are now hiring people with extensive background in statistics and mathematics in order to publish articles detailing the analysis these teams are conducting. New metrics have been created to study the quality of player performance. The metrics have also been used to compile rankings of players and teams. Blog sites like FiveThirtyEight began to sprout as full-time sport analytic sites that took available data and constructed analytic heavy articles pertaining to sports. ESPN has implemented a segment in their shows called 'Sports Science' where stars of every sport come in to test how advanced analytics affect field performance.[10] There has been much pushback by many over the use of analytics in sports. Many established coaches are quick to bash analytics as narrow and ignorant of the big picture.





## In Europe

The tradition of sports reporting attracting some of the finest writers in journalism can be traced to the coverage of sport in Victorian England, where several modern sports – such as association football, cricket, athletics and rugby – were first organized and codified into something resembling what we would recognize today.

Andrew Warwick has suggested that The Boat Race provided the first mass spectator event for journalistic coverage. The Race, an annual rowing event between the University of Cambridge and University of Oxford, has been held annually from 1856.

Cricket, possibly because of its esteemed place in society, has regularly attracted the most elegant of writers. The Manchester Guardian, in the first half of the 20th century, employed Neville Cardus as its cricket correspondent as well as its music critic. Cardus was later knighted for his services to journalism. One of his successors, John Arlott, who became a worldwide favorite because of his radio commentaries on the BBC, was also known for his poetry.

The first London Olympic Games in 1908 attracted such widespread public interest that many newspapers assigned their very best-known writers to the event. The Daily Mail even had Sir Arthur Conan Doyle at the White City Stadium to cover the finish of the Marathon.

Such was the drama of that race, in which Dorando Pietri collapsed within sight of the finishing line when leading, that Conan Doyle led a public

subscription campaign to see the gallant Italian, having been denied the gold medal through his disqualification, awarded a special silver cup, which was presented by Queen Alexandra. And the public imagination was so well caught by the event that annual races in Boston, Massachusetts, and London, and at future Olympics, were henceforward staged over exactly the same, 26-mile, 385-yard distance used for the 1908 Olympic Marathon, and the official length of the event worldwide to this day.

The London race, called the Polytechnic Marathon and originally staged over the 1908 Olympic route from outside the royal residence at Windsor Castle to White City, was first sponsored by the Sporting Life, which in those Edwardian times was a daily newspaper which sought to cover all sporting events, rather than just a betting paper for horse racing and greyhounds that it became in the years after the Second World War.

The rise of the radio made sports journalism more focused on the live coverage of the sporting events. The first sports reporter in Great Britain, and one of the first sports reporters in the World, was an English writer Edgar Wallace, who made a report on The Derby on June 6, 1923 for the British Broadcasting Company.

In France, L'Auto, the predecessor of L'Equipe, had already played an equally influential part in the sporting fabric of society when it announced in 1903 that it would stage an annual bicycle race around the country. The Tour de France was born,





and sports journalism's role in its foundation is still reflected today in the leading rider wearing a yellow jersey - the color of the paper on which L'Auto was published (in Italy, the Giro d'Italia established a similar tradition, with the leading rider wearing a jersey the same pink color as the sponsoring newspaper, La Gazzetta).

### **Sports stars in the press box**

After the Second World War, the sports sections of British national daily and Sunday newspapers continued to expand, to the point where many papers now have separate standalone sports sections; some Sunday tabloids even have sections, additional to the sports pages, devoted solely to the previous day's football reports. In some respects, this has replaced the earlier practice of many regional newspapers which - until overtaken by the pace of modern electronic media - would produce special results editions rushed out on Saturday evenings.

Some newspapers, such as The Sunday Times, with 1924 Olympic 100 metres champion Harold Abrahams, or the London Evening News using former England cricket captain Sir Leonard Hutton, began to adopt the policy of hiring former sports stars to pen columns, which were often ghost written. Some such ghosted columns, however, did little to further the reputation of sports journalism, which is increasingly becoming the subject of academic scrutiny of its standards.

Many "ghosted" columns were often run by independent sports agencies, based in Fleet Street

or in the provinces, who had signed up the sports star to a contract and then syndicated their material among various titles. These agencies included Pardons, or the Cricket Reporting Agency, which routinely provided the editors of the Wisden cricket almanac, and Hayters.

Sportswriting in Britain has attracted some of the finest journalistic talents. The Daily Mirror's Peter Wilson, Hugh McIlvanney, first at The Observer and lately at the Sunday Times, Ian Wooldridge of the Daily Mail and soccer writer Brian Glanville, best known at the Sunday Times, and columnist Patrick Collins, of the Mail on Sunday, five times the winner of the Sports Writer of the Year Award.

Many became household names in the late 20th century through their trenchant reporting of events, spurring popularity; the Massacre at the Munich Olympics in 1972; Muhammad Ali's fight career, including his 1974 title bout against George Foreman; the Heysel Stadium disaster; and the career highs and lows of the likes of Tiger Woods, George Best, David Beckham, Lester Piggott and other high-profile stars.

McIlvanney and Wooldridge, who died in March 2007, aged 75, both enjoyed careers that saw them frequently work in television. During his career, Wooldridge became so famous that, like the sports stars he reported upon, he hired the services of IMG, the agency founded by the American businessman, Mark McCormack, to manage his affairs. Glanville wrote several books, including novels, as well as scripting the memorable official film to the 1966 World Cup staged in England.

### **Investigative journalism and sport**

Since the 1990s, the growing importance of sport, its impact as a global business and the huge amounts of money involved in the staging of events such as the Olympic Games and football World Cups, has also attracted the attention of investigative journalists. The sensitive nature of the relationships

between sports journalists and the subjects of their reporting, as well as declining budgets experienced by most Fleet Street newspapers, has meant that such long-term projects have often emanated from television documentary makers.

Tom Bower, with his 2003 sports book of the year *Broken Dreams*, which analyzed British football, followed in the tradition established a decade earlier by Andrew Jennings and Vyv Simson with their controversial investigation of corruption within the International Olympic Committee. Jennings and Simson's *The Lords of the Rings* in many ways predicted the scandals that were to emerge around the staging of the 2002 Winter Olympics in Salt Lake City; Jennings would follow-up with two further books on the Olympics and one on FIFA, the world football body.

Likewise, award-winning writers Duncan Mackay, of *The Guardian*, and Steven Downes unravelled many scandals involving doping, fixed races and bribery in international athletics in their 1996 book, *Running Scared*, which offered an account of the threats by a senior track official that led to the suicide of their sports journalist colleague, Cliff Temple.

But the writing of such exposes - referred to as "spitting in the soup" by Paul Kimmage, the former Tour de France professional cyclist, now an award-winning writer for the *Sunday Times* - often requires the view of an outsider who is not compromised by the need of day-to-day dealings with sportsmen and officials, as required by "beat" correspondents.

The stakes can be high when upsetting sport's powers: in 2007, England's FA opted to switch its multimillion-pound contract for UK coverage rights of the FA Cup and England international matches from the BBC to rival broadcasters ITV. One of the reasons cited was that the BBC had been too critical of the performances of the England football team.

## Sports books

Increasingly, sports journalists have turned to long-form writing, producing popular books on a range of sporting topics, including biographies, history and investigations. Dan Topolski was the first recipient of the William Hill Sports Book of the Year award in 1989, which has continued to reward authors for their excellence in sports literature.

## Organizations

Most countries have their own national association of sports journalists. Many sports also have their own clubs and associations for specified journalists. These organizations attempt to maintain the standard of press provision at sports venues, to oversee fair accreditation procedures and to celebrate high standards of sports journalism.

The International Sports Press Association, AIPS, was founded in 1924 during the Olympic Games in Paris, at the headquarters of the Sporting Club de France, by Frantz Reichel, the press chief of the Paris Games, and the Belgian Victor Boin. AIPS operates through a system of continental sub-associations and national associations, and liaises closely with some of the world's biggest sports federations, including the International Olympic Committee, football's world governing body FIFA, and the IAAF, the international track and field body. The first statutes of AIPS mentioned these objectives:

- to enhance the cooperation between its member associations in defending sport and the professional interest of their members.
- to strengthen the friendship, solidarity and common interests between sports journalists of all countries.
- to assure the best possible working conditions for the members.

For horse racing the Horserace Writers and Photographers' Association was founded in 1927,



was revived in 1967, and represents the interests of racing journalists in every branch of the media.

In Britain, the Sports Journalists' Association was founded in 1948. It stages two awards events, an annual Sports Awards ceremony which recognizes outstanding performances by British sportsmen and women during the previous year, and the British Sports Journalism Awards, the industry's "Oscars", sponsored by UK Sport and presented each March. Founded as the Sports Writers' Association, following a merger with the Professional Sports Photographers' Association in 2002, the organization changed its title to the more inclusive SJA. Its president is the veteran broadcaster and columnist Sir Michael Parkinson. The SJA represents the British sports media on the British Olympic Association's press advisory committee and acts as a consultant to organizers of major events who need guidance on media requirements as well as seeking to represent its members' interests in a range of activities. In March 2008, Martin Samuel, then the chief football correspondent of *The Times*, was named British Sportswriter of the Year, the first time any journalist had won the award three years in succession. At the same awards, Jeff Stelling, of Sky Sports, was named Sports Broadcaster of the Year for the third time, a prize determined by a ballot of SJA members. Stelling won the vote again the following year, when the Sunday Times's Paul Kimmage won the interviewer of the year prize for a fifth time.

In the United States, the Indianapolis-based National Sports Journalism Center monitors trends and strategy within the sports media industry. The

center is also home to the Associated Press Sports Editors.

In more recent years,[when?] sports journalism has turned its attention to online news and press release media and provided services to Associated Press and other major news syndication services.

## Fanzines and blogs

Through the 1970s and 1980s, a rise in "citizen journalism" in Europe was witnessed in the rapid growth in popularity of soccer "fanzines" - cheaply printed magazines written by fans for fans that bypassed often stilted official club match programs and traditional media. Many continue today and thrive.

Some authors, such as Jim Munro, have been adopted by their clubs. Once an editor of the West Ham United fanzine *Fortune's Always Dreaming*, Munro was hired by the club to write for its matchday magazine and is now sports editor of *The Sun Online*. Other titles, such as the irreverent monthly soccer magazine *When Saturday Comes*, have effectively gone mainstream.

The advent of the Internet has seen much of this fan-generated energy directed into sports blogs. Ranging from team-centric blogs to those that cover the sports media itself, *Bleacher Report*, *Deadspin.com*, *ProFootballTalk.com*, *BaseballEssential.com*, *Tireball Sports*, *AOL Fanhouse*, *Masshole Sports*, the blogs in the *Yardbarker Network*, and others have garnered massive followings.





Blogging has also been taken up by former athletes such as Curt Schilling, Paula Radcliffe, Greg Oden, Donovan McNabb, and Chris Cooley.

## Smartphones

The rise of smartphone use has significantly altered the way sports media has taken off. Sports media is now accessible from almost anywhere at any time. Fans can check the scores on different apps such as ESPN and Global Sports Media. Social media has also bolstered the sports media scene. Fans can not only check in with sports news on sites like Twitter and Facebook, but get more personal and direct content from the athletes and coaches. Videos and highlights of sporting events are also now easily shareable as well as journalist commentary. Since these platforms are generally free, this new wave of content is becoming a popular way to generate a following. This type of fast and easy information is very important to sports fans. This has changed the way content gets published on sites like Twitter where the author is restricted by a character count. Stories are condensed to 240 characters and are quick to the point. Sports breaking news is often first broken on Twitter. There is a big rush amongst sports insiders to be the one to break the information first.

## Female reporting

Women have not always been in the sports reporting field. Women such as Jane Chastain and Leslie Visser are considered pioneers in women's sportscasting. Chastain was the first woman to work

for a large network (CBS) and the first woman to do play-by-play in the '60s.

Leslie Visser was a sportswriter for The Boston Globe before she joined CBS in 1984 as a part-time reporter. She is the only sportscaster in history, male or female, to have worked on the Final Four, NBA Finals, World Series, Monday Night Football, the Super Bowl, the Olympics, and the US Open broadcasts. She has been voted the No. 1 Female Sportscaster of all time.

There has been an ongoing debate as to whether or not female reporters should be allowed in the locker rooms after games. If they are denied access, this gives male reporters a competitive advantage in the field, as they can interview players in the locker room after games. If locker room access is denied to all reporters - male and female - because of this controversy, male journalists would likely resent female reporters for having their access taken away.

It wasn't until 1978 that female sports journalists were allowed to enter locker rooms for interviews. Sports Illustrated reporter, Melissa Ludtke, sued the New York Yankees for not allowing her to interview players in the locker room during the 1977 World Series. A federal judge ruled that this ban was in violation of the Equal Protection Clause in the 14th Amendment.

Some female reporters include Adeline Daley (whom some consider the "Jackie Robinson of female sportswriters"), Anita Martini, Tracy Dodds, Mary Garber, Lesley Visser, Marjorie Herrera Lewis, and Sally Jenkins.

*Source: <https://en.wikipedia.org>*

