

51st Inaugural Lecture

**SPORT: A TREE OF LIFE AND DEATH. THE DIFFERENCE IS IN THE
MANAGEMENT**

By

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INTRODUCTION

It has been observed that every sector of the society/economy is clamouring for recognition. They all attempt to draw the attention of the government and the governed to their specific roles and contributions to the society; thereby creating a better life for the citizenry. One of these sectors is sport. Sport is fast becoming an economic and social phenomenon in uplifting the status of individuals and groups as well as empowering them thereby; contributing to the economy of the nation. Through its mega sports events like the Olympic Games, World Cup, Commonwealth Games, All African Games etc, sport is now a bride with many suitors looking for her hand in marriage. The stiff competition in bidding to host these events attests to the seriousness of the business.

The impact of Sports on global economy cannot be over-emphasized. The amount of money invested into staging the World Cup, Olympic Games, All African Games, World and Regional Championships, National Sports Festival as well as the ripple effects on employment, trade, tourism, construction, hospitality, aviation and communication industries are staggering. For example, the economic impact of FIFA World Cup - Germany 2006 (\$13.6bn), World Cup South Africa 2010 (\$12.1bn), Winter Olympic Games Vancouver 2010 (\$2.3bn) and Summer Olympics 2012 London (\$4 -26bn) cannot be said to be ordinary (Laflin 2012). Moreover Sports celebrities like Usain Bolt, Edson Avantes do Nascimento (Pele), Rogger Miller, Maria Mutola, David Beckham, William Sisters (Venus & Serena), Kanu Nwankwo, J.J. Okocha, Obafemi Martins, Mikel Obi, Yaya Toure, Emmanuel Adebayo, Segun Odegbami, Didier Drogba, Wayne, Rooney, to mention a few have become household names and their contributions to the fabric of our society, most especially their economic contributions are enormous. Sport is fast becoming a health issue in that physical exercises or activities have been seen as a preventive as well as a curative factor/method to some of the degenerative diseases like Cardio vascular diseases. It is so important that the World Health Organisation (WHO) has recommended 30 minutes of regular exercise per day.

Sports can improve the quality of life or living standard of individuals, improve one's health, and social status by way of upward social mobility. Sport provides an opportunity for leisure and recreation, an avenue to release pent-up energy as well as reduce or remove idleness and boredom. Our world is fast becoming traumatized and sports can be a way to solving the problem. This is because in an attempt not to judiciously utilise one's leisure that the mind becomes a workshop for evil thoughts, leading to negative social vices.

Nelson Mandela, an icon of liberty and principled leadership has this to say about sports:

Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else can. Sport can awaken hope where there was previously only despair” (Laurens World Sports Award Ceremony, 2000).

Sport has been seen as second to none as a school for democracy. It has been observed that the hidden faces of sport are the tens of thousands of enthusiasts who find, through sports a place for meeting and exchange, and above all, active citizenship and social cohesion. In this microcosm, people learn to take responsibility, to follow rules, to accept one another, to look for consensus and take on democracy (SRSA, 2009).

Indices for socio-economic status have been seen to include education, occupation, income and family background. There is nothing wrong if sport is added to the indices in view of the economic transformation, political and social awareness it creates. The South African Government has put up a case for sport and recreation in view of their obvious advantage and enormous social and economic values. Sports and Recreation South Africa (SRSA) brought a clear picture of a new perspective of sports as a capital general venture. It stated that

if one considers all the attributes of sports, it becomes evident that it is indeed an important agency for enhancing the five key forms of capital namely: human capital (skill, knowledge, health), social capital (relationship, networks), financial capital (employment), physical capital (infrastructure, equipment) and natural capital (common property resources, the environment) (SRSA, 2009).

If the picture created above depicts what sport has done, is doing and capable of doing, most especially regenerating a city, country and providing employment and thereby putting smile on some faces, why then are there others who participated in sports as individuals, group or country have economic misfortune and become impoverished at the end of the day? Why do we have the challenges of violence and disasters, drug addition, match fixing and age cheating in sports? Examine this lamentation and regret from Nicolas Ukadike, former Abiola Babes Star, for taking part in sports in the caption of

Punch Newspaper of September 22, 2012: “We played for fame and ended up paupers”.

Nicolas Nkadike was unhappy because he neglected a vital ingredient that would have secured a brighter future for him. He says Coaches and football Administrators deceived players in those days to satisfy themselves. He lamented thus:

If I have not played football, I would have faced my studies and excelled. I did not take education seriously because of frequent trips to match venues which made me miss examinations. We were deceived to play football in those days. They told us that we should play very well and that the nation would reward us but where is the reward today?

There are so many Nicolas Ukadikes outside there, groaning in silence on how they have been deceived by administrators. The same lamentation and violence can come from some of the youths and drop-outs who are found at the National Stadium and other stadia in various palces, who have very bleak future.

The questions one may consider are: how will sports have uplifted some people and bring down others? How will sports put food on the table of some people and also remove food from others? How will sports guarantee some people their future through a good investment programme and pension scheme and the same sports impoverish the future of others?

A renowned Yoruba poet- Olanrewaju Adepaju in his book *Ironu Akewi* said

*Owo tenikan se ti ko pe
N lenikan se to fi la,
To lowo lowo bi oba ereke
To la la la bi Elewi odo*

A venture that is unprofitable to someone
Is the same that turns out to be so lucrative to another
Who becomes so great in riches
And so wealthy like the Elewi odo

Let us consider the remuneration of the following handlers and players:

HIGHEST PAID FOOTBALLMANAGERS 2011 RICHEST FOOTBALL COACHES

- 1) Jose Mourinho
Annual salary: €13.5million

Current club: Real Madrid – Spain

Country of citizenship: Portugal

2) Rep Guardiola

Annual salary: €10.5million

Current club: FC Barcelona – Spain

Country of citizenship: Spain

3) Rafael Benitez

Annual salary: €10.2million

Club: former Inter Milan Coach (currently unemployed, after leaving Inter Milan in December 2010)

Country of citizenship: Spain

4) Fabio Capello

Annual salary: €8.5million

Current club: England national football team

Country of citizenship: Italy

TOP 10 HIGHEST PAID FOOTBALL PLAYERS

- 1) Lionel Messi (Barcelona) €27.5m
- 2) David Beckham (LA Galaxy) €26.2m
- 3) Cristiano Ronaldo (Real Madrid) €24.3m
- 4) Samuel Eto'o (Auztri Makhachkala) €19.4m
- 5) Wayne Rooney (Manchester United) €17.2m
- 6) Sergio Aguero (Man City) €15.7m
- 7) Yaya Toure (Man City) €14.7m
- 8) Fernando Torres (Chelsea) €13.9m
- 9) Ricardo Kaka (Real Madrid) €12.9m
- 10) Philip Lahm (Bayern Munich) €11.9m

Usain St. Leo Bolt.

Net Worth: \$20 million as of June 2012

Salary/winnings: \$300,000

Endorsements: \$20 million

HIGHEST PAID BASKETBALL PLAYERS 2012 NBA'S TOP-EARNERS

1) Lebron James

Total earnings: \$53 million

Salary/winnings: \$13 million

Endorsement: \$40 million (Nike, McDonald's, Coca-Cola, State farm and others)

2) Kobe Bryant

Total earnings: \$52.3 million

Salary/winnings: \$20.3 million

Endorsement: \$32 million

3) Dwight Howard

Total earnings: \$25.6 million

Salary/winnings: \$14.6 million

Endorsement: \$11 million

4) Kevin Durant

Total earnings: \$25.5 million

Salary/winnings: \$12.5 million

Endorsement: \$13 million

5) Dwyane Wade

Total earnings: \$24.7 million

Salary/winnings: \$12.7 million

Endorsement: \$12 million

6) Carmelo Anthony

Total earnings: \$22.9 million

Salary/winnings: \$14.9 million

Endorsement: \$8 million

7) Amare Stoudemire

Total earnings: \$22.7 million

Salary/winnings: \$14.7 million

Endorsement: \$8 million

8) Kevin Garnett

Total earnings: \$21.1 million

Salary/winnings: \$17.1 million

Endorsement: \$4 million

- 9) Chris Paul
Total earnings: \$19.2 million
Salary/winnings: \$13.2 million
Endorsement: \$6 million

- 10) Tuin Durican
Total earnings: \$19.1 million
Salary/winnings: \$17.1 million
Endorsement: \$2 million

TOP 10 MOST LUCRATIVE SPORTS IN THE WORLD

- 1) UEFA Champions League; \$77 million
- 2) UEFA European Football Championship: \$33 million
- 3) FIFA World Cup: \$31 million
- 4) The Super Bowl: \$15.5 million
- 5) The World Series: \$14.8 million
- 6) Fedtx Cup: \$10 million
- 7) The Dubai World Cup Night: \$10 million
- 8) UEFA Europa League: \$9 million
- 9) The World Series of Poker: \$8.7 million
- 10) ICC Cricket World Cup: \$4 million

RICHEST GOLFERS IN UK 2012 – SUNDAY TIMES RICH LIST

- 1) Sir Nik Faldo (Net Worth: €34 million)
- 2) Padraig Harrington (Net Worth: €33 million)
- 3) Colin Montgomerie (Net Worth: €28 million)
- 4) Luke Donald (Net Worth: €25 million)
Lee Westwood (Net Worth: €25 million)
- 5) Ian Woosnam (Net Worth: €20 million)
Ian Poulter (Net Worth: €20 million)
- 6) Derren Clark (Net Worth: €15 million)
- 7) Paul Casey (Net Worth: €14 million)
Justin Rose (Net Worth: €14 million)
- 8) Graene McDowell (Net Worth: €12 million)
- 9) Rory Mclroy (Net Worth: €11 million)

TOP TEN HIGHEST PAID NBA PLAYERS

- 1) Kobe Bryant, Los Angeles Lakers - \$27,849,149
- 2) Dirk Nowitzki, Dallas Mavericks - \$20,907,128
- 3) Carmelo Anthony, New York Knicks - \$20,463,024
- 4) Amare Stoudemire, New York Knicks - \$19,948,799
- 5) Joe Johnson, Brooklyn Nets - \$19,752,645
- 6) Dwight Howard, Los Angeles Lakers - \$19,536,360
- 7) Paul Gasol, Los Angeles Lakers - \$19,000,000
- 8) Chris Paul, Los Angeles Clippers - \$17,779,458
- 9) LeBron James, Miami Heat - \$17,545,000
- 10) Chris Bosh, Miami Heat - \$17,545,000

This is indeed the paradoxical nature of sports and herein lie our topic of discourse. What one achieves from sports (life or death) is highly hinged on its management. The problem can be that of policy, governance, leadership, process, system, nature of programmes, financing and ethics.

The Concept of Sports: In the Beginning

One of the most misunderstood concepts which have also enjoyed highly negative perception by different people is sports. It is the perception of people about it that has always made some governments pay lip service to it.

I have said if a State Government wanted to down-size, the first place to start is the Sports Council. A Governor was once told that a State Sports Council does not have capable personnel and he held on to that impression, of everybody. Then there came the time of budget presentation by the Director of Sports and the Governor was in attendance. When the Governor saw the performance of the Director in terms of being articulate and intelligent, he asked in Yoruba **Se bi e ni ko seniyan nibe?** (but you said they don't have competent people?)

If a discipline or a phenomenon like sports is misunderstood like this, there may be the need to look at its historical antecedent. As far as history can help us, sports metamorphosed from play with no structure and no concrete aim or end in sight. There were no controls, no rules and regulations. History tells us that sports grew as a result of adventures and provision escape routes to early men. For example, in an attempt to escape from dangerous animals early men

had to run. In an attempt to cross river or any obstacles, they had to jump; in an attempt to kill an animal, they had to throw sword and in an attempt to move from one place to the other, they had to walk. All these activities are a matter of intuition and necessity. They might not have been pre-planned.

Another explanation which can be given for the bias against the subject is the military background or its association with the military. To be fit for war, one must be physically strong and be ready to go through series of exercises and trainings to be tough. Even up till today the military drill and exercise at recruitment period revealed that physical fitness is a requirement for success in military and sports. This idea negates Benjamin Bloom's taxonomy of Educational Objectives which has the Cognitive, Affective and Psychomotor as the relevant ones for total education. The emphasis is on the psychomotor domain. Do we need only the psychomotor or physical strength to win a battle or to officiate soccer? It is a wrong signal which has continued till today, placing physical dexterity above intellectual and affective considerations. Educationally, the malaise has affected the discipline of Physical Education which is an offshoot of or subsumed in sports or vice versa. When the Colonial masters came, they brought with them the syllabus which is referred to as the 1933 syllabus for the subject called Physical Training (P.T.). Since the early teachers were military men, the form of indoctrination continues till the present and we now have a subject patterned after these dictatorial tendencies with little or no respect for cognitive and affective domains. (*Eni to bini la n jo*) (A child has the resemblance of the parent). This notion or belief has affected the discipline of Physical Education which is an offshoot of Physical Training. Until recently there had been a conceptual error as to the discipline of Physical Education when students were made to believe that Physical Education is education for the physical whereas it should be Education through the physical. This might have been responsible for the low status accorded the subject and the inability of some of us to change with the trend of time. To understand sports we must look at the conceptual view of it in terms of definition, nature and expected outcome.

There can never be one single definition for sports. However, its definition has to be activity or function based. It has to show the perception or reflection of sports in the society bearing in mind the various programmes and stakeholders.

Arrays of sports that will convey different interpretations and definitions include:

❖ Grassroots sports/mass sports/sports for all

- ❖ Health and fitness
- ❖ Elite sports
- ❖ Sports good production
- ❖ Marketing
- ❖ Education/Teaching
- ❖ Journalism/Communication
- ❖ Medical/Rehabilitation
- ❖ Spectators/Fans
- ❖ Economist
- ❖ Sociologist
- ❖ Psychologist
- ❖ Sponsors
- ❖ Managers
- ❖ Public Relations Practitioner
- ❖ Businessmen
- ❖ Bankers

United Nations Inter-Agency Task Force on Sports for Development and Peace defined sports “as the activity that contributes to physical fitness, mental well-being and social interaction such as play, recreation, organized or competitive Sport and indigenous sports and games”. Sports and Recreation White Paper defined sports “as any activity that requires significant level of physical involvement in which participant engages in either a structured or unstructured environment for the purpose of declaring a winner, though not solely so, or purely for relaxation, personal satisfaction, physical health, emotional growth and development”.

The European Commission (1999) came up with the perspective of EU on sports. This has five areas/functions:

- 1) An Educational Function: - Active participation in sports is an excellent way of ensuring balanced personal development for all age groups.
- 2) A public Health Function: - Physical activity offers an opportunity to improve people’s health; it is an effective means of combating certain illness such as heart disease and cancer and can help to maintain good health and quality of life among the elderly.
- 3) A Social Function: - Sport is a suitable tool for reducing intolerance, racism, violence, alcohol and drug abuse. Sport can also assist in the integration of people excluded from the labour market.

- 4) A Cultural Function: - Sport gives people an additional opportunity to put down roots, to get to know an area better, to integrate better and to protect the environment to a greater degree.
- 5) A Recreational Function: - Sporting activity is an important leisure occupation and provides personal and collective entertainment.

To a Business man, sports can be seen as an economic activity, which can bring about returns on investment and profit now and in near future.

To a Journalist, sports can be seen as gathering of information, which gives the readers an opportunity to keep abreast of what is happening in the world of sports as well as provide results of the game in view.

To a Sociologist, sports can be seen as pleasurable social activities which permeate all human endeavour and which take participants through a process of enculturation and at the end create opportunity for cooperation, friendship and togetherness. It is seen as a profession or a vocation which provides some people their means of livelihood. It is seen as a recreational pursuit or past time activities during one's leisure and can bring about a wholesome contribution to one's personality development and self-discovery (Fasan, 2004).

Park House (1991) noted that sport is big business and that the growth of sports industry in the last half of the century has become phenomenal. According to a study done by the Sporting News and Wharton Econometric Forecasting Associate Group, if all the elements of sport industry were combined from the manufacturing of sporting goods to the empowering of softball games, to the televising of the super bowl, sports is a 63.1 billion dollars a year business, making it the 22nd largest industry in the United States. When compared with other industrial giants, sports is bigger than the automobile, petroleum, lumber and air transportation sectors of the U.S. economy. Sports in relation to business, contributes much to the economy of U.S., Britain, Germany and France even as an employer of labour.

Sports as a Tree of Life and Death

The concept of life and death hinges on the issue of living and non-living. Life is characterized by fruitfulness, growth, development and progress. Death is characterized by stagnancy, dormancy in activity, economic loss, hope, lost, bleak or ruined future or even physical death.

Moore and Bruder (2002) stated that to the dualist every existing thing is either physical (or material) or non-physical (immaterial). When you say a person or something is a material it means such a person or item is of substance and quality. It can be reckoned with. It is valuable. When sport is seen as a tree of life it shows that it produces things and athletes that are of good quality and substance, have worth and of value.

However, when you say a person or something is immaterial, it means it is useless, not of substance, not worthy or valueless. When sports is seen as a tree of death, it shows that the programmes, process and product are inconsequential, not of value, useless, does not profit anybody; and hence good for nothing. It has a name and pretends to be living but it is dead. This is a serious case. When an administrator organizes a programme and there is no result, no improvement in the life of the athletes; such an administrator is a tree of death or a product of a tree of death. He is occupying a position, he has a title, an appellation but he is dead to ideas, creativity, innovation and invention.

Mbiti (1969) saw death as something that concerns everybody partly because sooner or later everyone personally faces it and partly because it brings loss and sorrow to every family and community.

From the perspective of loss and sorrow we see sports as a tree of death because it brings disappointment and anguish of heart to the sporting/soccer family when avoidable defeat occurs.

Our performance at London 2012 Olympics Games is a source of sorrow to Nigerians as a whole. Sports becomes a tree of death when after a huge investment or government allocation and funding for a particular competition, there is a dismal performance. It becomes a source of sorrow and embarrassment to the government and the nation in general.

Sports, with a good legacy, a purpose, a vision and mission, is a tree of life. A growing and productive sports is a tree of life. When there is inactivity in a federation sports will be in a state of redundancy; no programme, no competition, no training. Where is the then Rev. Illo's Cycling Federation? Where are the Grasshoppers of Owerri? The sport that prolongs life that end up in happy retirement without sorrow is a tree of life.

In summary we are examining the good aspects of sports (with economic benefits) and the bad aspects of sports (without economic benefits).

This lecture is meant to discover the hidden treasure in sports. It is meant to empower athletes and students studying Sports Science and Health Education as well as to attract businessmen and investors to opportunities that abound in Sports. It is an eye-opener that turns waste to wealth. It is a way of presenting sport that heals and sport that kills; sport that prolongs life and the ones that shorten or terminate life.

THE ECONOMIC BENEFITS/IMPACT OF SPORTS

Sports will remain a tree of life when it contributes to: the economy of a nation through creation of jobs/employment opportunities purchase of sporting materials, engaging in the construction of sporting facilities, staging or hosting sports mega events and improving G.D.P. and transportation in the nation.

Crompton (1995) described economic impact “as the net change in an economy as a consequence of staging a sport event. This change can be as a result of the utilization of existing or new sporting facilities and services with resultant effect on (i) visitors spending (ii) council/municipal spending (iii) employment opportunities and tax revenue as a consequence of staging the event”.

In an attempt to stage a mega sports event, the first issue to be addressed is that of economic returns or legacy. Every country or city bidding for the games always shares the positive aspects in terms of the projection for returns on investments. The only yardstick to convince the citizen that investment in sports which is going to be from their taxes or denial of some rights is that of return in investment.

Gratton (2004) asked the question: Is hosting a mega sport events an administrative and financial burden or prosperity to host nations or cities?

Record has it that Montreal made a loss of €692 million when they staged the 1976 Summer Olympics. Munich in 1972 made a loss of €178 million. However in 1984 when Los Angeles hosted the Olympics it changed their fortune in terms of economic return on investment. The game made a surplus of €215 million. It is not just hosting the game that is important but the spill-over effect in terms of its ability to attract other competitions of such magnitude which will foster tourism and utilization of facilities. The question usually is: how can organization of sport mega events contribute to additional economic activities that will be beneficial to the inhabitants of the city or nations?

Mules and Faulkner (1996) stated that governments invest in construction, communication, additional sports facilities and equipment which will remain on ground. They observed that the games village has always been a source of revenue if not sold outright (Coja, 2003). Such facilities remain after the event

has finished acting as a platform for future activities that can operate additional tourist expenditure.

Frechtling (1994) stated that regional economic benefits from sporting events is best understood as a gross increase in the wealth or income measured in monetary terms of people located in an area over and above the levels that would prevail in the absence of activity under study, *Ceteris Paribus*. Countries or cities bidding for mega sports events may only present the good aspects of the game in terms of their expectations economic wise, without presenting economic loss. However, while there may be a colossal loss by nations, individuals and companies would have benefitted on a small scale such as gains from sales of merchandise, souvenir, hotel accommodation, food, transportation, communication and tourism.

Masterman (2012) and Solberg (2004) were of the opinion that to fully recognize the impact of economic returns on investment due to staging of mega sports events, there is need to attract further competitions after staging the initial one. That is to say that after the 2003 All Africa Games and the huge investment on the construction of the stadia, we should have attracted other regional or international competitions. Masterman (2012) asked the following questions:

- Will the facilities draw international or local championships that will attract foreign visitors or investment?
- Will local populace still patronize the facilities or will the facilities become another white elephant project?

Solberg (2004) noted that economic returns on investment can only be realized when an event is able to attract further competitions. Sports will become a tree of life boosting the economy of a nation by empowering the populace when competitions of higher magnitude are staged and such draw participants from outside the country.

The National Sports Commission through the various federations should bid for staging of sports competitions on a regional or global level. If any of the competitions will attract between 3,000 – 5,000 competitors and officials and undisclosed number of visitors, they will spend money on the following:

- ❖ Hotel accommodation
- ❖ Feeding
- ❖ Local transportation
- ❖ Communication
- ❖ Foreign exchange
- ❖ Sales and merchandise
- ❖ Visit to tourist centres

Punch Newspaper in its edition of 15th July 1999 has this caption:

“Turn-out stuns World Cup Organizers.” *The third FIFA Women World Cup which ended in the US on Saturday drew more than 600,000 fans in eight cities over three weeks according to officials. Maria Messing President and chief executive of the women’s World cup organizing committee said “As big as I thought this tournament could be, it has been bigger. The tournament that was only expected to break even will turn an enormous profit.*

When a competition brings financial gain, it is then a tree of life in that many people will rejoice including the players, host cities and commercial ventures around.

Kenka (2007) observed that sports and entertainment are two avenues through which young men and women without a royal inheritance or inherited business empire can become dollar millionaires (tree of life) He stated further that beside the engagement prospects that sports provides, the billions of dollars that are available as contract fees, prize monies and endorsement have made families, schools, cities and nations to direct the energies and talents of their young ones to one sporting pursuit or the other.

According to him some youths of the world who are not fortunate to have mouth – watering inheritance, flattering educational qualifications and are not whiz kids in IT, Science or literature can become dollar millionaires impacting on life and society through their talents and hard work. Examples are David Beckham who was contracted for €250m by the LA Govaxies of the USA in 2007 over a five year period. Tigerwoods was contracted to design a golf course in Dubai for \$50m. Christiano Ronaldo when playing for Manchester United was asking for €120,000 per week. Didier Drogba when playing for Chelsea had his weekly wages jerked up to €100,000 per week. Indeed, sports can be a tree of life).

The economic impact or implication of sports is so much that nations (developing and developed) can access the opportunity without infringing on the right of others. A Yoruba adage says “*Oju orun t’eye fo laifara kanra.* (All birds can fly in the atmosphere without disturbing one another). However, why are we not making use of the opportunities we have?

Rates (1999) said changing demographics, technological time and economic pressure are redefining Australian sporting and recreation need and activities. One area by which our economy can be boosted through sports and provide employment for people is through provision of sports programmes that will take care of various segment of the society most especially those with economic potentials directly or indirectly. When we look at the various age groups of our society some production sectors have targeted the children and middle level manpower with some economic where-withal and good purchasing power. May be we can ask why *Nestle* is sponsoring **Milo Basketball** and other children

programmes? Parents are prepared to spend on the children to make them compete favourably with others.

Some have asked: What is the effect of work, play and family on games and event attendance? What are the consumers' purchasing habits and power? What is the role of technology in sports patronage? In other clime, the new wave in sports business is children's market.

Booth and Tatz (2000) itemized what children sports expenses cover. There are equipment, uniforms, expenses for travelling, medical, care, competition fees, club membership and coaching.

Let us examine the economic implication in our own environment. Imagine a Professor has a son that belongs to a soccer club in a secondary school. What will be his expenses on the child per year?

1) Equipment (booth, training ware, track suit, ball, etc.)	₦25,000
2) Uniform (for club competitions 4 pairs)	₦20,000
3) Travelling (inter-school/inter-club competitions) Road, Air transportation, Accommodation, feeding, etc.	₦200,000
4) Medical (incidentals)	₦10,000
5) Competition fees	₦10,000
6) Club membership	₦10,000
7) Coaching (hiring of a coach)	₦120,000
Overseas summer soccer coaching	₦350,000
Miscellaneous	₦74,500
TOTAL	<u>₦824,000</u>

A Professor with a gross pay of N6.240m per annum will spend an average of N824,500 per annum on a child in a soccer club. Who are the beneficiaries?

- Sports equipment manufacturers – boost employment
- Air and road transportation
- Medics
- Club Managers and Administrators
- Coaches
- Hoteliers (local and international)
- Food ventures, media, etc.
- Tax and VAT

Slack (1998) stated that athletes in major sports are marketable commodities, sports teams are traded on the stock market, sponsorship rights at major events to broadcast games and the merchandising and licensing of sporting goods is a major multi-national business.

Another area where sports can create wealth is by examining what professional athletes spend their money on and how much of jobs can be created and

income earned. Let us look at Serena Williams. She is expected to spend money on coaching, training, support services, sponsorship, publicity (media), management investment and household maintenance and security.

This paper is meant to show us the immense importance of sports as a positive economic tool contributing to National economy as well as a major tool for poverty alleviation and empowerment. This is why it stands as a tree of life. Any tree that can constantly yield fruits whether in season or off season, providing livelihood for people and making life pleasurable after retirement is worth considering. We shall understand the importance or the magnitude of benefit from this source of income when we see what sports is doing in other countries.

The first World Cup came to the African soil in 2010 and was hosted by South Africa. 'The Business Day' of June 2010 has this caption: 6.5bn dollars African World Cup begins in Johannesburg. It says further

Maclean, S.A. Tourism's Chief Executive puts the gross economic impact of the World Cup on South Africa at R93 billion (\$12.7 billion) with 62% expected to be generated pre 2010 and 38% during the course of the year. Foreign tourism will account for 16% of the gross impact.

FIFA said it made a profit of \$196m in 2009 and has equity of over \$1 billion which it made from the huge sale of T.V. rights. The television and marketing right sales brought in revenue of \$1.02 billion in 2009. FIFA has a solid equity base of \$1.06 billion.

South Africa is expecting over 1 million arrivals, 32 teams, fans, tourist, country delegates and general visitors. The World Cup has created about 159,000 new jobs. 25 new hotels were built to cope with the hive of guests the continent has.

28,000 jobs are expected to be created in food, beverages, leisure and entertainment sectors at the period.

South African Government will collect taxes worth R19,390,000,000 from hosting the world cup with bulk of it coming from tourists fees and hotel charges, including charges from the hospitality industry.

Economic impact of Sports transcends the immediate monetary gain. It also serves a public relation function to the Government. The hosting of FIFA World Cup in 2010 was an opportunity to sell the country as a notable destination point to foreign travellers long after the game was over. World Cup became a marketing opportunity as well as a tool for wooing foreign investment. To South Africans they expected about 373,000 visitors who would stay for an average of 18 days to spend about (R30, 200 (\$4.137) on average. This amounts to \$1.543 billion.

Kenka (2007) quoting Njenga (2004) reported the exploit of Kenyan athletes when they made a whopping \$671,800 from dominating the London and Boston Marathons. The previous year the highest earner earned \$239,250, while the top earning women got \$441,000. The Standard Chartered Bank announced an increment to the prize money for Nairobi Marathon from \$32,692 to \$64,102. It was found out that Athletes contributed about \$10m annually to the nations gross domestic products. This exploits made athletes subject of discussion at a cabinet meeting and the need to treat them better. The winning of London and Boston Marathon by Kenya runner dominated the media all over the world giving the country a priceless positive image.

Sports and Recreation South Africa (2009) presented the economic benefits of sports as follows:

- a) Impact on local economy
Purchase of Sports shoes and clothing, staging competitions, engaging in recreation and physical activities which may demand purchase of sportswear, construction of facilities, transportation, purchase of phone cards, and employment of permanent and casual workers.
- b) Commercial sectors of sports
 - i. Private sports clubs and recreation/fitness clubs
 - ii. Clubs and sports organization that charges for admission
 - iii. Retailers of sports goods
 - iv. Wholesalers of sports goods
 - v. Manufacturers of sports goods
 - vi. Sports media
 - vii. Sport marketers
- c) Expenditure due to participation in sports include:
 - i. Payment of club annual or subscription dues
 - ii. Purchase of sports and recreational equipment
 - iii. Purchase of sports wears
 - iv. Attendance at sports events
 - v. Sports computer/video games
 - vi. Sports magazines, books and daily newspapers
 - vii. Sports-based holidays watching French and U.S. Opens finals of European Championships, Olympics and World Cups.
 - viii. Football betting/pools

By the time you quantify each of these areas monetarily, you will discover that the amount generated or contributed to GDP is enormous.

Andreff, Dutoya and Muntel (2009) stated that the amount of sports financing per inhabitant goes from 8 Euros up to 500 Euros in different countries in 2005. The estimation of overall sport financing for the whole EU 27 countries is

in the range of 160 170 billion Euros i.e. 340 Euros per inhabitant on average and nearly 1.5% of European GDP.

Example of a situation where sports may be seen as a tree of life is in the write up of Pius Ayizor of “Saturday Punch” of 28th July, 2012 with the caption “Wonderful London 2012 Olympics. He said having been here for less than one week, I have observed that most residents of London are happy that their country is hosting the games. Everyone is laughing all the way to the bank except the visitors and that is one of the reasons for hosting. The British economy is enjoying a great boost (Tree of life). The cost of accommodation in Bed/Breakfast hostels has risen from €20 per night to €80/100 – why won’t Britain feel happy that they are hosting the events?” He stated further that Nigeria hosted the 2003 All-Africa Games in Abuja; the people incurred losses (Tree of death). What about FIFA under 17? He gave a challenge: “If you know any event that Nigeria hosted and the economy got a boost instead of a loss, please give me a call”.

When will Nigeria ever host a championship mega sports event and break even? With the population advantage, why are we still running sports programme at a loss? The 2003 All Africa Games has come and gone. However Nigeria missed an opportunity of owing a sports camp or Games village by selling all the housing units built for the games. The Games village has a natural division separated by a small river. The houses outside should have been sold while the inner ones should have been left and used as camp facilities and hostel for athletes preparing for National and International sports festivals. We have just ended the 18th National Sports Festival and some budding athletes have been discovered from various sports. This Games Village would have been the best venue to camp them for training. Nowadays federations find it difficult to accommodate athletes or pay huge sum to camp them in hotels.

Chan (2010), writing on Economic Value of Sports, has asked the question- “Does sports contribute to National income or Gross Domestic Product”? He noted the need to link economic theory to the context of sports industry, that is, understanding sports from the economic perspectives. Economic value has been seen as one of the ways to define and measure value and this is often seen as the amount that a person is willing to pay (WTP) for something.

Willing to pay (WTP) therefore is the amount someone is willing to spend (expenditure); how much someone is willing to pay for something tells how much of all other goods and services such a person is willing to give up (opportunity cost) to get that item (King and Mazzotta, 2000).

Barget and Grouguet (2007) in their study of the total economic value of a sporting event, used the facets of variables of frequency (how often the event takes place) economic weights of an event (measured via turnover, number of spectators and television audience) and ownership of events (sports federation owned as major private groups).

Economic impact/value studies aim to measure the economic activity surrounding an event, which eventually all flow through the local economy to increase total regional and national GDP (Deloitte, 2008). Sports contribute to Gross Domestic Product (GDP) defined by Begg and Ward (2004) as a measure of the total output produced by an economy in a given year.

There are two types of GDP:

- Production GDP, and
- Expenditure GDP.

Production GDP can be measured as income earned by productive resources while Expenditure GDP can be measured as expenditure on goods and services.

The five components of GDP are:

- ❖ Consumption =C
- ❖ Investment =I
- ❖ Government spending =G
- ❖ Public expenditure
- ❖ Export and = X
- ❖ Import = M

GDP equation = $GDP = C + I + G + X - M$ (McAleese, 2004)

Production GDP = Wages + Salaries + Interest receipts + Rent + Profit.

Report from SRSA (2009) itemized conditions whereby an industry can contribute to GDP. If the industry is -

- 1) Creating employment and business opportunities (sports does)
- 2) Creating demand for expenditure on goods and services. (Sports does through hosting of sports festivals and competitions)
- 3) Producing goods and services for exports (our soccer players/sports wears)
- 4) Creating demand for government expenditure (more in developing countries where government bears almost all the cost of staging a competition)

Baade and Matheson (2001) itemized the variables of economic value model which are

- a) Estimate of consumer spending
- b) Employment
- c) Wages
- d) Taxable sales accruing to the host city in the time or period of events

Others are existing facilities, new golf course development, equipment, event, golf estate properties (IFM Sports Marketing Survey 2009).

SRSA (2009) included the following variables: sports, goods and services, employment, household expenditure on sport, sponsorship and sports tourism, manufacturing, international funding, broadcasting/TV rights, government grants/spending, corporate activities.

In our attempt to harness the economic benefit of sports in Nigeria there is need to examine the consumer spending profiles. Consumer spending profile can be seen as the behaviour of consumer and desire to incur some expenditure because of their preference for some goods and services. Consumer spending profile is a reflection of their taste for certain commodities or services or amusement or entertainment which can be seen in their spending behaviour. Consumer spending profile can also be seen as a show of the taste or preference for one good or service above others.

Consumer spending profile can also assist us in interpreting consumer spending pattern as it affects sports. It is a convention that the higher the consumer spends on goods and services sports-wise, the more successful a brand can be. Also the more successful consumer (spectators, fans, populace) spend in attending a sport programme, the more successful the return on investment will be.

Consumer spending profile is another way of measuring economic impact of sports and mega sports events. If the consumer spending behaviour is poor or low it will affect the economic on investment. If it is high it will shoot up the return on investment.

The issue of patronage in economic viability of a sporting event or service cannot be over-emphasized; so many factors will influence level of patronage of Nigerians to a sport event or sport club or fitness centre. These are: income, occupation, education, family background, demand and supply, taste, purchasing power, opportunity cost, preference and need. Either we take each factor alone or look at the composite effect; it will still show that there are some income groups that may stand at an advantage. This may not be so all the time.

What sports products will the various sections of the society purchase that will contribute maximally to the economy of a nation? Let us take soccer as a case study. What is the population of Nigerian children and youth within and outside the school system that will purchase a soccer ball or their parents and the school authorities will purchase? This cannot be less than 20 million. We are only looking at the soccer ball, we are not talking of soccer boot, jerseys etc. How many soccer clubs do we have in Nigeria and how much do they spend on purchase of balls and other accessories? We have the financial institution games, schools sports festivals, NUGA, NIROGA, NICEGA, National sports

festival, military and paramilitary games. How much do they spend on purchase of soccer and the accessories? It is a huge sum.

During the last summer, Kanu Heart Foundation in partner with Green Spring Schools organized Soccer Coaching Clinic for about 300 youths, boys and girls. In their kit there was a soccer ball, boot, 2 pairs of jerseys and socks for each person. How much does this cost. I am aware they were all imported. Imagine a factory in Nigeria producing soccer balls and its accessories, how much of this will be of economic advantage to a nation in terms of employment generation and contribution to the GDP?

The relevance of socio-economic and demographic attributes such as age and economic wealth in sharpening resident consumption preferences cannot be over-emphasized. The issue of location of sports facilities (whether it should be within the community for proximity and accessibility for patronage purpose or outside the city for the purpose of expansion) has to be looked into in view of recent economic problems. Some hypotheses can be generated: as follows.

- i. the nearer the location of recreation or sporting facilities the higher the patronage
- ii. the cheaper the cost of attending a sports or recreational programme the higher the level of patronage and
- iii. distance and cost will not have any significant influence on patronage of sports events or facilities.

Factors that can affect household expenditure or consumption rate for sports include social class which is mainly based on observable/objective variables such as income or education, the lifestyle approach (taste, behaviour, attitude or values). (Veal, 1993). While clamouring for inclusion of sports or increase in household expenditure with respect to sports, there is the need to target some groups with strong purchasing power. If we target the modern performer or establishment milieux, will they come to the stadium to watch matches or if we focus on middle class mainstream or hedonistic, even though because of their class have little purchasing power but will still attend sport events regularly.

Cartwright (2012) stated that South Africa became only the third host country since 1930 to attract more than 3 million paying spectators. The showpiece was responsible for the word, “Vuvuzela” being entered into the Oxford Dictionary of English and FIFA World Cup showcased South Africa in a favourable light.

Baumann (2012) writing on labour market effect of the World Cup observed that the World Cup is an overwhelming financial success for FIFA itself with funds over 85% of its operation from this quadrennial event. Between 2007 and 2010 FIFA generated \$4.189 billion in revenue with \$3.655 billion of the total coming directly from source related to the 2010 world cup. (Australian Broadcasting Corporation, 2011).

Writing on opportunities in sports, Kenka (2007) identified officiating in sport either as umpires, referees and supervisors as some of the opportunities. Economically he stated that if you are an ATP or ITF official, you have the prospect of travelling round the world and staying in 5 star hotels and earning well above \$1000 per week. It is gratifying to state that I have one of my former students (Mr. Ranti Lajide) and Dr. Mana in this category.

Gone are the days that parents and the society cast aspersion on and are indignant towards athletes and most especially footballers. *‘Eni ti o ba foju ana wo oku, ebor a bo o laso (Applying yesterday’s approach for today’s function may land one in trouble) he who despises a humble beginning will be surprised at the future prospects’.* Okuta ti awon omole ko sile lo di Pataki igun ile *(The stone which the builders rejected, the same is become the head of the corner)*

Consider the following:

TOP 10 RICH LIST OF CLUB OWNERS

- 1) Roman Abramovich, Chelsea - €10.8b
- 2) Joe Lewis, Tottenham Hotspur - €2.8b
- 3) Alisher Usmanou, Arsenal - €2.76b
- 4) Bernice Ecclestone, QPR - €2.5b
- 5) Mike Ashley, Newcastle United - €1.6b
- 6) Dermot Desmond, Celtic – 1.6b
- 7) Malcolm Glazer, Manchester United - €1.25b
- 8) Stanley Kroenke, Arsenal - €1.2b
- 9) Trevor Hemmings, Preston N.E. - €980m
- 10) Lord Ashcroft, Watford - €950m

TOP TEN (10) HIGHEST PAID/RICHEST AFRICAN FOOTBALL/SOCCER PLAYERS

S/N	NAME	AGE	COUNTRY	CLUB	ANNUAL SALARY
1	Yaya Toure	28	Ivory Coast	Manchester City	\$13.5m
2	Samuel Eto’o	30	Cameroon	Inter Milan	\$12m
3	Emmanuel Adebayor	27	Togo	Manchester City	\$12m
4	Kolo Toure	30	Ivory Coast	Manchester City	\$10.3m
5	Frederic Kanoute	33	Mali	Sevilla FC	\$8.6m
6	Didier Drogba	33	Ivory Coast	Chelsea	\$8m
7	John Mikel Obi	24	Nigeria	Chelsea	\$5,800,000
8	Michael Essien	28	Ghana	Chelsea	\$5,500,000

TOP 10 WORLD’S HIGHEST PAID ATHLETES

RANK	NAME	PAY	SALARY/WINNINGS	ENDORSEMENTS	SPORT
1	Floyd Mayweather	\$85m	\$85m	\$0m	Boxing
2	Manny Pacquiao	\$62m	\$56m	\$6m	Boxing
3	Tiger Woods	\$59.4m	\$4.4m	\$55m	Golf
4	LeBron James	\$53m	\$13m	\$40m	Basketball
5	Roger Federer	\$52.7m	\$7.7m	\$45m	Tennis
6	Kobe Bryant	\$52.3m	\$20.3m	\$32m	Basketball
7	Phil Mickelson	\$47.8m	\$4.8m	\$43m	Golf
8	David Beckham	\$46m	\$9m	\$37m	Soccer
9	Cristiano Ronaldo	\$42.5m	\$20.5m	\$22m	Soccer
10	Peyton Manning	\$42.4m	\$32.4m	\$10m	Football

The so called neglected profession and endangered species has suddenly become the bride, delightful land with sports men and women earning what many of us will earn in a year in just a week.

Can anything good come out of Nazareth? Can any good thing come out of sports? Come and see. It is not only to players but also to individuals who are making their fortunes from Sports. The likes of Taiye Ige of Hotsports, Frank Ilahboya, Coach Oyebode Oluseyi, Bartholomew Ezebube, Engr. Segun Odegbami, Mr. Francis Akinremi, Mr. Rotimi Pedro of Osmi Sports, Dr. Thomas Leke Olayia, Mr. Godwin Kenka and others speak volume of the benefits of sports.

SPORTS AS A TREE OF DEATH

Ohun to wu ni lo n po loro eni (A man's interest often occupies his priority). I have spent too much time in presenting sports as a tree of life so as to be more positive and put emphasis where it ought to be. Life is better than death. It is better to show the good side of sports than the ugly.

A tree of death is any tree that does not bear fruits or if it bears at all it will be sour or distasteful, causing sorrow, heartaches and attacks. For example when a soccer match is made up of the best of players most especially foreign-based professionals but the team is defeated, it would sound disappointing. In this situation people have banked on them with high expectation that the crop of players will bring victory but it turns to be the opposite. This can cause heart failure and depression.

Let us look at the Biblical parable of the Fig Tree. The master, with great shock noted that at that season of the year when much rain and manure have been applied to the fig tree, with proper weeding, trimming, it bears no fruit. There was much disappointment. What was the pronouncement? *Cut it off; why cumbered the ground?* Of what importance are the competitions, trainings, camping, overseas tours that cannot reflect on the medal table or increase our position in the world ranking? Suspend it, disband the Board and the team, sack the officials.

Another dimension to looking at sports from the point of a tree of death is what is called Winner's Curse. This concept looks antithetical. How can a winner with all the joy of winning have a curse.

Andreff (2012) described Winner's Curse as a situation whereby to the winner of the bid there is a good chance that the actual revenues will be less than that being anticipated. The Winner's Curse is a situation whereby the winning city is actually worse off than it would have been, had it lost the bid.

Winner's curse is like a deceit, a gimmick whereby the bidder quoted for a price by way of under cutting whereas he knew that it cannot make any return on the investment. It is the issue of the difference between the actual and expected. When bidding for international competition cities and nations tends to present figures or projection which they know in reality is not possible. When this occurs there will always be cost variation. Maybe this is the case with Montreal Olympics of 1976 which incurred because a colossal loss it took the country thirty years to pay back. Mal-administration or mismanagement is the case of India in the hosting of last Commonwealth Games. Why should there be a curse in terms of payment of things not purchased by the inhabitants?

The bidding process has been likened to an auction sale where items purchased are more often than not those whose values have been over-estimated. Such winners are likely to be cursed by having paid more for an item than its true value. The bidding process invariably will result in someone emerging as a winner whereas the bid produces below normal or even negative returns contrary to the theory of rational investment decision.

The more a bidding city has underestimated the announced costs for hosting the Olympics, the more the winner's curse will materialize in export extra costs, and a possible financial deficit, and the more the International Olympic Committee (IOC) will enjoy the benefit of a magnificent project without paying its full cost (Andreff, 2012).

Mehta and Majumdar (2012), writing on the topic, "For a Monsoon Wedding: Delhi and the Commonwealth Games" stated that the legacy of waste, corruption, tremendous cost overruns and bad planning speak for itself. They accepted that many things were not factored and trees led to escalation in cost estimate.

Sports as a tree of death can be viewed from the mistake on the part of leadership or management which might have resulted in economic debacle as mentioned above or unsafe landing, despair, hope dashed and penury of athletes.

“The Punch” Newspaper of September 15, 2012, gave the caption: **“Decision to return to school saved me”**. This was an interview granted to the former goalkeeper of Shooting Stars Football Club of Ibadan and former Nigeria goalkeeper. He said his post-service life is more rewarding because of the decision he took in 1981 to go back to school. He said something pathetic.

I weep when I see some of my colleagues because of their poor living conditions but I thank God for my life. I left football with nothing but soon after retirement, personal efforts gave me joy and comfort. The social confidence which I have is as a result of the education I have.

He concluded that today there is an exodus of players and matches are no longer interesting. Players no longer do anything special and there are cases of match fixing. All these kill the enthusiasm in the spectators. He was of the opinion that it was due to all these problems that made Nigerians to abandon the stadium to watch European leagues.

Sports can also be a tree of death if their former place of comfort now becomes undesirable. This was the observation of Atoyebi writing on the sad tale of decline. The National Stadium which was once a pride of the nation, an epitome of beauty, a converging place of sports enthusiasts suddenly became a place inhabited by rodent and criminals.

Atoyebi (2012) said “the Stadium pavilion looks unpleasant with signs of leakages. The Stadium has been cut off from public power supply and instead of major sporting activities taking place there; restaurants and drinking joints flourish. The Abuja Stadium built at the cost of ₦54 billion was no better; also suffering from abandonment”.

The death of Sam Okwaraji due to heart problem in the 77th minutes of a 1990 World Cup qualifier against Angola at the National stadium on August 12, 1989 was an example of how sports can be a tree of death. He is not the only one that has died over the years due to negligence on the part of handlers and administrators. Perhaps we should ask - what is the health status of our current players? Who examines them? What data do we have on them?

Another area where sport has been a tree of death is in the area of violence and disaster in sports. The recent one is the soccer tragedy in Egypt where 70 people lost their lives during the match between Al Masry and Al-Ahly at Port Said. Putting it in the words of the Guardian Editorial of Wednesday, February 15, 2012, “after further investigation of the resulting stampede by helpless and unsuspecting fans seeking escape from the overcrowded and insufficient stadium outlets, there have been claims that security forces including the

police did not intervene adequately, and that the violence was tied up with the political power struggle in the country.

Let us look at four issues raised as the cause of the disaster:

- 1) Overcrowding: - What is the sitting capacity of the stadium? How many tickets were sold? Is there no way management can monitor when the stadium is full? This is the problem caused by management and this is why I said the difference between sports as a tree of life and sports as a tree of death is in the manner of management.
- 2) Insufficient Stadium Outlets: - This is also a management problem. If the outlets are not enough, more can be created. There are some games or matches that can be volatile most especially when it has to do with local team. Management should put in every measure to prevent crisis.
- 3) Attitude of Security Forces: - When you watch soccer matches in foreign league, you will find security forces backing the field not watching the match but keeping watch on players. However in Nigeria, the opposite is the case. They enjoy the match more than the spectators because they are nearer the field of play. Why is this management problem? The security forces need to be schooled, tutored, and re-orientated as to the expected attitude or behaviour in the field of sports. We need them and they are very useful. May be we need to pay for their services during such events.
- 4) Political Factor: - The carnage at Port Said shows that a nation's politics must be separated from sports which in Nigeria is perhaps the singular most unifying factor (Guardian 2012).

Other Disasters in Sports include:

October 20, 1982 Moscow; 340 people were reportedly killed at a European Cup match between Spartak Moscow and Haarlem of the Netherlands. Police were blamed for pushing fans down a narrow, icy staircase before the end of the match. When a late goal was scored, fans tried to re-enter the stadium and many were crushed. Moscow officials disputed the report made by the Soviet Sports Committee, saying only 61 died and police did not push fans.

May 24, 1964 – Lima, Peru; 318 people were killed and another 500 injured in riots at National Stadium after Argentina beat Peru in an Olympic qualifying match. The pandemonium broke out after the referee disallowed a Peruvian goal in the final minutes.

April 15, 1989 – Sheffield, England; 96 people were crushed to death at an FA Cup semi-final between Liverpool and Nottingham Forest at Hillsborough Stadium.

March 12, 1988 – Katmandu, Nepal; at least 93 people were killed and more than 100 injured when fans fleeing a hailstorm stampeded into locked stadium exits.

October 16, 1996 – Guatemala City; at least 78 people died and about 180 others were injured during a stampede before a World Cup qualifying match between Guatemala and Costa Rica.

June 23, 1968 – Buenos Aires, Argentina; 74 people were killed and over 150 injured following a first-division game between River Plate and Boca Juniors when fans trying to leave hit a closed exit and were crushed to death.

February 1, 2012 – Port Said, Egypt; Egyptian State television says at least 73 were killed as fans of rival teams Al-Masry and Al-Ahly rushed the field following Al-Masry's 3 – 1 upset victory. Fans hurled stones and sticks, sparking a stampede.

January 2, 1971 – Glasgow, Scotland; 66 people were killed and 140 injured when barriers in Ibrox Stadium collapsed towards the end of a match between Celtic and Rangers.

May 11, 1985 – Bradford, England; 56 people died when a cigarette stub started a stadium fire.

February 17, 1974 – Cairo, Egypt; Crowds attempted to enter a club game broke down barriers and 49 people were trampled to death.

April 11, 2001 – Johannesburg, South Africa; 47 people were killed during a league match between Kaizer Chiefs and Orlando Pirates in an overcrowded stadium.

January 13, 1991 – Orkney, South Africa; at least 40 people were killed, most of them trampled or crushed along riot-control fences that surrounded the field.

May 29, 1985 – Brussels, Belgium; 39 people were killed at the European Cup final at Heysel Stadium when riots broke out and a wall separating rival fans of Liverpool and Juventus collapsed.

The Superga Tragedy (plane crash) returning from a friendly football match, the plane carrying all but two of the Torino football squad, and many of their coaching staff, crashed into the Superga hill near Turin. Everybody on board died.

Hansie Cronje – The shooting of Colombian footballer, Escobar. The motivation was unclear, but he was killed shortly after his own goal against the USA knocked Colombia out of the 1994 World Cup.

Heysel Stadium – In 1985, Liverpool and Juventus, two of the biggest Clubs in Europe, faced each other for the first time in a European Cup Final. Before the match started, Liverpool supporters reacted to taunts from the Italian fans by charging through the lines of Belgian Police. The Juventus fans could do nothing, but retreated as far as a wall, which collapsed under the pressure and

on to their own fans below. In the ensuing panic 39 supporters died and over 350 were injured.

Hong Kong – There was allegedly a worse disaster at the Circus Maximus, when the second tier collapsed killing 1,200 people. Nevertheless, with no hard evidence, the worst sporting tragedy, in terms of numbers killed, is the fire at Hong Kong's Happy Valley Race Course in February 1918. 590 people died, though supposedly this is a conservative estimate. Whatever was the correct number, it is the worst fire incident in Hong Kong's history.

Colossal Tragedies in Africa – Over a few weeks in April 2001, four huge football disasters occurred on the African continent. 43 people died, 250 injured during a game in South Africa; 14 people died and 51 injured in Congo and there was 1 death and 39 injuries after a clash between police and supporters in the Ivory Coast. During the year in view, almost 200 people died at football matches in Africa. A combination of hooliganism, aggressive policing and poor stadia were the underlying factors.

The 1972 Munich Olympics – 11 Israeli athletes were shot dead by the Palestinian terrorist group in the Olympics.

TOP 10 CHALLENGES OF ATHLETES' TRANSITION

- 1) Denial
- 2) Divorce
- 3) Financial loss and challenges
- 4) Physical challenges
- 5) Lack of significance and purpose
- 6) Anger, bitterness and jealousy
- 7) Loss or change of structure
- 8) Isolation
- 9) Substance abuse
- 10) Depression

MANAGEMENT MAKES THE DIFFERENCE

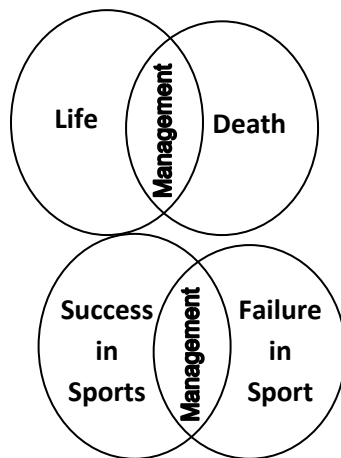
There is an adage that says "when you finish advertising ignorance, we shall educate you." Education is meant to show one and equip him with tools for life as well as prevent avoidable mistakes that can lead to death or crisis. Education opens the door to life, investment opportunities and safe adulthood

and eventually blissful retirement. Education equally prevents us from making the mistakes that can cause life's misfortune, regrets and lamentations.

The difference between the tree of life and the tree of death is management. When sports programmes are successful and when they are unsuccessful, check management.

Sports, as a concept, has evolved from paganism and bloodletting background. A phenomenon much loved but less understood; a phenomenon laden with anxiety much explanation but difficult to predict its outcome; a phenomenon that can prevent, suspend, delay and kill death, yet not been practised by a lot of Nigerians because it is not in our culture to exercise. A phenomenon which promotes upward social mobility yet causes social demobility or degradation of others; a phenomenon that promotes social inclusion but still promotes social exclusion. What a paradox? A phenomenon that promotes ethics through fair play but also thrives on cheating, match fixing, doping and unfair play; a phenomenon that tends to promote peace but also promotes violence disastrous sports; a phenomenon that some countries put in their best to host while others hate to host because of debt to be incurred that takes years to pay back e.g. Montreal Olympic games of 1976 and Athens, 2004 Games.

The thin line between success and failure in sports is leadership which can either be seen as a process, a function and a person. The desire to succeed in sports is a function of management determination to utilize the available resources judiciously to plan block all leakages and be guided by the objectives set, key performance indicator and continuous evaluation.



Management makes the difference. Management can therefore be a group of people or a process of administering an organization, initiating, planning, formulating and executing programmes.

The management of sports is a function of Human Capital development through capacity building effort, experience, exposure, examining best practices and good bench marking.

If we want to get back to our winning glorious days in sports we have to look at what is missing in our sports. The first question is what drives our sports policy and programmes? To answer this question, there is the need to examine a best practice. This is the Scottish model which is based on value. The Scottish Institute of Sports is driven by seven values. These are:

- 1) Continuous performance improvement
- 2) Performance with integrity
- 3) Individual and collective responsibility
- 4) Openness and mutual respect
- 5) An asset to our national principle
- 6) Innovation
- 7) Leading through quality

In essence, sports, driven by value is sports for life which caters for now and future. Performance with accountability, ethics and hope in the future, Nigeria should take a cue from Scottish model of performance lifestyle programme which provides athletes with a balance in lifestyle to enable them compete at the highest level. This enables athletes to identify their personal strength and support them to integrate career, education, lifestyle and sporting demands so that they can be successful now and in their life after sports. The European Union (EU) has also developed Dual Career model for Athletes. International Olympics Committee has a commission on Athletes and has also developed a welfare package model for athletes.

EUROPEAN UNION (EU) DUAL CAREERS OF ATHLETES

Dual career is a life-long programme initiated by EU for young talented athletes by way of combining study or work and sports of elite athletes thereby integrating them into the labour market after their sporting career.

Every young talented athlete in the European Union should be able to benefit from both good quality education and sports training

- to ensure the reintegration of professional sportspersons into the labour market at the end of their sporting careers
- to safeguard their moral educational and professional interests

The main concerns on the career of talented young athletes:

- The safeguarding of the development of young athletes;
- The balance between sports training and education;
- The balance between sports training and employment;
- The end-of-career phase (including consideration of athletes who leave the system earlier than planned).

The development of young athletes

Factors of importance:

- Age of beginning of intensive training in a particular sport
- Coach and sports programmes
- Arrangement with educational institutes
- Other athletes' services

Interruption of general education

Factors of importance:

- Characteristics of competitions
- The age at which intensive training starts
- Economy of the sport
- Lack of educational services training centres

Implementation of the Action Plan 'Pierre de Coubertin'

Education and training

- Need to develop flexible systems for combining high level sports and academic education for young athletes.
- Need for legal and political frameworks to be adapted to reach the requested level (e.g. education laws on exams, length of subsidised education period, post career facilities, adapted curriculum)
- The new EU Working Group 'Education and Training in sport' to facilitate exchange of experiences and good practises between member States.

Our sports have to be value-driven, target-driven, development-driven, health-driven, result-driven, medal-driven, people-(stakeholders) driven, investment/business-driven, policy-driven, globalization-driven, egalitarianism driven, amateur-driven, professional/elite athletes development driven, spiritual and ethics-driven-driven.

All over the world, the emphasis on sports development has been narrowed or tailored to three specific areas:



- 1) The Elite Sports: - As the name is, so is the programme that produces them. They are rear breeds. They are products of tested programmes, years of continuous practice and training. They are meant to compete at international level and with medals bringing fame and recognition to the nation they represent. They are celebrities. They are professionals; they make their living from sports. Sports is a vocation to them.
- 2) Amateur Sports Development: - As the name, so is the level. They are middle level athletes. They are neither neophytes nor fully developed. Their skill or performance is above mass sports but not ripe enough for professional level. They are the waiting athletes. Their development needs constant practice interspaced with education.
- 3) Grassroots Sports Development: - As the name implies local, fundamental, mass, sports for all, basic, this is where the golden 'legs' for future success are laid. However, this is the neglected area and the mistake that cost us our future. "Amukun, eru re wo; Oke ni e n wo, e ko wo isale"

Most of the time, we look at the amateur and professional levels when we fail in sports, without looking at the base, that is, grassroots sports. Grassroots sports can be seen as a level where many people are free to participate in organized or unorganized sports, at school, community, club level and because of their large number, that is a pool, some of them might be picked to serve as nursery birds for the development of amateur sports which will then move them to professional sports.

This neglected layer of sports is the bedrock of the entire sports development. "*Odo ti o ba gbagbe orisun re a gbe*" If a river should forget its source it will dry up.

This is why the pyramidal approach to sports development is a weapon in the hand of Sports Administrators to bring about the much needed and desirable change and turn around, needed in sports.

The questions which can guide our Administrators in successfully developing a framework called pyramidal approach are:

- a) What are the characteristics of each level?
- b) What is the relationship between each level?
- c) What principles will guide the development of each level?
- d) What are the expected outcomes of each level?

Andreff, Dutoya and Montel (2009) came up with two layers of the pyramidal approach to sports development, that is, High level sports and Mass sports. The former received 90% of the money accruing from sponsorship and T.V. rights while the later got only 10% for Mass sports.

Why management makes the difference?

Managing animate (human resources; players, athletes, coaches, organizing secretaries) and inanimate (programme, events, matches) elements in an organization is one of the biggest challenges facing administrators and the success or other wise of it depends on the calibre of individuals, experience exposure, level of commitment and the willingness of the followers. A sports administrator once said “our success is not in our hand but in the legs of the players’. However, this may be true to a little extent if you put into practice input-output synergy. What did the administrator put into the process or system to expect favourable performance from athletes? The quality of instruction, the level of commitment, the treatment meted to athletes or attitude towards them/concern for their welfare will determining the output or performance.

Fasan, (2007) defined management as “an integrative process of harnessing a gamut of activities geared towards the accomplishment of goals. He went further to state that it is a collaborative process involving key actors in activities with each contributing his or her quota towards goal accomplishment”.

In 2007, the working group reached a consensus on the “vilnius definition of sport”. There are two of them.

Narrow definition: All activities which are input to sports (i.e. all goods and services which are necessary for doing sport) plus the statistical definition.

Broad definition: All activities which require sport as an input (i.e. all goods and services which are related to a sport activity but without being necessary for doing sport plus the narrow definition.

Management makes the difference between sports that produces result and economically empowers individuals and guarantees their future (sports of life) and sports that does not produce result, perennial failure, setback, impoverish people and makes their future doomed. If management makes a difference, are there management theories and principles that are success prone? Yes there are. These are:

1. Frederick: Taylor Scientific Management Theory.
2. Henri Fayol: Universal Management Principles.
3. Elton Mayo: Human Relation Theory.
4. Fredrick Herzberg: Two-factor Theory.
5. Douglas McGregor: Theories X and Y
6. Abraham Maslow: Theories of Hierarchy of Needs
7. Max Weber: Theory of Bureaucracy.
8. Peter F. Drucker: Management by Objective
9. W. Edwards Denning: Total Quality Management
10. Chester Barnard: System Theory

Among Leadership theorists Blake and Motion, Tenanbaum and Schmit. Leadership theories include trait, behavior and situational or contingency theories. The beauty of management in the successful administration of organization can be seen in the characteristics of programmes. These are:

- i. Quality of programmes
- ii. Quantity of programmes
- iii. Regularity of programmes
- iv. Evaluation of programmes
- v. Purpose of programmes
- vi. Content of programmes
- vii. Outcomes of programmes

What do we manage in sports? Fasan (2004) identified the following items or elements. We manage:

1. human resources
2. financial resources
3. physical resources
4. material resources
5. athletes
6. clients
7. facilities and equipment
8. plans and programmes
9. success & failure of athletes
10. publicity
11. reward system
12. future of athletes

In understanding the concept of management vis-à-vis managing sports organizations, there is the need to identify the major goals of the organizations which management scholars stated as:

1. Profitability
2. Growth
3. Profitability
4. Survival
5. Market share
6. Innovation
7. Employee
8. Service to customers and social responsibility

Production Side of Sport

Upstream Sector of Sports

Production of equipment

Construction of infrastructure

1. Retail, wholesale
2. Advertising and PR
3. Financial services
4. Education

Downstream Sector of Sports

1. TV and other media
2. Health system
3. Tourism
4. Lotteries and betting
5. Sport food
6. Sport related R & D

Ref

European Commission (2007) white Paper on Sport, Com 391 Final

Fasan, C.O. (2007) while discussing managing sports organization, stated that the challenges of managing sports organization in present day circumstances are quite enormous because of the competitiveness of the market, increase in the number of competitions, labour turnover, information technology, increase in prize tag, diplomacy and policies of sports by way of display of supremacy at national and international competition Fasan (2004) after assessing the five pillars of Total Quality Management (product, process, organization, commitment and leadership) suggested the need to look at the quality of the products or services rendered, the process of accomplishing the objectives, types of organization in terms of openness, dynamism, purposefulness and adaptability to change leadership of all the various committees and sub-units and lastly commitment on the part of all those who are concerned with the organization.

Kehinde (2000) discussed the relevance of current physical education/teacher education curriculum to job opportunities and stated that apart from teaching, most of the physical education products cannot competently and confidently cope with the professional demands and skills of sports journalism,

engineering, coaching, tourism, marketing, manufacturing and grounds manship which are related to physical education.

Fasan, C.O. (2000) described leadership instability as the continual, perennial, constant changing of leaders in sports organizations without due recourse to the existing rules or norms of guiding personnel selection or the programmes of the association or organization. He went further to state that when leaders are removed or changed untimely to the extent that there is no continuity, not minding the period or competitions in progress, it will have negative effect on sports.

Fasan, C.O. (1997) defined strategic management as the process of managing an organization taking into cognizance the strength, weakness opportunities and threat. It is a management technique that marries the resources of the organization with the results through a wholesome relationship.

Why Strategic Management in Sports Organizations?

- We no longer enjoy the monopoly of the market
- We have many competitors
- Government assistance is dwindling
- Cost of producing an athlete is increasing
- Sports is now not only a political weapon but also an economic one
- Situational analysis has called for creation of new department e.g. marketing
- Changing trends in sport management globally most especially as it affects sports information – email, internet you t

Fasan (1992) noted that managing human organizations be it private or public is an essential task for leaders who have the required skills to conceptualize, formulate and execute policies that can evoke group cohesion, resourcefulness and productivity. The major difference between organizations in terms of goal accomplishment and organizational climate is the strength and weakness of the leaders. That is to say the level of effectiveness in an organization is a function of leaders (managers) functional ability, skills, human relation and expertise (technical skill).

Fasan (1993) discussing leadership styles in soccer clubs stated that the changing trends in our soccer organization and administration calls for a dynamic and pragmatic approach in the coordination of all activities in soccer clubs. He noted that in many human organizations be it private or public profit or non-profit, the difference experienced in terms of job efficiency, improved productivity job performance, good human relations and job effectiveness come as a result of the nature of leadership in such organization.

NOT BY POWER; NOT BY MIGHT

The current state of sports in our country and most especially our dismal performance in the last Olympic Games should not be seen as a failure of leadership but that of the system and process. To whom much is given, much is expected. One of the tools Nigeria has used in time past as a weapon to gain international prominence is sports and most especially soccer. However, the event in recent times has seen a downward trend in our performance. We did not participate in the last Nations Cup but thank God we were in South Africa. How did we make it? It took prayers, public support and luck. The situation has gone to the extent that countries are no longer afraid to confront us in soccer championship. This was not the case in time past, when mere mentioning Nigeria set our opponents jittery.

This is why I said it is not by power (political and oil wealth) nor by might (population and number of foreign players). “The Punch” Editorial of Thursday February 16, 2012 titled “Lesson from Zambia’s Nations Cup Victory,” it was stated that qualities that stood the Zambians out were courage, indomitable spirit and patriotism. The coach Herve Renard acknowledged the limitations of this team when he said “we are not the best team, but there was a certain voice that made us champions” The use of predominantly home base players turned out to be a strong point in that it facilitated access to players, longer period of preparation and team spirit.

This is almost directly opposite of the Nigerian case where we hero-worship foreign based players. We need to learn a lesson from Egypt who has won Nation’s cup seven times with home players from Al Ahly and Zamalek Football Clubs. The challenge has gone to football authorities to develop the local league to be able to produce players with the right technical skills, quality and psychological mind. Under this present situation the Local League is poorly organized; having no sponsorship, poorly funded and corruption-laden.

NEED FOR SOLID FOUNDATION IN SPORTS

If we keep on running sports the way we have been doing it, we will continue to have the type of results we have been having. There is the need to examine our operation starting from the foundation. The importance of foundation cannot be over-emphasized in the construction of any building. In the same vein, in the development of sports structure that will return Nigeria to the winning path, there will be the need to re-examine the foundation of sports. When the foundation is solid the building stands the stress and storm that may come but if it is weak, storms and stress become a threat. Sports as a tree of life can be likened to a sport with a strong foundation which is reinforced by quality and quantity of the personnel. Other reinforcements are a dynamic, flexible, accommodating policy, tested with best practices geared towards development programmes with adequate planning for now and future.

It should not be subjected to frivolous changes because of change of baton, personnel with right qualification, experience and exposure, possessing good sports facilities, workable programme and inbuilt evaluative mechanism. When all the aforementioned are absent, sports becomes a tree of death. Sports becomes a tree of death when good policy, personnel, facilities, financial autonomy and programmes are under a bad, short sighted, visionless, non-committed and non-performing leadership.

For sports to remain a tree of life, the importance of proper recruitment and selection must be emphasized. One should always put a square peg in a square hole. Sports will remain a tree of life when the performance of the athletes and programmes planned can be predicted, when teams/associations show result on investment, when foreign trainings translate to medal haul, when the effect of grassroots sport development programme is yielding fruits.

Foundational Requirements for good Performance and Economically Rewarding Managerial Effort

Success in sports hinges on solid foundation, made up of the following:

- ❖ Good governance
- ❖ Financial autonomy
- ❖ Knowledge-driven programmes
- ❖ Good policy and structure
- ❖ Science and research
- ❖ Information
- ❖ Educated athletes
- ❖ Knowledgeable, exposed, experienced, creative and innovative sports personnel
- ❖ Supportive legislation and legislators
- ❖ Supportive stakeholders
- ❖ Private sector support and partnership
- ❖ Good sports education at all levels

- ❖ Tertiary institution curriculum and programmes to accommodate professional athletes
- ❖ Healthy citizenry
- ❖ Modern sports facilities – quality and quantity
- ❖ Periodic evaluation using inbuilt indicators for evaluation
- ❖ Transparency and accountability

ENVIRONMENTAL FACTORS IN THE MANAGEMENT OF SPORTS IN NIGERIA

There are two paths to life: the broad and narrow, and both have different destinations. Also every builder has an opportunity to choose where to lay his or her foundation. One may decide to build on the rock while another man may decide to build on the sand; the same thing with our Sports Administrators. Where do they lay the foundation of their policies and programmes? On sound, tested, successful and developmental base? Or lose end, false hope that cannot stand the test of time. The rain fell and the storm blew but the house on the rock remains when that on the sand crumbled. Sports is not immune to economic crisis affecting all other sectors of the economy.

The problem of managing sports organization for productivity has been linked to the type of platforms where their plan and programmes are hatched. I have divided this into four:

- 1) The way side platform: - Those plans, policies and programmes that lacked direction, goal, mission and focus. It is not in the mind of the people. It easily fades away.
- 2) On the rock platform: - Policies and programmes launched with fan fare but with no mechanism or modality for growth. Unfavourable platform. It cannot stand the test of time. There was no proper foundation and if it has at all, it was not strong. A change in government or administrator puts an end to them. It will dry up, fade away. Die a natural death. We can also see it as policies wrongly enacted, in a wrong place, at a wrong time, by wrong people for wrong people with wrong motive and wrong framework. There was no enabling environment. There was no root and therefore exposed to predators.
- 3) The thorns platform: - These are sports policies and programmes that were good enough but not insulated from bad implementation. The policy formulators did not carry the executors along and therefore did not see any reason for it to survive. The plans were choked up with other programmes

that are irrelevant under pretence that they had been in existence before. “*Ko se, ko j’Olure se, o gboko gbada Olure*”. (He will not do and those who are prepared to do it, he collects their working implements like hoes and cutlasses). There are administrators like this, whether as line or staff who hates new programmes and will do everything possible to kill them.

- 4) The good ground platform: - These are sports programmes that were borne out of good intentions at the right time by the right people and at the right cost.

There was a base and mechanism for growth. The plans will germinate and reproduce, there will be turn around, result on investment, medals will be won and athletes will be happy. A fruit-bearing tree is a tree of life. Any programme that is not athlete and medal focused should be discarded.

I do not intend to present a gloomy picture of the sordid state of sports in our country; neither do I want to lay the blame on administrators. However, the Chinese proverb states that if a business has problem of location and there is no patronage, the business can relocate, if it has the problem of finance it can apply to the bank or collect other people’s money (OPM). However if the business is having problem of leadership, that is the most serious one. Standing on the earlier premises that I will not put the problem of sports in our country at the door step of individuals i.e. administrators, I will like to examine leadership from three perspectives.

- i. Leadership as a process
- ii. Leadership as a function
- iii. Leadership as a person

The three areas have implications on the outcome of our sports programmes. I have seen a dysfunction between the process and the person which invariably has affected the function of the individuals in the sports system. In an attempt to correct this, there is the need for a restructuring and if possible re-fixing of the system.

This dysfunctionality has led me to draw attention to “the Sports we have” (**observed**) and “the Sports we want” (**desired**). It is the issue of what we observed in the present sports system, structure, process, model that are inimical to development and what we expect our sports to be, based on the current world standard bearing in mind our population, economic strength and wealth of experience of our sports administrators.

There is a saying “*A o si aye wa, ilu la si ya*” (We have not made a mistake of coming to the world, it is a mistake of where we were born, live or land of

nativity). Even if this is the case, it is not beyond redemption. If a farmer discovered that the crops are not doing well, he applies fertilizer to the soil. The same we must do so that our sports will no longer be a tree of death but that of life. In the Holy Scriptures, we have a case in II Kings 2:18-22 "... the situation of this city is pleasant but the water is not and the ground barren". Nigeria is a pleasant land, endowed, blessed with abundance of natural and human resources, with a population and economy that can produce champion athletes. Then what hinders us from turning our strength to economic fortune in sports? It is embarrassing that out of a population of over 140 million we cannot produce a gold medal. Nigeria should be producing at least 200 athletes to meet the global average of one athlete per 615,701 population.

Back to the Holy writ what is the solution to the problem of the city of Jericho (in II Kings 2:18-22 ...)? "Bring me a new cruse and put salt therein and went to the spring of the water and cast the salt in there. And said I have healed these waters, there shall not be from thence any more death or barren land.

Where is the new cruse to heal Nigeria sports? What is the new cruse to heal Nigeria sports? Where and what is the 'salt' (solution)? Where and what is the source of the problem of sports in Nigeria? In Ezekiel 37 there was this story of the dry bones. The questions then is can these bones live? Can our sports be revived again? Who will prophesy to the dry bones in Nigeria's sports? Who will speak life to our sports system today? Who will bring the much needed revival and reawakening? Who will bring back the lost glory of our sports? Who will breathe life into our sports system that the good old days will come back? What policy or programmes can be put in place to bring about the desired expectation?

Hosea 10:12. Sow to yourself in righteousness (bring transparency, accountability, ethics back) break up your fallow ground (let our stadia be rejuvenated, let the swimming pools functions, stop turning our stadia to club houses).

"*So igi di rere, eso re yo si di rere*" Matt. 12:33 (either make the tree good and its fruit good). Sports can be seen as a tree with branches, leaves and fruits. It is a structure. The National Sports Commission is that tree. Sports, which the National Sports Commission administers is like the palm tree. We are told every part of it is gold and good. If the product in our hand is gold why are we being complacent? Up till now we don't know where we belong, whether we are a Commission or a Ministry.

The National Assembly should, as a matter of urgency, finalize the bill on the establishment of National Sports Commission. What we need at the Commission is restructuring without necessarily down-sizing. The time has come for sports to be a watered garden, a delightful land. In season and out of season, there shall be programmes and activities. No more dull moment.

Supporting the need for structure in our sports system by way of providing focus and reducing the mistakes that eventually have brought colossal loss Anibeze (1997) wrote a story with Vanguard Newspaper entitled “Genesis of the impending doom” said we don’t operate football in the air. There must be structure. Without structures, plans or rather programmes cannot be smoothly executed. He felt we laid the strong foundation to the crisis we are now facing in Football. If we had a structure we would have had procedures. He gave the example of the laying off Chukwu when Westerhof left thereby creating a vacuum and absence of continuity. The way we appoint, select or elect coaches for our various teams does not conform to all norms of personnel selection. I challenge the authority in the House of Soccer to publish the contract papers of the coaches. Before appointing them, was there an advert? Where is the paper for pre-qualification? Do we do technical and commercial evaluation? Do we make them competitive enough to attract many people so as to pick the best?

The importance of structure in Sports Management in Nigeria cannot be overstressed. Agreed that the problem of Sports has been compounded by leadership instability as seen in the number of Ministers of Sports more than any other Ministry or Chairmen of Nigeria Football Federation or Coaches of Super Eagles, it is not to say that leaders should be removed as a result of non-performance after each outing. I am not saying we cannot remove people or appoint who we like. But what I have observed is that when such individuals are leaving it seems as if they take the position along with them. This is contrary to the concept of organogram in organizations. Organograms are made for organization depicting the structure on ground and the hierarchical relationship of position holders and not of individuals. Individuals may go but the position remains.

However what I am recommending is restructuring of Sports organization most especially National Sports Commission in such a way that it will show people the priority and emphasis of Sports in our nation. The restructuring has to do with the present Directorates in place. There may be the need to collapse some with overlapping jurisdiction and strengthen those with core and essential services that are germane to sports development. There may be the need to re-create others.

SPORTS DEVELOPMENT/MANAGEMENT IN OTHER COUNTRIES

- Enikan ki i je awa de (a tree does not make a forest)

I want to present the picture of what Sports looks like in other countries. I am doing this for the sake of reminding or re-awakening our thoughts and actions towards the need for programme review and assessment. Almost all our administrators have visited some of these countries.

Britain:- In Britain, we have the U.K Sports taking care of Elite Athletes and providing funding for World Class Performance Programme (WCPP) while Sports England is the body charged with anything underneath Elite sports most especially grassroots sports.

They also have such programmes as (i) Talent identification (ii) Talent transfer and (iii) Passport identification.

Australia: - The major institution managing sports in Australia is Australian Sports Commission (ASC) which focuses on sports development and excellence. ASC has sufficient links to government to satisfy the needs of the political system. ASC deals with everything from Club development, youth development, Sports Institutes. It also gets involved in:

- a) Direct athlete support
- b) Coaches succession plan (do we have this in Nigeria?). The Sports Commission needs to review her policy of not employing coaches. Our State Coaches are getting aged with no plan for replacement. This is detrimental or inimical to Sports development
- c) Addressing obesity
- d) Physical activities in schools

I want to share with you Baumann (2002) seven ingredients for success in High performance which can be a learning point for us from Australia.

- 1) Funding
- 2) Institute/Academy Network
- 3) Prioritization of Resources
- 4) Coaching Expertise
- 5) Decentralization/Regionalization
- 6) Leading Edge Support Services
- 7) Partnership, Talent search and interventionism

Germany: - German Sports Confederation controls sports in Germany. The Sports Confederation brings together National Sport Federation, provincial bodies and multi-sport agencies under Orze Coheme structure, responsible for all aspects of sports. High Performance Division was created and there are resources for mass participation in sports and recreation.

Canada: - What we want to learn from Canada is the review of their past performances in the past Olympics. Bales and Henwood (2004) stated that profit and loss statement is the best indicator for business success, the Olympic medal count is the ultimate measure of a nation's sport system. They saw the Olympic Games as the most accurate benchmark of their high performance system's capacity to produce top-level athletes.

"Generally speaking Canadian sports does not analyse itself well. When one major event ends we tend to move quickly to the next, usually without taking the time to learn from the experience. They gave the example of their dismal performance in Sydney Olympics after which there was little analysis and no subsequent action plan and results have now slipped further still.

On this, Nigeria has started well or after our dismal performance at London 2012, the Presidency and the NSC organized a one day Sports Retreat chaired by the President of the Federal Republic of Nigeria Dr. Goodluck Ebele Jonathan. The report has been submitted. This was followed up by the scouting exercise initiated by the Honourable Minister for Sports Malam Bolaji Abdullah. The exercise has not finished until we have an Action Plan which will take us for the next four years.

I want to share with you a statement credited to Chris Hadfield, a Canadian Astronaut who was invited to speak at the 1999 Mental Training and Excellence Conference hosted by the National Coaching Institute – British Columbia and the Coaching Association of Canada where he offered some powerful advice on the importance of analysis and preparation in achieving long-term goals. He said ".....you can't have too much detail in preparation. The only mistake is when you don't have quite enough and you've missed one key factor that can make or break the whole experience In a simulation, we hope to get into a situation we've never been in before and figure out our way through it. But only a few people will benefit over the short term unless you somehow entrench the lesson that came out of it. And the only way to do that is in a debrief and we debrief in exhaustive detail. On a nine-day space flight, you'll have a month of debriefing.

Canada did a comparison with World Performances and Champions using the factors of population and economy. Canada compared herself with Australia that has 2/3 population of Canada. Australia left Athens with 49 medals and finished in fourth place overall. What is the effect of our large population on medal winning chances for a country like Nigeria?.

They went further to compare Canada with the G8, an Alliance of the World's leading industrialized nations that annually addresses a wide range of economic, political and social issues. Ranking the G8 countries by medal totals in Athens puts Canada a distant last.

With her 19th position in Athens Canada was at par with Bulgaria, behind many countries with smaller population and others that are far behind Canada in terms of economic development. The question then is - Why should countries with underdeveloped social programmes be devoting scarce resources to sports and Canada with much better economy does not have much to show despite her economic strength. Let us compare these two tables.

A) CANADA COMPARED TO NON-G8 NATIONS (ATHENS 2004)

	Canada	Bulgaria	Hungary	Spain	Netherland	Cuba	Korea	Australia
No of medals	12	12	17	19	22	27	30	49
Rank by total medals	19 th	19 th	16 th	14 th	18 th	11 th	9 th	4 th
Population	31.8m	7.7m	10m	40.2m	16.1m	11.4m	48.6m	19.6m
UN. Human development index rating (2004)	4 th	n.a	n.a	20 th	5 th	n.a	27 th	3 rd
GDP per Capital	\$29.700	\$7.600	\$13.900	\$22.000	\$28.600	\$2.800	\$17.700	\$28.900

B) NIGERIA COMPARED WITH AFRICAN COUNTRIES (LONDON 2012)

	Nigeria	Egypt	Ghana	South Africa	Kenya	Uganda	Senegal	Botswana
No of medals	-	2	-	6	11	1	-	1
Rank by total medals	6 th	3 rd	6 th	2 nd	1 st	4 th	6 th	4 th
Population	166.6m	83.9m	25.5m	50.7m	42.7m	35.6m	13.1m	2.1m
UN. Human development								

index ranking 2011/12	25 th	7 th	17 th	9 th	16 th	26 th	27 th	6 th
GDP per Capital	\$1.490	\$2.970	\$1.528	\$8.066	\$850	\$477	\$1075	\$9480

A look at sports event organization in developing countries like Nigeria showed that it is public and government driven with members of main organizing, local organizing and sub-committees representing different shades of opinion and political leaning which may or may not have bearing with the organization of the games. It, therefore, shows that if the case is like this there will never be returns on investment. Let us examine these scenarios of management options for our sports competitions.

- 1) Public – Government wholly controlled/staged competition
- 2) Private – Commercially wholly driven competition
- 3) Public – Private Partnership competition

One distinguishing characteristics or difference among the three is that one will be able to cut wastage and ensure return on investment than the two others. It is only the Private sector and wholly commercially driven sports that can bring economic impact or returns. However this may be alien to developing countries. I will rather suggest a blend between the Public and the Private. Let the public/government take care of organisation of competition that is games services and let all other areas be handled by the private sector. This will be like checks and balances. In fact we can have two Chairmen- One representing the public/government, and the other representing the private sector.

Whether we like it or not, there are so many areas of wastages when events are been organized wholly by the government. What are these areas? It is not under the preview of this paper. “Ki i se gbogbo aso la n sa loorun” (It’s not all clothes that should be sun dried).

Let me share with you the private sector option in the organization of 1996 Atlanta Olympic Games. There was this caption in the special edition of Spazio Sports, the official magazine of Italy Olympic Committee. “Billy Paine: The Atlanta 1996 man” William Porter “Billy” Payne, 47 was the president and Chief Executive Officer of the Atlanta Olympic Committee. Record has it that it was Payne’s inspiration and leadership that led to the pursuit and successful attainment of the 1996 centennial Olympic Games.

He was able to utilize his considerable organizational and leadership skills and to continue to express his life-long passion for sport.

“To the world, the 1996 Olympics is another American Games, the fourth here. To Americans, it is the Atlanta Games, a destination for next summer’s vacation. But in Atlanta, everybody knows these are Billy Payne’s Games. Billy’s a rare combination of vision bulldog-hard work and old-fashioned Souther Charm-Atlanta Mayor Bill Campell. Payne is a hero to many Atlantans and people say that after the summer of 1996, he could run for and win political office in Georgia.

This is just to show the power of individuals with a vision, mission and commitment. He assembled a group made up of eight people including himself. They are Doug Gatlin, Cindy Fowler, Andrew Young (former US Ambassadors to UN), Linder Stephenson, Horace Sibley, Ginger Watkins, William Porter Payne and Charles Bustle.

I will not allow the situation painted becloud the enormity of the task saddled on sports personnel be it Organizing Secretaries, Zonal Coordinators and others. In terms of professional expertise, I can vouch for them. Many of them have been schooled under the tutelage of high bred and experienced professionals. However I have a word of advice for them. The word is not static. Things continue to change. They don’t have to be stale.

Bi Ifa ba teni tan, se la n tun ara eni te (A person must contribute to his positive growth; You don’t have to rest on your hoarse). There is the need for personal development. There is a wide difference between experience and exposure. What you needed most is continuous professional development. (CPD) Doctors, Lawyers, Accountants and Engineers do it. Our profession is under constant treat and poaching. We must keep abreast of the development.

Talent identification Development and Resources Allocation in Sports

We are faced with a dilemma in Nigeria as per sports development. Our performance in last London Olympic Games has put us on our toes to get medal at Rio 2016. The focus is now on developing elite athletes and programme only in six sports and less emphasis on grassroots which in the next four to eight years will produce champion athletes. Or should we focus on developing grassroots sports which may not meet up with Rio 2016 and

jeopardize our chances of winning medals at Rio or should we prioritize by weighing the two options and allocate funds in such a way that we can accommodate the two programmes?

Building a winning system is not about chasing after medals. To create a system that produces consistent results requires a long-term development process from talent identification to Junior Development to Senior Preparation. We now operate in a global free market and need to identify our competitive advantage. Bales and Henwood

If we want to win medals as well as develop sports at the grassroots level there is the need to consider the issue of resource allocation. This deals with the procurement, commitment and distribution of financial, human, material and physical resources to strategic tasks and areas with competitive advantage in such a way that it will help in the accomplishment of organizational objectives.

In the case of National Sports Commission, resource allocation can be seen as an exercise of distributing what accrues to the Ministry from the national budgets to Directorates, Federations or Programmes which she felt can help her fulfil her vision and mission statement and the distribution will show areas of core competencies, organizational capability, competitive advantage, propensity to succeed and winning medals.

As at now what we witness at the Commission is lob-sidedness whereby allocation is only given to Olympic Sports and some Federations remain in doldrums for years and many of them are not able to fulfil their internal and external responsibilities financially.

Four factors have been analysed to affect resources allocation. These are:

- 1) Objectives of the organization – winning Olympic medals at Rio 2016
 - Qualifying for World Cup 2014
 - Winning Cup of Nations
- 2) Preference of Dominant Strategists – what is the preference of the Minister of Sports? (6 Sports for Rio 2016) or Director General?
- 3) Internal Politics – which sports should go to the Olympics? What is the strength of Chairmen and Secretary of Federations? Are there some juicy Federations with big time Secretaries?
- 4) External Influence – Presidency, NOC, Government policy, private sector, concessioned Federations, National Assembly etc.

Resources allocation is a simple thing. You can even use it to expose the inadequacy or weakness of some Federations. Start all Federations almost at a

level by prorating the allocation using established criteria e.g. past performances, track record, performance at National Sports Festival or ability to win sponsorship, crowd attendance at sporting events. Give them allocation for one year which will cover scouting, training, competitions, and affiliation fees. The training should also target foreign and locally based players who are competing at continental levels. There is the need to start motivating or challenging federations through counterpart funding. That is to say any federation that can generate through sponsorship, marketing, donations or gate fees from events should be given the same amount of the capital or money raised.

At the end of the year, each federation should give account of the allocation using the same criteria already established. This time around you have to bring in competitions attended in continental and intercontinental levels, number of medals won and rating as performance at world and continental levels.

Just like the parable of talents, the three servants were given 10, 5 and 1 talents respectively. The one with 10 made use of his own and added additional 10 talents; the same thing with the one given 5. But the one with 1 talent went and kept his own. When the master called them to give account, he took the talent from the unprofitable servant and gave it to those that were profitable. In the same vein, the government has to utilize gradual reduction (GR) and gradual increment (GI) scheme. Federations that judiciously utilize the fund, should have their allocation increased and those without remarkable improvement should have theirs reduced or slashed. This will bring the much needed competition and wake up sleeping Federations. *Je ki omo towo iya re ku.*

Let us look at the Canadian example. They have what they call “Athlete Assistance Programme” (AAP). They are in three categories.

- A) Card: - Top 8 in the world in individual sports, top 4 in team sports
- B) Card: - 9th to 16th in individual sports, fifth to eight in team sports
- C) Card: - National team. This is just a model to guide us in motivating Federation and athletes for improved performance.

The Sleeping Giant Must Wake Up

One of the reasons why there is failure in Public Sports Organizations is because they enjoy the monopoly of funding from government and absence of competition as opposed to private business organizations that are always on

their toes because their competitors can always come with new products to the market.

The present economic problem is a wake-up call for sports administrators to know that government funding is dwindling and there are so many sectors wanting to draw from the same pool and the challenge facing government in terms of security and disasters that require emergency funding may affect the fortune of sports in our nation. What are the wake-up calls?

- 1) Strategic planning and management
- 2) Innovation and creativity
- 3) Re-engineering
- 4) Public Private Partnership
- 5) De-investing
- 6) Out-sourcing
- 7) Restructuring

One of these wake-up calls is innovation. Christopher Freeman in 1982 in his famous study of Economics of Innovation said ‘..... Not to innovate is to die.’ We can say that absence of innovation is what is killing some Federations at the NSC – No programmes, no competition and no challenges. Innovations can only be seen as an engine of growth and development. They stand as tools that can prevent extinction and downsizing and rationalization in an organization. Innovation is a tool for turn-around in any organization but it has to be knowledge-driven and requires creative, articulate, purposeful, target-driven individuals whose experience and exposure are brought in and willing to do it right at first or who will not be discouraged by failure but will see it as a stepping stone to success.

Innovation is good but the challenge is sustainability. The current administration in NSC has tried to come up with certain innovations like Under 17 Sports Festival, making National Sports Festival an open one to all categories of athletes and various talent identification programmes. The questions are- most past innovations gone moribund? Yes. What happens to concession of some Sports Associations? Are there people to drive the innovation? Yes. Do they have the environment to perform? I don’t know.

Trott (2005) identifies individuals as a key component of the innovation process. Within organizations, it is individuals who define problems, have ideas and perform creative linkages and associations that would lead to inventions. It is the individual in the role of managers who decides what activities should be

undertaken, the amount of resources to be deployed and how they should be carried out.

If individuals (human resources) are so important in turning around the fortune of sports in this country, reclaiming our lost glory and bringing us back to winning strength what then should be the calibre, quality, quantity, qualification, specialization, experience and exposure of such individuals.

To Myers and Marquis (1969), innovation is not a single action but a total process of interrelated sub-processes. It is not just the conception of a new idea, nor the invention of a new device nor the development of a new market. The process is all these factors acting in an integrated fashion.

Rogers and Shoemaker (1972) said it matters little as far as human behaviour is concerned whether or not an idea is 'objectively' new as measured by the lapse of time since its first use or discovery. If the idea seems new and different to the individual, it is an innovation. To them,

Innovation = theoretical conception + technical invention + commercial exploitation.

Trott (2005) summarized innovation as the management of all the activities involved in the process of idea generation, technology development, manufacturing and marketing process or equipment.

Creativity: the thinking of novel and appropriate ideas.

Innovation: the successful implementation of those ideas within an organization.

Management Innovation: the import or transfer of management ideas, theory or process for example, Management By Objective (MBO), Total Quality Management (TQM) or Management by Exception to the organization to drive the much needed changes and move the organization from a static, dwindling performance to a level of achievement and success sports wise.

Programme Innovation: This can be seen as creation of sports activities that are geared at discovering, growing, developing, exposing, retaining and caring for athletes in such a way that they can be useful to the State and Country as well as to themselves.

Funding Innovation: This is the creation of a pathway, a model or alternative paradigm sourcing for fund to run activities, develop athletes and sustain

program that will not necessitate for much dependence on government and provide unbroken performance through the planning schedule.

Development Innovation; Fashioning out a process whereby athletes at whatever level (amateur and professional) can be gainfully engaged in activities including training and attendance at competition without their academic programme suffering through the process of individual, private or public adoption intervention technique or through sports academics.

Organizational Innovation: This is an attempt to change existing structure or method of administering sports or competitions in such a way that there is a replacement with tested, benchmarked and best practices with a view to reducing wastages and constituting each aspect of the organization or games as a project giving room for effective evaluation.

The various models I explained above cannot be successful if there are no schools of thought to back them up. I have seen two as enunciated by Trott (2005). Those are social deterministic school and individualistic school.

The social deterministic school of thought argued that innovations were the result of a combination of external social factors and influences; such as demographic changes, economic influences and cultural changes. The argument was that when the conditions were 'right' innovations would occur. The individualistic school argued that innovations were the result of unique individual talents and such innovators are born.

Kelly and Kranzberg (1978) describe innovation as a series of activities which can be seen as a process involving:

- (i) A response to either a need or an opportunity that is context dependent
- (ii) A creative effort that if successful, results in the introduction of novelty
- (iii) The need for further changes.

Innovation can therefore be seen as the power in a man or collective will to drive changes in an organization based on the existing favourable or unfavourable situation; to float a product or programmes that will be competitive and commercially rewarding now or in the future, to keep the organization afloat for a long time and allow customers to have satisfaction and continuous patronage as well as sustain continual sponsorship for those that are in service organizations like sports.

Agbor (2008) observed that even though culture, strategy, technology and other management tools are important in driving effectiveness in the 21st century, creativity and innovation are what drive organizational success in many sectors.

The world in which we are and most especially the sports sector, is not static but dynamic. Many countries are striving for success in the same competition. They may have many things in common, but when a leader combines the various attributes, variables and resources together and adds to it creativity and innovation, that country will stand ahead.

Creativity and innovation are the primary sources of competitive advantage. Leaders are the catalyst that create and manage the environment, organizational culture and strategies that encourage and sustain innovation effectiveness and success in the organization.

The question is where are the creative and innovative leaders in sports organization that can initiate programmes to produce champion athletes? Where are the leaders in sports organizations that have discovered the problem, had decide to create alternative plans? For things to change for better in our sports system we must put the right leader that is interested in innovation and also put leadership structure in place. *Tojo teerun, ile alakan ki i gbe.* (Rain or winter, a crab's hole never dries). Lord give us leaders is our fervent prayer.

Tichy (1997) stated that the consulting firm CSS surveyed 497 firms in the U.S. and 1,245 firms in Europe that understood re-engineering. 85% reported little or no gain from their efforts. However companies like Motorola, Compaq and General Electric implemented successful re-engineering initiatives because they had creative and effective leaders to manage the process.

Askenas, Ulrich, Jick and Kerr (2002) observed that successful organizations have discovered that shared and collaborative leadership rather than heroic and authoritarian management is what unlocks the potential of organizations.

A winning sports system or organization that wants to cope with the challenges of competitiveness must be knowledge based or knowledge driven. This is why there is need for a think tank to occasionally brain storm on sports issues and proffer solutions or directions.

If you are the owner of this business (sports) how will you want it operated or run? *"Bi a ba ti se ise onise la maa se tara eni"* One will end up doing one's job the way one works for another be it government or private.

In running innovative, creative, success driven and economically successful sport organization or programmes, we must be guided by the following axioms:

- i. Build friendly and inclusive working conditions
- ii. Share vision of the type of organization to be built
- iii. Stop treating people as machines or robots
- iv. Treat mistakes as part of the learning process
- v. Bring in new people – diversity is necessary at times

Pfetter (1998) supported this by saying “when the social structure of the organisation helps workers feel secure and accepted, it brings out their creativity.”

De Bono (1999) has this to say about innovation and invention: “We can seek to do better and better at what we are doing now or we can change the way we do something. As a student, Fosbury did not seek to get better and better at the traditional Western roll method of high jump. Instead he invented the Fosbury flop, which is a different approach. He won the Olympic high jump and changed the method forever.

Why am I clamouring for innovation? If we keep on doing the same thing the same way, the same method, the same time, with the same people, with the same system, with the same resources in the same environment we shall keep on having the same unpleasant result. *Owo ti ko pe ni* (an unprofitable venture).... *Eni ti o fi ogun odun pile were, igba wo lo fe bugi je?* (He who spends endless years in planning a venture might wait endlessly for its proceeds)

CURRICULUM AND ECONOMIC EMPOWERMENT OF STUDENTS

A look at the curriculum in Human kinetics and Health Education shows that many of us are still living in the past and yet to move away from teacher tailored/centred to diversified professional base which allow students to be self reliant and provide gainful employment.. Majority of graduates in our department ended up being teachers or unemployed. Some years back a particular State Governor in South West Nigeria, in an attempt to reduce overhead, sacked Physical Education, CRS, Islamic Studies and Home Economics teachers. What is their fate today? In 1991 I presented a paper at ICHPER. SD World Conference held at the University of Limerick Ireland titled “Redefining the Concept and status of Physical Education”. The perception of

the public about the course has not changed up till now. This is why we need to look at creating wealth for our graduates of Physical and health Education.

Kehinde (2000) discussing the relevance of current Physical Education/Teacher Education curriculum to job opportunities stated that apart from teaching, most of the Physical Education products cannot competently and confidently cope with the professional demands and skills of sports journalism, engineering, coaching, tourism, marketing, manufacturing and groundsmanship which are related to Physical Education.

A look at the Basic Minimum standard for Post graduate courses for Physical and Health Education shows that we are living in the shadow of the past. The courses there cannot empower students nor make them to be self reliant or independent.

Another problem affecting the curriculum of sports studies and hindering economic emancipation of athletes is the idea to 'force' every student in the department to do the same thing.

Professional/Amateur athletes will have to do the same course with neophytes who have no background in sports than Inter House Sports in school. This is why some of us contribute to ridiculing the course because when they go on teaching practice or graduate and some of them cannot teach practical's employers will wonder that type of training they have received. In most of our departments we insisted that at graduation student must have mastered two sports/game to the point of coaching. How many students graduate with this mastery? My suggestion is to allow students within the discipline take to courses they are professionally inclined. If a student will not be a professional coach or a teacher of Physical Education, why make him or her go through the rigour? Let us provide within the discipline courses that expose students to Event/Project management, Journalism, Marketing, Public Relations, Coaching, Aerobic instructors. The National University Commission should assist in two areas:

1. Professional Athletes that enrolled in the course should be given a template whereby they can combine their studies with education. Universities should be instructed to make their learning mode flexible and accommodate time spent representing the school, state and Nation. They don't have to graduate at the same time with their colleagues.
2. Make Wednesday sports compulsory in all tertiary institutions.

NUC BENCHMARK FOR MINIMUM ACADEMIC STANDARD (BMAS) FOR PG PROGRAMMES IN PHYSICAL AND HEALTH EDUCATION

	Credits
Research Methods in Physical and Health Education	3
Research Project	6
Organization and Administration of Physical Education	3
Practicum in PHE	3
Advanced Research Method	3
Statistical Methods in Physical and Health Education	3
Graduate Seminar	2

COURSE DESCRIPTION FOR P.H.E SPORTS MANAGEMENT OPTION

- 1) **Current Trends in Administration of Physical Education and Sports: -**
Identification, analysis and discussion of current trends and issues which have direct implication on the modern practice of administration of physical education and sports programme of various levels.

- 2) **Management Theories in Sports Administration: -**
Identification and examination of management theories and their application to the administration of physical education and sports

- 3) **Organization and Administration of Physical Education: -**
Theory and practice in organizing and administering various physical education related programmes at public schools, colleges and community levels.

- 4) **Problems in Sport Administration in Nigeria: -**
A critical analysis of the duties of sport Director/Administrator, Business Manager, Sports Information Director (PRO), Athletic Trainer, Ticket Manager, Facility, Security, Responsibility for crowd control, Facility utilization and maintenance.

Proposed Revised Sport Management Curriculum Core Content Areas for Undergraduate and Graduate Programmes

- 1) Socio-cultural dimension in sports
- 2) Management and leadership in sports
- 3) Ethics in sports management
- 4) Marketing in sports

- 5) Communications in sports
- 6) Financial management in sports
- 7) Legal aspects of sports
- 8) Research in sports
- 9) Venue and event management in sports
- 10) Field experience in sports management

Source: William F. Stier, Jr.

MASTER OF SCIENCE IN KINESIOLOGY (EMPHASIS ON SPORT MANAGEMENT)

Required Research Core (7 hours):		Credits
KINE 601	Reading Research (Research Method)	3
KINE 690S	Theory of Kinesiology (Statistics)	3
KINE 681	Research Seminar	1
Required Sport Management Core (15 hours):		
KINE 611	Revenue Generation in Sport	3
KINE 612	Personnel Management in Sport	3
KINE 613	Diversity in Sport Organizations	3
KINE 615	Sport Marketing	3
KINE 655	Sport Law and Ethics	3
Thesis /Research (8 hours):		
KINE 691	Research	8
Sport Management Electives (6 hours):		
KINE 610	Administration of Sport Organizations	3
KINE 623	Administration of Intercollegiate Athletics	3
KINE 682	Seminar in ... (repeated for credit) up to	4
KINE 683	Practicum in Sport Management	3
KINE 685	Independent Study	3

KINE 682 Seminar in..... topics to include: selling the sport product, event management, social issues in sport, diversity in sport organization, sport communications, others TBA.

My suggestion as to courses that can make sports a tree of life: -

- 1) Economics of Sports
- 2) Sports and International business

- 3) Sports and International Relations
- 4) Management theories and application to sports organization
- 5) Event Management
- 6) Financing Sports programme
- 7) Sports Marketing
- 8) Human Resources Management in Sports
- 9) Sports and Globalization
- 10) Comparative Sports Management
- 11) Diversity in Sports
- 12) Internship in Sports
- 13) Strategic Planning in Sports
- 14) Organizing Sports Competitions at National and International level
- 15) Sports Policy and Programmes Implementation
- 16) Sports Tourism and Hospitality
- 17) Revenue Generation in Sports
- 18) Olympic Education
- 19) Organizational Behaviour and Human Relation
- 20) Sports Journalism
- 21) Sports Coaching
- 22) Contemporary Issues in Sports

Athletes Welfare and Collective Bargaining

When compared with their foreign counterparts; Nigerian athletes are still under-paid and their earnings can hardly sustain them for now, not to think of the future. The issue to me looks like exploitation by government and Club owners. We read the book *How Europe Underdeveloped Africa*. This can be said of Nigerian athletes- how they were economically underdeveloped. This has shown in the salary being paid to them.

HIGHEST, MEDIUM AND LOWEST (AVERAGE) PAID SALARIES BY NIGERIA PREMIER LEAGUE CLUBS IN THE 2011/2012 FOOTBALL SESSION

CLUBS	HIGHEST	MEDIUM	LOWEST
Warri Wolves FC	200,000	100,000	50,000
Lobi Stars FC	250,000	150,000	100,000
Enyimba Int'l FC	170,000	120,000	85,000

ABS	100,00	100,000	100,000
Akwa Utd FC	100,000	70,000	50,000
Kano Pillars FC	100,000	50,000	30,000
Wiki Tourists FC	80,000	40,000	25,000

From the table above, we can deduce that Nigerian Athletes will experience job/pay dissatisfaction. There are so many theories on Job Satisfaction. The one that can easily explain the feelings of athletes is Lawler's theory of Pay Satisfaction. This theory explains how a person measures job satisfaction based on what he got versus, what he feels he deserves. What athletes, most especially players get now is it commensurate with what they put in? Is it what they deserve? Based on Lawler's theory satisfaction is determined by the difference between the exact amount a person received and what he expects from his employer. Athletes most especially players will be dissatisfied when they receive less than what they expect.

One way by which athletes can begin to realize the fruit of their labour and not to under-price themselves is through collective bargaining.

Collective Bargaining can be seen as a process of negotiating the condition of employment between unions and employers. In this case, between the athletes and government/club owners.

Aiyede (2002) stated that the structure of collective bargaining refers to a system of negotiating the wages or remuneration of labour which can either be on tripartite or bipartite pattern. ILO Committee on Freedom of Association declared that: the right to bargain freely with employees with respect to conditions of work constitutes an essential element in freedom of association, and Trade Unions should have the right, through collective bargaining or other lawful means: to seek to improve the living and working conditions of those whom the Trade Unions represent and public authorities should refrain from any interference which would restrict this right or impede the lawful exercise thereof (ILO Report. No. 44. Case No. 202, Para 137 (1960).

Gernigon, Odero, & Guido (2000) defines Collective bargaining as follows:

Collective bargaining extends to all negotiations which take place between an employer, a group of employers or one or more employers of organizations, on the one hand, and one or more workers of organizations on the other hand, for:

(a) determining working conditions and terms of employment; and/or (b) regulating relations between employers and workers' and/or (c) regulating relations between employers or their organizations and a workers' organization or workers' organizations.

To them, the governing principles of collective bargaining are:

- Free and voluntary negotiation.
- Free choice of bargaining level
- Good faith.

Collective bargaining often ends up in collective agreement usually to set out wage scales, working hours, training, health and safety, overtime, grievance, mechanisms and rights to participate in workplace or company affairs. BLS (2008) noted that typical Issues covered in labour contract and reflected in collective bargaining are hours, wages, benefits, working conditions and the rules of the work place.

Parkhouse (2001) identified labour component model which includes players, their agents and the certified Labour Union that represents the player in collective bargaining in negotiating with management. He stated that through the Collective bargaining process the players' associations have each established a minimum player salary in their respective leagues. Pension payments have also been negotiated. Players can on their own or through their agents negotiate salary, contract length, guaranteed payments and bonuses. When we are about to start Athletes/Players Union in Nigeria, five principal functions as identified by Parkhouse can be of immense significance: These are:

1. Organizing the membership to support union goals.
2. Negotiating contract terms applicable to all players.
3. Using pressure tactics, including strikes.
4. Enforcing the terms of the collective bargaining agreement through grievances procedures under the NLRA.
5. Conducting meetings, voting on collective agreement and communicating with members.

Staudohr, (1996) itemized areas of concern contained in collective agreements between the players, union and the league:

1. Contract length.
2. Compensation.
3. Utilization of labour
4. Rights of the parties in the bargaining process.
5. Individual job rights.
6. Methods of administration and enforcement.

There is a sensational case that liberated the European Union players from the debacle and draconian laws that draw back the hand of progress or tied them perpetually to the apron of club owners. This is Bosman Case. The case aroused because of a Belgium player called Jean-Marc. Bosman whose contract with Belgium club side RFC Liege had run out and he wanted to be transferred to French Club Dunkerque. He was refused on the ground that the transfer fees had not been paid. The case was heard at the European Court of Justice and the court ruled in favour of Bosman. The implication of the Bosman ruling on Football Leagues according to Doward and Dawson (2000) as well as Simmons (1997) is that after the move to free agency, a dramatic increase was noticed on club wages. Bosman ruling also increased international migration of players to the Western European Premier Leagues especially Spain, Italy and Germany. In addition more players from non-Western European countries playing in these Leagues significantly in Africa and South America (Brown stone 2010). This sensational ruling which was passed on 15th of December, 1995 at the European Court of Justice in Luxembourg dramatically and drastically changed the course of history in European Football. The challenge of industrial relation most especially Collective Bargaining in a growing sports economy cannot be over-emphasized. The mere fact that it will send government and club owners jittery, athletes and players have also known their rights and will bring quality to growth most especially soccer. Let there be a union of Nigerian Athletes/Soccer players. It will allow sports and soccer in particular to grow and develop. This is because those factors pushing them out of the country whether they have clubs or not and factors pulling them away would have been addressed.

Conclusion

The import of this lecture is to draw the attention of government and populace to the fact that sports can become a spinning gold, empowering our youths and creating employment. Sports can also be an economic activity either contributing to local economy or drawing attention of foreigners to tourism made available through sports. It is also meant to expose the inadequacies of management in not caring for the welfare of athletes during their active days thereby making them to live a life of penury. It is also meant to redirect the mind of managers of sports in our country to the need to allow for industrial relation most especially collective bargaining in the employment relationship between athletes and their employers most especially Club owners. Attempt has also been made to look at the curriculum that can kill and the one that can heal in Sports Education.

It is an attempt to correct the Dead Sea syndrome in our sports and bring life back to the system. There is the need to expose Nigerians who may want to invest in sports see the available markets and needs of people such as greyer or old peoples market, children, youth, low income group, middle income group, high income group, executive and government markets.

We must take sports from death to life, that is, awaken the deadness in our administration of sports (repeating or using the old methods which do not yield result) back to life. It should not be from life to death that is killing sports by our failure to respond to the emergency market in the world of sports.

Our present focus of too much emphasis on production of elite athletes whose population is negligible at the expense of mass sports that covers a wide population that can increase the market of sports thereby employing more people, improving the economy and health of citizens should be looked into. The Dead Sea syndrome that tends to portray gigantism and economic waste when facilities used for national and international sports competitions are in a state of disuse or atrophy should be corrected.

Success in Sports Administration must be knowledge driven. There is the need to expose sports administrators and managers to training in other fields to enable them withstand the competition in sports business. There are so many 'predators' that have discovered the juiciness in sports at the expense of professionals. It is no more business as usual where we wait for government to fund all programmes and wait for already developed athletes. There is the need

to be more proactive and have the mindset of now and the future. Remember the end of one Olympic game is the beginning of another one.

The knowledge base and knowledge driven economy that is being suggested here cannot be accomplished if the tertiary institutions are not sufficiently equipped to meet the challenges. The obscured, obsolete curriculum must give way to alignment of disciplines and subjects. The department of Human Kinetics must begin to change from their perennial crisis laden, Dead Sea syndrome and empire building where all courses must be taken from the Department to a situation whereby students are exposed to courses in Management and even Law. We need a robust curriculum to produce the needed manpower to effect desirable changes.

‘Everything is fine. But the ship is still heading in the wrong direction’- de Bono, 1999.

My mind bleeds for the youths of this country who have taken to sports without education.

Can Sports and Education complement? Can there be a symbolic relationship? Can athletes be good in education and sports at the same time?

Will it be psychologically proper for a teenager who has dropped out of school be exposed to professional career in sports which in fact may not last more than 10 years and he may return to becoming a dreg? Can youths carry the burden of sports and academic stardom at the same time? We are at a crossroad! Our coaches rejoice when these athletes win laurels. However they abandon these athletes when their career nose dive and they become social nuisance. A generation will rise up and call their mothers (coaches) blessed while another would rise up and curse because we did not tell them to prepare for the future. Some coaches and administrators refuse to manage the fame, wealth and career of athletes. They only present a wrong picture to them ‘winning is everything’. They refuse to show them the landmines on the road. The case is like a blind man leading a blind person. ‘Da bi mo se da’, (be as I am). What is the background of our coaches? How many of them are graduates before taking to the career or after the career improve themselves?

There can never be any meaningful sports development without corresponding athletes’ exposure and coaching education.

The following factors will promote life and death in sports:

1. Man, Money and Material

2. Political education for our legislators to understand the sports circles, practices and politics.
3. Government change of attitude to budgetary allocation and disbursement.
4. Accountability, transparency and ethics to bring back private sponsorship.
5. Removal of killing syndrome of unethical, uncouth and ungodly marketing policies, procedures and practice.

Owo lowo Esau, ohun lohun Jacob. (The hand of Esau but the voice of Jacob). Laigbe laiso...

That our stadia will not be empty again is our prayer. Bring back the crowd to our stadia to watch the league, athletics meet, tennis, table tennis etc. and see whether there will not be enough money to finance sports programme; pay athletes well, bring international competitions to Nigeria and depend less on government, create job for people, make business to thrive and put joy and smile on the faces of Club owners and the internally generated revenue (IGR) of States will get a boost. Sports is a wealth creation tool. Devourers in the Sports industry can be rebuked. What are these devourers?

- a. Policies that are antithetical to sport development
- b. Still birth in sport programmes
- c. Programmes and academies that want quick result and will not allow athletes to mature before selling them to overseas clubs thereby reducing the years of sport participation to their mother land.

If we can do these, the whole world shall adore and respect our power of Sports when we regain our sports glory, when Nigeria sneezes other countries would catch a cold.

RECOMMENDATIONS

Ohun ti o lenu ki i gbon ju ni lo. (an inanimate object should not be wiser than man)

The challenges we have in sports are not insurmountable. If people can climb mount Everest and go to the moon, why will this human made problems due to inefficiency, lack of foresight, commitment and innovation cost us success in sports. Nigerians are not short of ideas and a good number of them are performing exceptionally well in outside engagements. I have the following

recommendations to make, not based on theory or only classroom experience even though they are knowledge-driven:

1. **Bring back the crowd to our Stadium.** How? The Principle of elimination by substitution. Nigerians are now bought over by foreign leagues because of the quality of play in our local league. Now bring some of these foreign players into our local teams for few years and let Nigerians watch them live. How?

In Punch Newspaper of 19th May 2012 there was this caption, “Obama teases Beckham at the White House”

David Beckham joined LA Galaxy in 2009 for \$250m but only won his first league champion this year. He has been credited with giving football in America a major boost in bringing in huge crowds wherever he plays.

I did a simple calculation that it will cost Nigeria N10bn to finance the likes of David Beckham in Nigeria per year. Can Nigeria afford this? Yes. The likes of Dangote, Otedola, Ubah, Oil Companies, Telecommunication giants and Federal and State Governments can pay for between 8-10 foreign players and distribute them to the various clubs. The economic benefits are there. There will be increase in gate takings, more people will be employed by the various stadium managers, Hotels and Local trade will experience a boost.

2. **Sell some of the competitions and matches.** Allow more of sports marketing. If an individual through his company can bring in the William Sisters, it shows that if we privatize some aspects of our sports and sell matches to the highest bidder there will be economic returns. Nigeria Football Federation should think of selling some of the matches to individuals and organizations. IGI Insurance Company had bought a match before. Have we ever thought of demonstration matches or even full game involving a team from European league and selected Nigerian players? Let the gate fees be hiked to target the high income and middle income group and few lower income earners. If you provide adequate security and good packing space, put the gate fees at ₦50,000, ₦30,000, ₦20,000, ₦10,000 and ₦5,000. You will be amazed that there will be return on investment.

3. **Sports and Education should go together.** Why is sports becoming a tree of death and economic liability to some at the end of their athletic days? It is because there is a disconnect between sports and Education. Let

us stop the lamentation of athletes after their playing days. Give them Education as they are playing now. Sports is not what they will do for ever. Education can last till the end of their lives. It is not just education, it is **sports + Education + Values.**

The European Commission white paper on sports 2007 stated that:

Sports is a growing social economic phenomenon which makes an important contribution to the European Union. Strategic objectives of solidarity and prosperity

However, they are equally aware of the threat sport poses. -

Sport is also confronted with new threats and challenges which have emerged in European society (including Nigeria) such as commercial pressure, exploitation of young players, doping, racism, violence, corruption and money laundering.

This is what International Olympic Committee (IOC) has seen and then developed a programme to promote values in sports. It is not just to participate in sports but the value inherent in it must be taught and imbibed. Olympic Value Education Programme(OVEP) is the idea of IOC Department of International Development and Cooperation in partnership with ISL to develop values of sports all over the world.

This is what I have been involved in since 2005 at the International Olympic Committee (IOC) level and currently co-ordinating the programme in Nigeria.

The Values are:

- a) Joy of effort
- b) Fair play
- c) Respect for others
- d) Pursuit of Excellence
- e) Balance amongst body, will and mind

4. **The Need for Sports Information**

An informed athlete/player will be an economically empowered and enlightened person. We are living in a globalized world and information is crucial to our day-to-day life. Athletes and students need to be sufficiently informed of the economic benefits that can come their way as well as dangers or pitfalls to avoid. An organization that has been assisting all over the world is International Association for Sports Information. (IASI). For eight years I was

the Vice President representing Africa. I have organized an International Conference on Sports Information. I want to appeal to National Sports Commission to make the Sports Information Centre in Lagos functional.

5. Establishment of Olympic Studies Centre.

I have observed that there is no Olympic studies Centre in Africa. With the support of LASU management and Nigeria Olympic Committee (NOC) Lagos State University will soon host the first Olympic Studies Centre in Africa.

6. Unorthodox Method of Athletes Selection

Since we have used the common method to select athletes and have recorded dismal performance, I am suggesting unorthodox method/highway athletes. This is a method whereby people who possess physical attributes or physique for sports but are not into sports are encouraged to participate. It is now left to administrators, coaches, trainers to give necessary incentives and training programmes.

7. Sports should be made part of House-hold consumption. With our population, if $\frac{1}{3}$ of Nigerians will belong to Sports Clubs or participate in sports they will buy sports and recreation materials which will in effect contribute to the nation's GDP.

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