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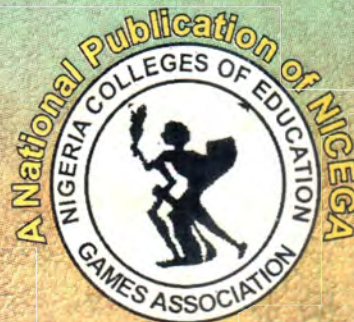


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Management Manpower Development: A Vehicle for National Sports Development

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Introduction

Sports in Nigeria seems to be bedeviled with accusing fingers being pointed at our sports managers. Despite many incessant changes, ranging from policy to personnel. There seems to be no significant development, as the problems of funding, inadequate preparation for competitions, incompetent coaches and facilities still linger on.

Many important Nigerians have linked our development problems to lack of appropriate management (Onimode, 1993; Aluko, 1993; Ibrahim, 1993; Kaziri, 1990). Garba (1994) identifies dishonest management as a barrier to successful execution of the Nigerian development programme and public policy. Fasan (1997) observed that part of the sport management problem in Nigeria is that our method of administering sports has been that of dependence, rather than independence. He posited further that policies and execution, funding and development are left with the government. The point in those observations is that, without the right type of management in place, there can never be real national sports development.

Management does not emerge from nowhere, it has to be developed and the means through which it can be evolved is management development, i.e. life-long management training. Sport managers need to be subjected continuously to life-long management training, in order to keep pace with the newest methods of sport management in the world. This is necessary because of the widespread complaint that Nigerians lack capable managers despite the huge investment on sports development.

Concept of Management

According to Adams (2004); Management is an everyday phenomenon, which involves virtually all. Everyone carried out a measure of management in his daily living; yet everybody is not a manager and everybody cannot be a manager in the context of this discourse, in the sense that management is a discipline that has to be learnt for effectiveness, since effectiveness is good management.

Today, the field of sports management, in Nigeria, is bedeviled with quacks such as; those that believe that they are better managers, coaches, commentators, marketers and even analysts without any formal training in sports and the activities of this quacks have been contributing majorly to the problems of sports management in Nigeria.

Oyewusi (2000) opined that in the Nigerian society, there are precedents of professionals specifically holding their professional key posts. One cannot imagine a Geologist being made, no matter how much knowledge and experience has in legal matters, the chairman of a judicial panel. In medicine, a pharmacist will not be allowed to be a director of medical services in a well established hospital. The same it is, of professional course of law, engineering and accounting e.t.c. Physical

Education and sports managements have professional training too. But, people tend to feel in Nigeria that participation in sports, in whatever form as athletes, stewards or even as spectators are sufficient criteria for holding key posts in sports management or coaching assignment. It is as if being a patient for long enough is sufficient to make one assume the duty of a doctor, or watching court trials often, is enough criterion for becoming a chief judge.

Easterby-Smith (1995) opines that there is no precise agreement on what management is about. While some say that management is about planning, organizing, staffing, directing, coordinating, reporting, organising and budgeting (POSDCORB) others believe that it is the ability to make right decisions in conditions of uncertainty, decisions that will work (satisfying) within the given constraints, rather than seeking for the best possible decisions that might be made in any circumstance. Umoru (1994) sees management as essentially performing the role of forecasting, planning, organizing, implementing and monitoring (FPOIM). Adewumi (2000) sees management simply as decision (policy) making, while he equates administration with implementation. Other human behaviour towards attaining a particular goal or objective, or the control and consideration of all activities within an organization, in order to pool all efforts, towards realizing organizational goal.

Robert (1996) defines management as the act of "getting things done through other people". Implied in this definition is the fact that management involves managing our time and others as well as us. In doing this we have to ensure that performance conforms to plan, and that what has been planned is accomplished.

For the achievement of effective sports management that could lead to national development, this slogan, as proposed by Oyewumi (2000) is inevitable, "Let it be done by those who know how to do it," "knowing how to do it is based on learning how to do it." Both statements put together connote; "Let the professionals do it". However, for a professional sports manager to function effectively, he must subject himself for periodic management manpower development.

Management Manpower Development and Sports

Oftentimes, the word: "Development" (being in the sense of continuous education) and "Training" are used interchangeably to mean the same thing. Umoru-Onuka (1996) posits that 'development' is long-term plan for staff improvement and advancement; and that what is development today because it is a plan becomes training at implementation tomorrow. The former is long-term plan, while the latter (training) is short-term.

According to Adams (2004), development include training. Thus, management manpower development is the identification of both current and future training needs of an organization, planning to meet these needs, implementing the planned programme as well as evaluating it to determine whatever or not the planned training objectives has been realized.

In the opinion of Adedeji (2000), sports development is the process of continuous improvement of the sports structure, institution, and programs in order to create a societal condition, conducive to human fitness for all participants and the effective functioning for self-actualization.

Matt Ball (2005) posits that English premiership generated revenue more than any of the other league in Europe. In 2003/04 seasons, it earned 1.3 billion pounds which widens the gap between the premiership and Italy's series A, the second highest earning league, by 128 million pounds to 823 million pounds.

Olukanmi (2003) also postulated that British Clubs are also the pace setters in managing sports through exploiting the commercial potential of merchandising, sales of souvenirs, match programmes, restaurants and bars, raffle draws at matches, replica team shirts sales. He stated further that at present Manchester United, now gets about 50% of its 70 million odd revenue yearly from sponsorship, catering and retailing.

Olukanmi (1997) opined that management of Chelsea FC invest the clubs fund in real estate, hostels and superstores on its stadium site in the prime area of West London. He also stated that eighteen British Sports Club are on the stock exchange.

The above stated assertions proof that sports in the developed world has as gone beyond depending on one source of funding (i.e. government as the case is in Nigeria). It has become an important sector of the nation's economy, capable of sustaining itself through various financial options and management models.

This development necessitates the call for management development (continuous education) for our sports managers, in order to learn how to adopt various management theories/models for sport development in Nigeria.

Need for Continuous Management Development

In a World Bank Study carried out by Dabalén and Oni (2000) on the employment status of a Nigerian graduate. It was discovered that he needs further training, if he is to be able to perform efficiently and effectively. Adams (2004) buttress that the graduate forms a source of management manpower employment. But, the question here is that what percentage of those graduates found there ways to the top echelon of sports management in Nigeria, when compared with those that rose from the ranks and file.

Egwugwu (1992) adds that it is management training that brings about meaningful industrial managerial capacity and the subsequent economic transformation. He asserts further than the patterns of training that worked in the past may not always work the same way today. This is what our sport managers have failed to realize, hence the reason why we are still having the same problems that are undermining the development of sports in Nigeria.

Human resources, according to Ogbimi (1992) are the fundamental factors in economic development and that it is the human resource management that determines resource mix. Thus human resource development is a precondition for any meaningful sports development transformation. However, training/development must not only be dynamic, but also must be adaptive to the dictated and vagaries of the economy and societal sport needs.

Nigeria Universities thus, constitute the main institution for the training of high-level manpower (managers of the economy). However, the nature of university training is naturally theoretical and academic, but hardly job specific (Umoru-Onuka, 1996). Hence, Ogbimi (1992) states that practical training should complement University education, because classroom studies form only one phase of the three phases required for the acquisition of the relevant skills.

Graduates of Human Kinetics or sport Science are subjected to too extreme teacher training. Teaching practice is the only type of experience the curriculum permit them to acquire without option of industrial training where undergraduates could have the opportunity of having their attachment with sport clubs, ministries, industries, marketers in other to gain valuable experience in the fast growing sport business.

The one sidedness of our curriculum as incapacitated the Human Kinetics graduates in becoming better sport managers. Hence, the reason why many of them end up becoming physical education teachers without ever having the experience of working with other profitable sport organizations.

These and many more are the reasons why training and re-training of sport managers (sport management manpower development) is inevitable.

Application of Management Techniques/Models to Sports-Management Manpower Development Option

Several technique, technologies, model and skills are involved in the management process; thus, it is essential that the sports manager who will succeed develop these elements of management. In fact, according to Makinde (1991), management is the mixing mix, thus inhibiting the Nigerian national development quest. Management techniques that are in vogue now include: Programme Planning and Budgeting Systems (PPBS), Decision Trees, Network like Critical Path Analysis (CPA), Programme Evaluation and Review Technique (PERT), Strengths, Weaknesses, Opportunities Threats (SWOT) among others. These require either the use of quantitative or qualitative or analytical methods.

The Universities through the Department of Human Kinetics or Sports Science, as the case may be, may ensure manpower development in this area through collaboration with the various management-training institutes in the country to train sport managers in the application of this management theories and models.

Conclusion

No meaningful sport development can take place without appropriate management in place. This can be evolved through the installation and implementation of an enduring sport management development (training). This is because all the resources for sports development and indeed for sectoral development are mobilized, organized, controlled, utilized and monitored by the manager. While management is an everyday phenomenon, the sports manager must acquire the skill, knowledge and competence through systematic management development programme.

Recommendations

In view of the foregoing analysis and submissions, the following are recommended for the evolution of management that can effectively promote sports development in all its ramifications.

- (1) Management, being the first factor on which a meaningful sports development rests, should have a deliberate development policy that engenders management (training) development in the policy. Such policy should be geared towards provision of adequate and dynamic management.
- (2) In view of the great role sports play in our society, management development institutions in the country should be enabled by acts of parliament to independently award post doctoral or, at the worst post-Masters certificates in sports management. If necessary, an independent commission to regulate the standards of the curriculum should be put in place to ensure high standards of practical sports management education content of their various curriculums.

- (3) No sport manager should remain for three years without the benefits of attending a new course, conference or seminar to update his knowledge, skills and competence so that he does not become obsolete.
- (4) Sport managers in both public and private sectors should be encouraged to engage in continuous self-development by way of mandatory membership of professional bodies.
- (5) More practical and advanced sports management institutions, apart from National Institute for Sports (NIS), should be established to enable more sports managers benefit from their sources with a minimum hardship.
- (6) Management Institutions should collaborate with developed countries' sports institutes in giving sound technical management education to Nigeria sports managers.

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