

# MANUAL OF NIGERIA ACADEMY OF SPORTS ADMINISTRATION



**VOL. 1 NO. 1 JULY 1992.**

**CHIEF EDITOR:** Dr. O.A. Adesanya  
**EDITORS:** Dr. E.O. Morakinyo  
Dr. B. Nsagba

## ORGANISING COMPETENCY BASED INTRAMURAL PROGRAMMES IN SECONDARY SCHOOLS

by

IGNA ENO UDUK,  
UNIVERSITY OF UYO,  
AKWA-IBOM STATE  
NIGERIA.

### Introduction:

Whether a multinational, parastatal, public, private or educational institution, the primary purpose is the pursuit of the management goals and objectives. To translate the organisational blueprint into practical reality, efficient administrative leadership is a sine qua non. The positive effects of competent and purposeful leadership in effective goals orientation need not be over-emphasized. Talking about policy implementation brings to mind the trilogy: efficiency, adequacy and objectivity in the pursuit of organisational goals. The logic presupposes administrative and organizational expertise. That is, the type of model leadership, Weke (1968), considered as enhancing and motivating the achievement of organisational goals and objectives.

Efficiency is of utmost importance to the survival of any establishment. The term connotes positive utilization of resources which if construed operationally, is concerned with high productivity. High productivity is the positive influence of expanded resources on organizational operations. It is therefore, expedient to develop efficient methods to promote high productivity in human enterprise.

### Significance of Intramural Sports:

Bucher (1983) opines that physical education programme in a school or organization geared towards the abilities and skills of the entire students body or the members of the organization is intramural sports.

Intramural sports is therefore not a frill tagged on the school curriculum. It has fundamental and worthy objectives towards the holistic development of organized participants. Despite being conterminal with the overall objectives of physical education and also with those of education in general, it has its specific merits in human growth and development. Some of the benefits documented by Damon (1985) include; team spirit, motivation and provision of avenue for friendly integration. When it is well organized it becomes a way of learning about life. The respect for the rights of others is also impressed upon the participants through the rules of the competition. It is the best social laboratory to teach students to accept all persons regardless of race, creed, origin, economic or social class. It has been generally agreed that participation in the programme contributes to developing qualities of leadership and followership, social poise, self composure and confidence.

The organization of sports in the schools has suffered for a long time through mediocrity. This has often resulted in chaos or at best glorified waste of time. This tendency may have gingered critics to oppose intramurals as lacking educational validity and credibility or viewed as an official avenue to squander school budget. In its organized form intramural is an important element in the education of the youths. It must be uplifted in the schools through purposeful organization.

#### Levels of Intramural Sports Organisation:

The organization of intramural sports meet in the secondary school can be considered at four distinct levels but mutually united. The stages are: the proposal, planning, implementation and post-mortem. In the school set-up, the sportsmaster or mistress has the onus of organizing intramural competition. It is therefore necessary that the appointee should be a professional. However, where that is practically impossible the

programme should not be allowed to suffer. The principal should appoint an interested resourceful member of staff. It should however, be cautioned that experts should always be consulted.

(a). The Proposal: Conceptualization is the baseline of a fertile proposal. To put up a good feasibility study, the sportsmaster must be deliberately thorough, meticulous and far sighted. The period in relation to the weather condition has to be considered before a date is proposed. The number of events is to be decided on the bases of available facilities and equipment. The events on the other hand will determine the number of officials. It should be understood that no one school may have enough facilities, equipment and personnel to organise intramurals. So there should be the provision to borrow some equipment, obtain permission for use of facility and extend invitation for personnel as the need allows. Also to be considered are members of the community to be invited as guests of the school. These should include community leaders, philanthropists and other public figures.

In secondary school administration, the principal is the absolute coordinator. After the initial clairvoyant ground-work, the sportsmaster has to arrange an appointment with the principal to present the proposals. This should be clear, simple and devoid of technical complications, but understandably detailed. The presentation and the discussions should be lucid, frank, cordial and persuasively convincing. This is an instance when the physical education teacher is inescapably a public relations agent.

(b). The Planning: It is assumed that after the deliberations, the principal accepts to host the sports meeting. Funds are made available. The sportsmaster is now in the most crucial stage of his organizational process. Firstly, a meeting is convened at the departmental level, before the general staff meeting, to discuss the proposed sports event. At the meeting the

Principal discloses officially, the intention and seeks maximum cooperation and support from the staff. At the general meeting the following decisions are made:

- i. appointment of the chairperson on the occasion;
- ii. a date is fixed for the sports programme;
- iii. an ad-hoc intramural committee is constituted.

The chairperson or Guest of Honour should be a reputable person in the community and a sports enthusiast. The ad-hoc committee should be chaired by the Principal (at least ceremonially), with the Head of the department or any other senior member of staff as the administrative head. The gamesmaster is appointed as the secretary. The following officers should be coopted into the committee; the compound master, hall masters, sports captain, senior prefect, labour prefect and if possible youth leader in the community. About 15 to 20 members are suggested for the composition of the committee.

The committee is vested with the task of preparing, organizing and hosting the competition. In these days of lean financial allocation to the schools, it should also raise funds. Before the staff meeting ends, the secretary of the committee in consultation with the chairman announces the date for the first meeting of the sports committee. Members who are not staffers are accordingly informed.

The preparation is now at a crescendo. There are many duties to be performed to bring the sports meeting to a success. The secretary drafts these duties and presents to the chairman for approval before the meeting. The duties include:-

- i. Construction of arena (facilities, booths).
- ii. Invitation
- iii. Printing

- iv. Purchases
- v. Programme
- vi. Publicity
- vii. Fund raising
- viii. Entertainment
- ix. Accreditation
- x. Protocol and all other duties considered necessary.

The committee convenes its first official meeting. The members are grouped into sub-committees with specific responsibilities. There should be a clear division of labour. Each sub-committee has a leader, who must report the activities of the sub-committee regularly to the secretary, who in turn informs the Chairman and the Principal on the progress made. Hereunder are the suggested sub-committees and their functions. This is subject to modification or adaptation.

SUB-COMMITTEE	DUTIES
1. Technical	Construction of facilities, provision of equipment and supplies, drawing-up the programme and rules, print certificates and provide awards or prizes.
2. Publicity and Finance	Public information and awareness. Fund raising campaign, provide public address system.
3. Invitation and Protocol	Writes the invitees, sends letters of appreciation, sitting arrangement and ushering of guests.
4. Appeals and Discipline	Hears complaints and takes appropriate decisions based on the rules or good judgement.
5. Mobilization and Decoration	Mobilizes staff and students for general functions and exigencies.
6. Entertainment	Supply of music, cultural dances and refreshment.

The events\* listed below could be included in the programme:  
Track Events: 50, 100, 200, 400, 800 and 1,500 meters.

\*Games may be included if desired.

Field Events: Discuss, Javelin, Short-put, High Jump, Pole Vault, Triple Jump, Long Jump, Tug of war.

Relay Races: 4 x 100, 4 x 200, 4 x 400 meters. Other races that could spice the programme 50 meters race for staff, 25 meters race for staff children. The community cultural troupe could be invited to grace the occasion.

Equipment: Here is a check-list of some of the equipment and supplies to be provided; Bell, starters gun and pellets or a good substitute. Signal boards, stop watches, Recording slips, Tables and chairs, pens, score board, Lane pegs, High jump stands, Take-off boards, Pole Vault Stand, Jumping bars. Throwing implements, Bell, Measuring Tape, Baton, Worsted Wool, Whistle, Starting Blocks, Table Clock, National Flag.

Officials: The Referee, starter and assistant, Track judges, field judges, Time keepers, Umpires, Recorders, Announcers, Marksmen, First aiders, The clerk of the Course (the gamesmaster), programme, competitors, Track, Refreshment, prizes and equipment stewards.

Houses and Colours: The competing houses should be distinguished by names and colours. Entries should be submitted early enough before the programme is printed.

Scoring System: An accepted scoring system should be adopted so that the points scored can easily be computed.

Rules: Rules must be carefully drafted to discourage cheating, give every participant a fair and equal opportunity. Rules must be fair, void of conflicting interpretations and sanctions for violation stipulated clearly. Technical rules governing the competition should be the laws of Amateur Athletic Association (AAA) of Nigeria. Let the competitors and officials be familiar with them before the competition.

Heats: For a successful round-up of the events and the different activities, some events must be decided on and the preliminaries conducted before the n-day. This is to avoid the disgust of hurrying, cancelling some events or taking decisions in a panic, on the final day.

Accidents Good leadership, proper inspection, good officiating, and proper discipline can help to eliminate accidents. However, provision should be made for a stand-by vehicle or the school ambulance, to pick up casualties that may need prompt medical care to the hospital.

Acknowledgement: Often times intramurals are unsuccessful because of avoidable assumptions on the part of the organizers. Insist on obtaining a written consent from those that you invite that they will honour the invitation. It sort of compels and adds some degree of obligation on the invitees.

#### THE IMPLEMENTATION:

This is the climax. The n-day. This is the day the organizational competence of the Principal, the school staff, students and most particularly the gamesmaster

is put on public trial. A smooth and hitch free proceedings, will be a pride to both staff and students and booster the professional status of the school physical education crew.

On this day, early in the morning, the facilities are inspected to correct any oversight, the equipment examined and kept ready. Members of the sub-committees review their duties to ensure that everything is in place. With such a formidable team-work and collective responsibility, success cannot be an illusion. It should be ensured that the activities start on schedule.

About two hours before the commencement, the gamesmaster must have pre-competition briefing with officials. He takes the roll-call of all those present, cross-checks and confirms their duties. Where there are absentees provisions are made for substitutes. The rules governing the competition are explained. They should be reminded of the importance of fair but firm officiating. They are now led by the competition stewards to inspect the facilities and equipment and to report any irregularity.

The programme is started with the national anthem while everybody stands at attention and then the national pledge is recited. After all the preliminary addresses, the competition is about to start. The officiating crew lines up and the leader on behalf of the officials takes the oath of allegiance. The team's captain also swears to an oath. The contests start with the march past by the competitors.

Finally, Principal, invited guests, officials and the staff, retreat to the assembly hall for entertainment. Letters of appreciation are presented for honouring the invitation. It is very important that all movable items and valuables should be removed for safety and custody. The days that follow should be used to return borrowed items, of course with letters of appreciation.

#### (d). THE POST MORTEM

After all the tidying up processes, staff meeting is convened to appraise the conduct of the intramural. Point out the successes and failures and the ways for improvement. A critical assessment of the performance of the different sub-committees is very valuable. The gamesmaster finally writes a documented report for the record. In this way we can learn from the past experiences.

#### CONCLUSION:

Today sports has become a matter of absorbing interest to many people throughout the world. Government, business-concerns and the mass media have recognised its importance. Today sporting activities are utilitarian products. So far, the concept of sports as merry-making, fun or amusement is somehow debunked. Sports has assumed the character of professional endeavour and or business. Sports is now a visible and effective social institution. It is an instrument of power, authority, domination, supremacy, propaganda, cold war politics, social mobility, national integration and mass mobilization. As sports continue to satisfy the competitive instinct of man, excellence in sports performance will continue to capture the interest and imagination of the society. Karpovich and Singing (1971) maintain that elite athlete must be morphologically, physiologically and psychologically equipped. Since sports is incorporated as an integral part of the total physical education programme, the students should be made to have the benefit of competency based organizational environment. That is what Ogunfani (1987) describes as the proper environmental resource or the psychological aspect of the competitive situation. Invariably secondary schools intramural play-grounds are the surest avenue through which sports heroes of the future generation are nurtured.

## REFERENCES

- Bass, I.B., (1960). Leadership, Psychology and Organizational Behaviour, New York, Harper Inc.
- Bucher, C.A., (1983). Administration of Physical Education and Athletic Programmes, St. Louis, The C.V. Mosby Company.
- Damon, L.E., (1985). "Competitive Athletics Helps Delinquent Boys", Journal of Health Physical Education and Recreation, Vol. 29, No.14, p.31.
- Davis, E.C. and E.L. Wallis, (1961). Towards Better Physical Education, Englewood Cliffs, New Jersey, Prentice-Hall, Inc.
- Edwards, H., (1973). Sociology of Sports, Illinois, The Dorsey Press.
- Karpovich, P. & Sinning, W., (1871). Physiology of Muscular Activity. Philadelphia, W.B. Saunders College Publishing.
- McFarland, D.E., (1979). Management Foundations and Practices. London, Collier Macmillan Publishers.
- Ogundari, J.T. (1987). "Stress Management and Athletic Performance". In Amusa, L.O., and Atolagbe, J.E. (Ed) Application of Scientific Principles in the Making of an Elite Athlete, NASM, Conference, Ibadan.
- Parames, C., (1970). The Nature and Contents of Management, New York, Houghton Press.

~~Skinner, E.K., (1971). "The Role of the School in Competitive Sports for Girls," Teachers College Educational Journal, Vol.51, No.20, p.107.~~

Spotts, J.V., (1964). "The Problem of Leadership: A Look at some Recent Findings of Behavioural Science Research". Kansas Business Review, Vol.17, No.6 pp. 3 - 13.

Weke, W. B., (1968). Financial Information System, New York, Mifflin Coy Press.