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INTERGRATED MANAGEMENT APPROACH FOR EXCELLENT SPORTS
FACILITY UTILIZATION IN NIGERIA

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A Point of View

Man's journey through life is a challenging endeavour. As we travel down the highway of life we have many needs to satisfy. We especially need food, shelter and exercise. The exercise instinct is inherent in man. Movement is a segment of the living process and

part of everyone's life. Movement is a universal "language", spoken and understood by everybody. There is hardly any civilization and culture that "sports" have not received some form of emphasis in varying degrees. Sports have existed for centuries, in fact ever since man inhabited the earth. What is certain is that sports have developed from informal instinctive activities or movements; such as walking, running, jumping, dancing, wrestling and warfare to deliberate highly organized competitive movement activities. The olympic games have the origin from the first games in Greece in 776BC. However, the degree of sophistication of the modern Olympiad: standard of performance, finance, administration, facilities and sheer grandeur are quite distinct from the ancient games.

It is sadly observed that comparatively, of the three listed needs of man, perhaps exercise is the most neglected. It is regrettably a matter of misplaced priority. If any man in history needs exercises it is the "modern man." This contention has to do with his advanced stage of technology and in the light of his social experiences. Awosika (1986) may have sensed the sophistication of the so called modern age when he dubbed it; "restless, dynamic complex twentieth century". Most work formerly done by hand are now done by machines. While our distant ancestors led physically active lives; covering long distances to gather roots, nuts and grains or to pursue game; while our grand parents or great-grand parents tilled the fields for food and handcrafted everyday necessities, we now find ourselves in a largely technological sedentary economy. It is frightening and alarming the high degree of man's enfeeblement and ensalvement since the advent of technological revolution. Let's watch out to avert a catastrophe if Homo sapiens by his own violation turns to "Homo sedentarius".

This is the time for a purposeful approach to the issue of neglected sports participation by the citizens. Let us develop a sports creed where people from all walks of life, sex and age take to sports on masse. The reason for taking to sports may be diverse; to lose weight, become fit, reduce stress, earn a living, compete, for recreation, self actualization, adventure or share the experience with others. What ever is the motive, the primary is to be healthy. To be healthy is an inalienable right of man. The purpose of this paper is to suggest effective approach to sports facilities management. In the literature, many environmental factors have been blacklisted responsible for the lack of awareness and participation in sports which by linear correspondence may lead to low health (Jubenville 1978, Galloway 1984, Awosika 1986 and 1988, Ademuwagun 1988, Amusa 1988, Igbanugo 1988, Udoh 1988, Uduk and Achalu 1990, Nwankwo 1991, Venkateswarlu 1991). It is the contention that, of the environmental factors on sports development; by subtle extension good health; facilities and equipment which constitute sports "hardware" and "software", are the least insignificant. Since they constitute sports "raw materials", to promote sports growth, they must be adequate in supply and quality.

FACILITIES MANAGEMENT

Sports facilities are conceived as the relatively permanent

outdoor and indoor structures used for performance, constructed and designed as to the type of sports. This embraces all play grounds, athletics, oval, gymnasium, swimming pool, tennis table, trampoline, diving tower and obstacle stunts. For the purpose of this paper we shall block together equipments and supplies as constituting facilities. In their strict technical sense they are quite distinct.

Management is a concept in the social sciences that has been successfully adopted to the educational system. Management is the art and science of a careful utilization of the resources open to the organisation in order to attain primary goals of the establishment while the employers derive their personal or/and collective needs. We are now isolating an aspect of management responsibility "problem management in sports system" for analysis.

THE PROBLEM-SOLVING PROCESS

In today's complex world, management is getting more demanding and involving. A manager who thinks of his work only in terms of the traditional functions: planning, organizing, staffing, directing, co-ordinating, reporting and budgeting, referred to by the acronym FOSDCORB is bound to fail. Management is now a complex and loaded social resource which demands an effective fusing of the different elements in the human environment into a total design suited to the goal achievement. The human environment is a broad spectrum including psychological, sociological, cultural, political and technological elements as well as the human personality. Except all the complex subsystems are integrated to form a holistic system there will be administrative deficiencies and voids. In a system, a void is a niche, lethal to organization's operations.

The primary purpose of sports facilities provision is proper and lawful utilization by the clientage. Any encumbrance constitutes a problem and should be checked. Bannon, (1972) toasts a simple definition of problem as "something that is wrong". Thus, a problem is a deviation from the normal, expected, or desired outcome for a given situation which needs corrective action to remedy it. Before a problem is solved the first step is the identification, the second is isolation and thirdly the articulation of symptoms.

The first stage is simply the definition of the deviation. In the second step subproblems may be discovered as the symptoms. Thirdly the symptoms, subproblems and the real problems are articulated. In this way we can avoid "trial-and-error" process in solving the problem. To be able to solve the real problem intermediate objectives should be set. This is to get the system back to normal operating conditions. This will lead to creative thinking, a sort of brainstorming exercise, that is, unrestrained ideas are put up, (proposal to the solution). There is an overlap into the next stage; evaluation of alternatives. Now the alternatives are critically evaluated, screened and examined from the baseline of the established objectives. After a thorough synthesis, the alternative that best fits

the problem is chosen. Then a decision is taken. The procedure is re-evaluated in the future. Then as a final process the decision is implemented. It is necessary to monitor the result of each phase to be sure that the errant programme charts the original course.

SITUATIONAL PARADIGMS

For problem evasion model to be effective it is presented as a system. To describe the management situation, a holistic approach is used. When the total picture is clearly focused there can be a successful bloodless dissection of the system into subsystems or elements for analysis. However, this is an open system as external factors may affect the operations. In our case four elements are modeled; Clientele, resources, service, and evaluation,

Fig I, in the appendix.

CLIENTELE MANAGEMENT

It is important for the clients to be properly informed on the facilities available, and the regulations governing their use. To be brief the different functions are graphical illustrated, Fig. 2.

RESOURCES MANAGEMENT

The keys to resources management are monitoring and programming. It is important to keep abreast with events in the "total" subsystem, Fig. 3.

SERVICE MANAGEMENT

In this subsystem specific services are provided to accommodate the clientage. We may refer to it as logistics; i.e. the number of people that may be allowed, nature of the facility, rules and regulations, Fig. 4.

EVALUATION MANAGEMENT

Periodic post mortem examination of the subsystems are conducted to ascertain if the objectives are met, if not why and the resolution, Fig. 5.

FUNDAMENTAL ISSUES

Some of the primary issues of problem and conflict in facility management are listed:

1. Poor or absence of information system.
2. Inadequate use of funds or establishment of wrong priorities.
3. Absence of maintenance

4. Construction of substandard facilities.
5. Poor or lack of supervision.
6. Under-utilization of facilities.
7. Ineffective management of facility use.
8. Bad public or community relations.
9. Attitude of the public to vandalize facility
10. Inability of the management to identify problems at the early stage.

END THOUGHT:

We are too familiar with the lamentation that sports facilities are in dearth in the country. The few that exist are grossly inadequate by international standards. Unfortunately, present realities may not be indicative of early improvement. Sports administrators must find ways in the mean time to make do with the existing stock. The challenge of management is there. Success will not come with a magic wand. We must continue to stretch our imagination to improve the profession. If any information is gained or critical issues are raised then we have stimulated our thoughts towards the quest of improved facility management. It may be a tip of the iceberg but it is an "important" professional contribution.

Thank you.

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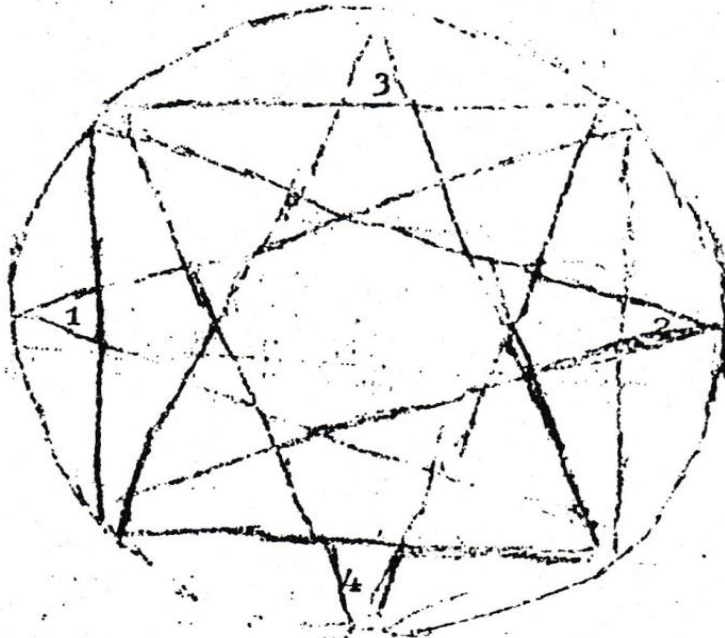
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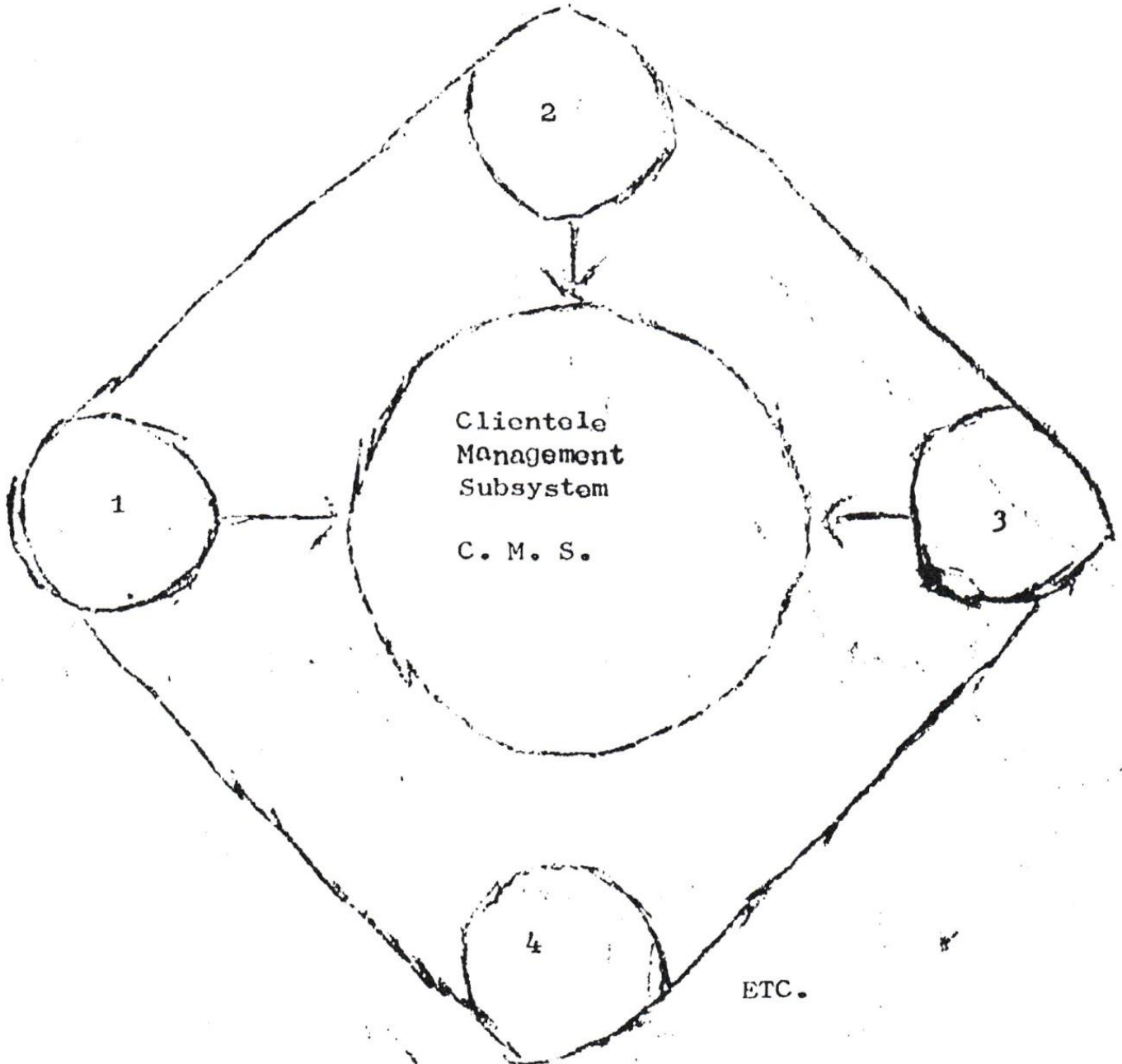
Appendixes

(a1)



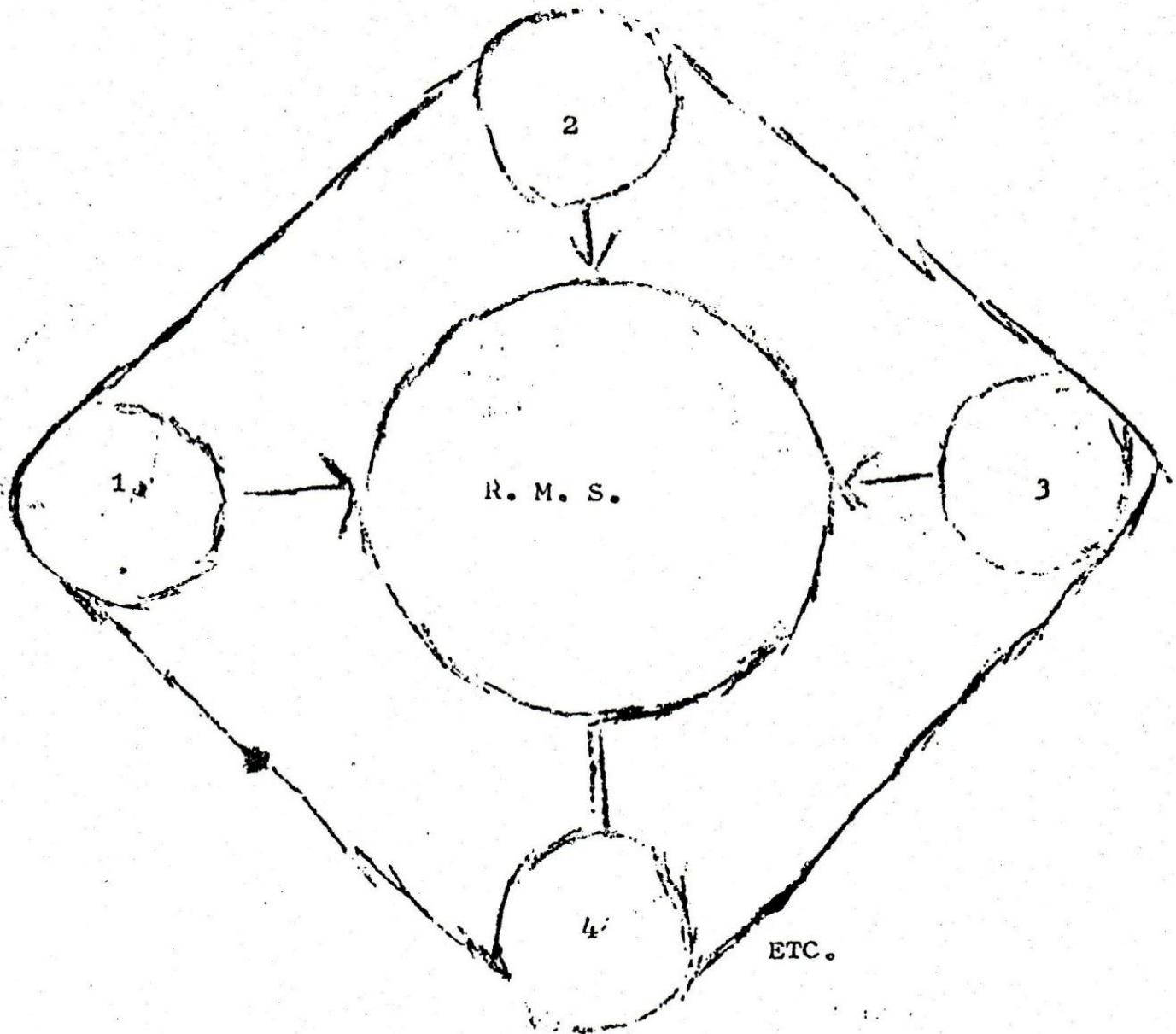
The Circle is sports plant
 Triangle 1 is Clientele management
 Triangle 2 is Resources management
 Triangle 3 is Service management
 Triangle 4 is Evaluation management

Figure 1: Holistic integration of sub-systems.

(a₂)

1. Information
2. Scheduling
3. Public Relations/Forum
4. Health/Safety Education Etc.

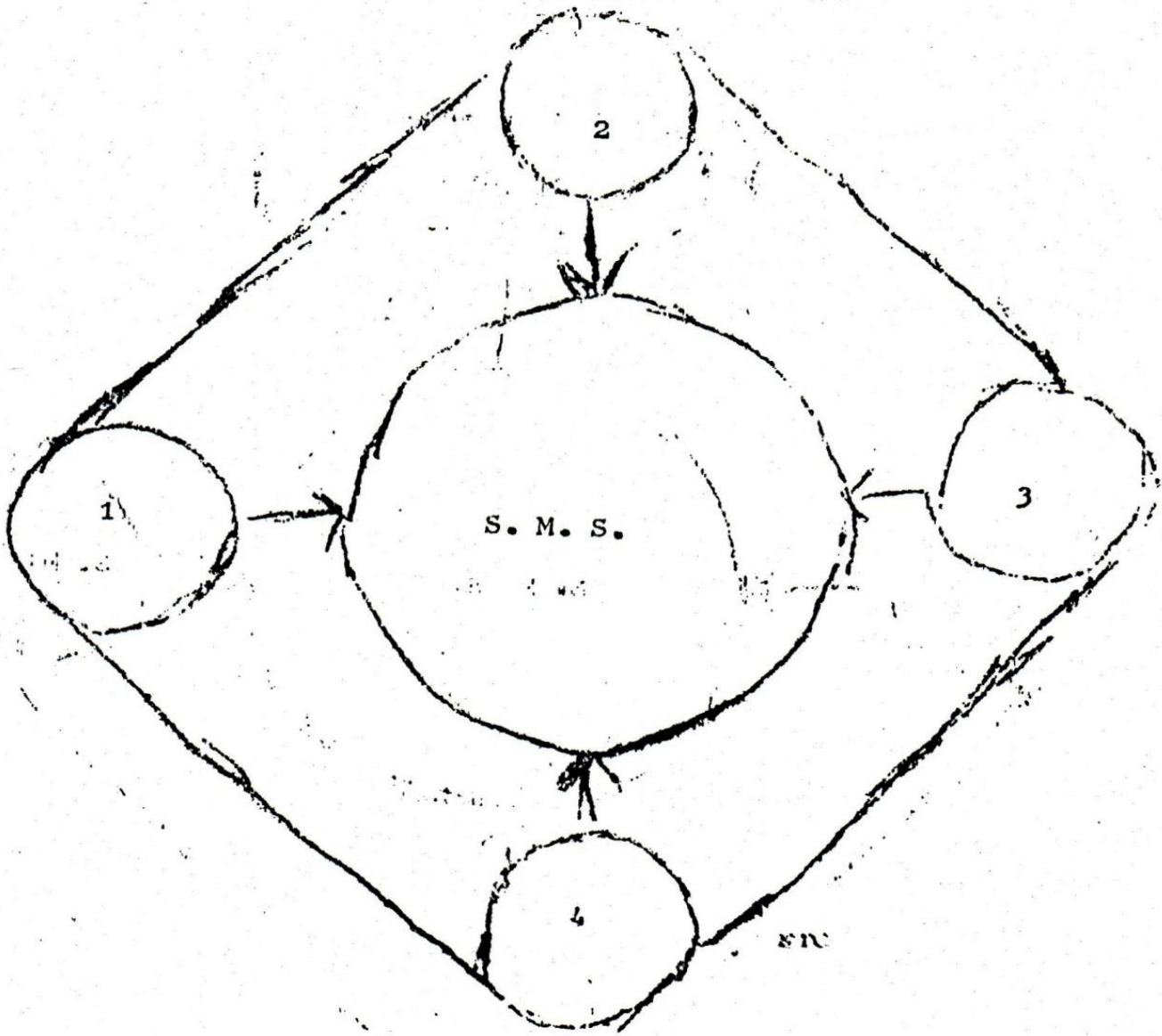
Figure 2: Clientele Management Subsystem.

(a₃)

1. Facilities: Inventory etc.
2. Special: Films, Body therapy clinic etc.
3. Hotels, sports shops
4. Counselling/Physiology Laboratory etc.

Figure 3: Resources Mgt. Subsystem.

(a₄)



- 1. Consultancy
- 2. Transportation
- 3. Conference, etc.
- 4. Counselling etc.

Figure 4: Service Management Subsystem

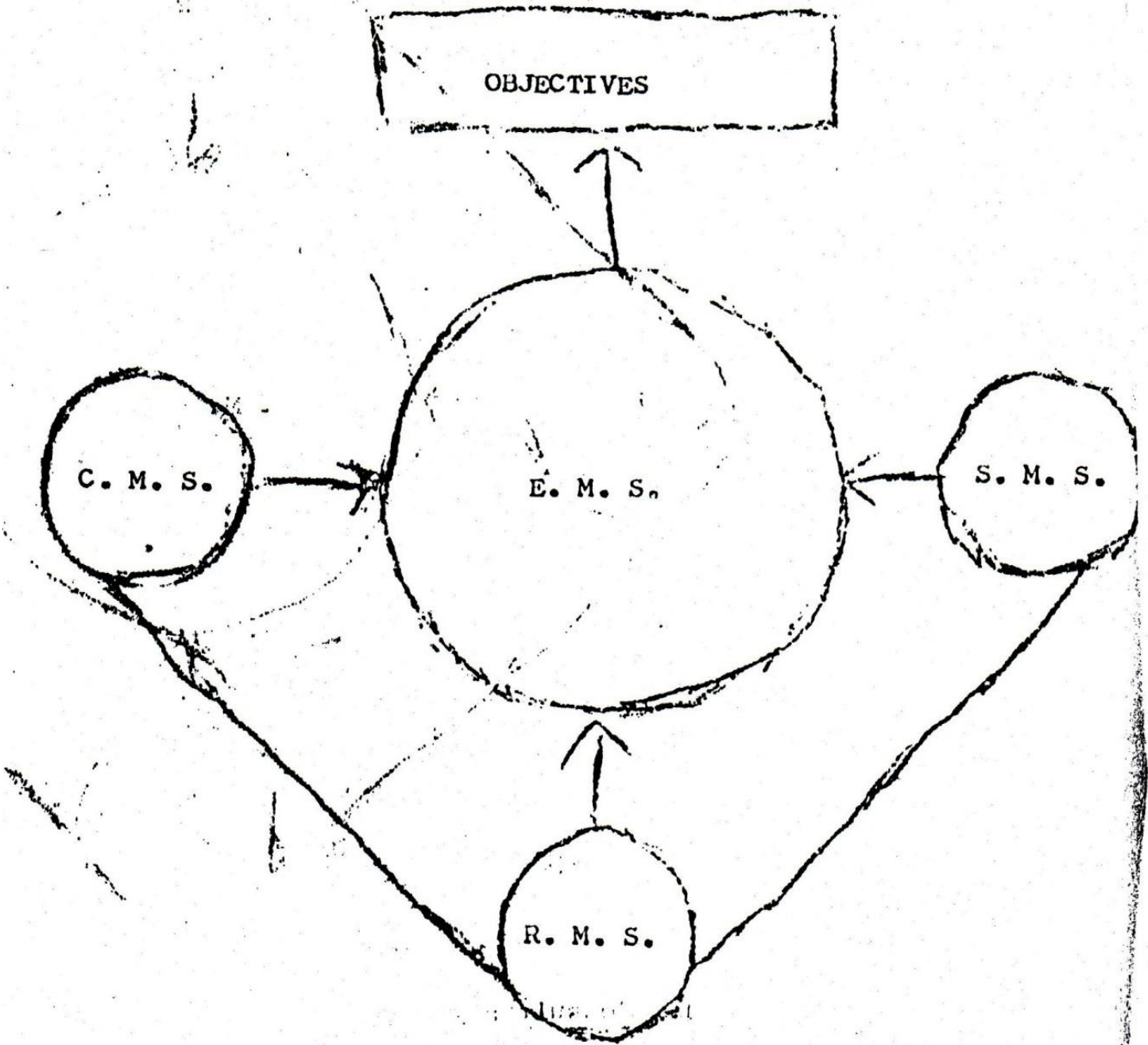


Figure 5: Evaluation Management Subsystem.