
Effective Sports Development among School Children through Appropriate Decision Making and Utilization of Resources

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Abstract

Policy formulation and decision making sometimes referred to as bureaucratic process has greater portents and effects on the overall implementation and general development of sports and games goals, hence, the focus of this paper. To be able to propel deeper into the object of this paper therefore, the concepts and rational for policy formulation, taking of decision as well as implementation of government policy by officials at all level of governance were discussed. The effect of bureaucracy on the implementation of sports policies was examined. Conclusion and recommendation were offered as means toward a better sports and game policy formulation and implementations by suggesting that sports Administrators and Managers of Sports should combine resources so as to be able to maintain the organizational status quo and appropriate conceptual goal of the design, analysis and utilization tendencies of sports game resources

Keywords: Policy Formulation, Decision Making, Bureaucratic Process, Sports and Games Development.

One of the key roles of the sports manager is decision making. It is a larger aspect of the science of decision-making because it identifies which decision needed to be made on the management of resources available within the organizational scope for effective sports development. (Abubakar, 2013). Managerial decision-making is concerned with behavior that is designed to cause things to happen, or not to happen, as the case may be, while it may be affected by feeling and interpersonal relationship. Managerial decision-making and utilization of resources tends to be rational in its approach.

Resources according to Ajeigbe (2011) cannot be perfectly utilized in the sport and games settings without the administrators making appropriate and situational decisions. That is, there is no best approach for designing organizations, jobs or tasks, utilizing or resources utilization. The particular circumstances of a specific situation determine the best decision. Therefore, in every organization, such as the sport setting, decision must be taken at one time or the other on the management of resources for general sports development, so as to help an individual to be useful to himself and the society at large.

However, utilizing human, material and financial resources at all level of sports and games system usually becomes a major preoccupation of the sports administrators in periods of multifarious decisions (Ajeigbe, 2011). To successfully implement a plan of effective utilization of resource management for sports development in this nation may require a change of decision either in terms of a reordering of priorities or selecting other appropriate situation decision or the abandonment of what looked essential (Abubakar, 2013).

The Concept of Decision Making

A decision is conscious and deliberate resolve that binds the individual or group to taking action in specific way (Ajeigbe 2011). It generates towards an envisaged course of action of some specificity and is moreover, an act that is made in the light of, and consistent with, at least some of the elements of an action scheme it is a conscious choice between two or more alternatives.

Abubakar, (2012) defined decision as a choice of one from among two or more alternatives to achieve an objective. He further stressed that “the quality of sports administrators decision is the yardstick of their effectiveness and of their values to the sport setting”. Thus the art and science of decision-making are frequently associated with managerial expertise.

Abubakar, (2012) went further to define decision-making process as: series of steps that start with analysis of the information and ultimately culminate in a resolution, a selection from the several available alternatives and verification of this selected alternative.

Types of Decision

There are various ways of describing decision. classified decisions as being strategic tactical, organizational, personal basic, routine, programmed and unprogrammed. Mcfarland (2000) quoted in Nwankwo (2002) also classified decision under:

- a. Organizational and personal decision
- b. Basic and routine decision, and
- c. Programmed and no-programmed decision.

While Griffiths (2008) categorized decision under “intermediary” decision (coming from top management down wards), “intermediary” decision (coming from any member of the group as a result of insight or creativity). However, this paper will discuss few of the types of decisions enumerated above.

a. Strategic and Basic Decisions: Strategic decisions are concerned with plans and objectives of the organization so that an advantageous position is attained over opponent. Basic decisions are long range, such as on the location of a new sport center. Strategic and basic decisions also concern the organization relationship with its environment, notable in terms of its product or service and its market. Such decisions may concern issues like policies, large-scale plans or investments, staffing and organization plant. They are usually complex, especially in terms of the number of variables which have to be considered before final choices are made.

b. Routine and Non Routine: A routine is a recurring, repetitive and they require less thinking, while a non-routine decision is not. These are short term decision which concerns issues such as output level, pricing and inventory levels. Fewer variables are involved in the decision making process. Routine decisions usually do not require elaborated consultation or even any group participation. In administrative functions (such as cost accounting is payroll, attendance and time record keeping) routine procedural decision can be subjected to computerization especially in the industrial processes such as the manufacturing of sports, games equipment and wears.

c. Programmed and non-programmed decision: Programmed decisions are routine and repetitive in nature and would include is one capable of being worked out by a computer i.e. the variable and quantifiable and the decision roles can be clearly stated. These criteria would certainly apply to numerous operating decisions. By contrast, non-programmed decisions are one time, unique in nature and cannot be quantified. The long standing approaches relied upon for handling non programmed decisions are judgments, rules of thumbs, and the skill possessed by well selected and experienced decision makers.

The more modern techniques for dealing with non programmed decisions are associated with the concept of heuristic problem solving. A heuristic model is one in which is a systematic approach to the solution of the problem based on trials, experiences, or experiments, but there is no assurance of a perfect solution in this case, "Systematic" means to approach a solution to a problem in a logical sequential manner.

d. Direct, indirect and guided decision. Bittel (2006) distinguishes three types of decision:

- a. A direct decision
- b. An indirect decision and
- c. A policy based or guided decision

An indirect decision is the course of action of alternatives that is actually chosen. An indirect decision is one subsequent to and following logically from a direct decision. A policy is itself the product of a decision, but it is especially significant because it provides the framework of guidance for such subsequent and related policy based or guided decision.

Any decision made by the administrator may be organizational or personal decision. These are decisions, which arise from, and are subject to the conflicting demands of strategic and operational problems. They are essentially concerned with settling the organization's structure e.g establishing lines of authority and communication. When sports organizational decision is made or decision taken, such becomes a personal one

when it is made in the personal capacity of any officer. However, decisions are closely related because the personal decision can affect the organization and an organizational or administrative decision can affect the private lives of the individuals.

Group Decision:

Decision may be grouped in different ways

a. Sequentially of decision: Routine and Non routine decision when organized sequentially can contribute positively to administrative system, it equally assist to accomplish significant part of an organization mission .e.g the planning, programming and budgeting (PPB) systems, all that consist of a large number of decisions.

b. In sequence: some decision making process are periodic in nature, in the administrative realm, Federal budget decision are also periodic with certain decisions being required at certain times in the fiscal year. Interestingly, the fiscal year, differing from the calendar year only because it has its own starting and ending this dates fixed by statute for the purpose of fiscal administration, this has the effect of placing other kinds of administrative decision at the local, state and federal levels on the same periodic basis.

c. Conditionality of decisions: decision making process are conditional in that they are initiated by the occurrence of a specific event. Conditional decision making in a system could be:

i. Recall i.e. the process of removing a public officer by a vote of the people taken upon petition of a specified number of qualified electors.

ii. Initiative; i.e. the process by which a specific number of qualified electors may proposed a statue, constitutional amendments or ordinance and thus, require that a popular vote be conducted on adoption of the proposal

iii. Referendum; a process of referring or submitting laws or measures already passed by the legislative and executive branches of a government to the vote of the electorate for its approval or disapproval.

The concept of functional grouping of an organizations decision means that they are categorized by the major functions or processes normally found in an organization functions such as policy formulation, planning, programming, budgeting, executing, auditing and evaluating.

d. Organizational structure

This method of categorizing decision is related to the idea of centralizing versus decentralizing. Certain group of the decision assigned to top management are considered part of centralized decision making. The selection of other groups of decentralized decision making should be concurrent with the assignment of certain kinds of decisions to the lower levels of the organization, delegations of authority or the power of decision making must also be given to the designated lower levels as well as the control of the resources to implement the decision.

Resources Management and Utilization

In spite the scarcity of sports resources, the demand for sport and games continue to increase. One of the factors which contributes to the increasing demand for

sport development is the steady growth in population. The recognition that sport is a potential dynamic forces which can be used to transform the socio-economic facet of a country, is evident in increasing the society demand for it.

In view of the fact that resources available for maintaining the ever expanding of the sports system is generally scarce, the sport planner is faced with the concept of decision making involving two alternatives from which to choose, either locating new sources of resources to ascertaining the efficient management of present resources.

Human Resources

This covers both the sports and non sports staff, media personnel and athletes within the sport system. One of the realities of sport administration is in all probability, there will never be an abundant supply of talents to fill every position. Consequent decisions must be reached to utilize efficiently the available resources in as much human resources are also subject to waste when they are under employed, not fully engaged, unmotivated and generally unproductive.

Material Resources

This includes all the stadia sites, buildings, apparatus, tools and equipment. For the sport camps to play effective role and to enhance productivity in the sport systems, it must be well planned. When it is adequately planned, it will go along way to achieve the predetermine objectives of sports and games at a particular level.

It must be noted that greater utilization of the material resources can be effective if the decision maker (sport manager) can lengthened the sport hours from a six hour/day to an eight hour/day just like other public service work.

Financial Resources

There are two broad type of resources decisions to be made by government. One is the total amount of the overall budget to be allocated to sports Ministry settings and the other is how the amount is allocated to other sectors of sports and games.

In developed countries, certain principles are adopted to guide the allocation of resources to sports; pre-eminence of sport consideration, fairness, subsidiarity, accountability and strategy implementation. The outcome was a funding mechanism that involved a basic per sport allocation according to state of sport Association goal enhancement. Allocation for association with particular programs: athlete specific allocations for those with disabilities and impairment and specific sport needs and specific stadia allocation to take account of rurality and isolation as well as premises-related cost.

Personnel's perception of Resource Management

Personnel within the sport organization should be generally concerned about overall levels of success for their teams. Of particular interest in this paper is how resources, once allocation for sport, were then deployed to the Associations and what were the effects of such action.

Sports managers are expected to build a relationship between competition programme and resources allocation. The resource to identify sports needs of players and achieve priorities identification in the National Policy on sports, this will enable the Association to plan for resource management.

Furthermore, clearer sense of direction, increase accountability, responsibility, administrative flexibility and improved long term planning will help in the realization of better utilization of resources management within the Association and other Sports and games setting.

However, sports and games personnel should be concerned about over all level of resources and all the matters related to the selection of others. It is evident that significant benefits have been achieved in respect to the management of resources of over importance in this paper, however the way in which these gains have been transalted into improvement in performance outcome of players needs to be looked into by subsequent researches.

According to Bittel (2009) in Bromly (2010) there are seven categories of resources (or inputs) each within its own measure of measures: practicability:

1. Utilization of facilities and equipment: This include equipment utilization, facilities maintenance records and space utilization reports. Other commonly used reports are techniques and procedures for managing policy measure for controlling, improving facilities and equipment and its utilization are covered late:
2. Utilization of materials and supplies: This includes shaping and receiving reports. Inventory turnover records, stock control tickets. Yield reports and purchasing controls
3. Utilization of energy and auxiliaries: Utility control report, energy and power usage reports, and conservation studies are included in the category
4. Utilization of money and capital: This include down the line measure for the protection of petty cash, pricing and billing controls, request for capital equipment and inventory turnover
5. Utilization of the work force: This includes absence and tardiness report, accident frequency and severity reports, turnover reports, employee productivity reports, labour usage reports and attitudes survey
6. Utilization of information and knowledge: This includes supervisions manuals, personnel manual manufacturing and administration manuals and blue prints up date reports
7. Utilization of time: This includes schedule of performances report estimate technique, time study standards, collection period reports and time cards. Moreover, the author also described that the result attained could be measured thus:

Measurement of result attained

This result falls into three categories, each with its own measure of accuracy:

1. Product of service available: This includes production and productivity records, schedule compliance reports, stock out reports, late shipments and short shipment reports.

2. Product or service quality: This include inspection tags, lot sampling statistical quality control report, defect reports, customer and field complain reports, and destructive and non destructive reports.
3. Product or service cost: This includes variance reports, budget performance reports, and cost standards.

The relevance of decision making to utilization of resources for Sports and Games Developments

Top arrangement among sport Associations has many roles to play through progressive decision making for utilization of resources management: however, once the right decision is taken, the following would be observed within the scope sports and games settings:

- a. High level of confidence in the attainment of sports future objectives
- b. Improved planning and implementation will enhance new innovations and all round developmental processes in sports and games.
- c. There will be better personnel management, enhanced professional development, improved staff performance and more effective organization.
- d. Improvement of sports Association capacity in a range of matters including planning the strategies for establishments levels and standards for athletes and meeting the needs of all players, coaches and other officers relating to sports and games.
- e. Improvement of professional culture for the sport Associations management or administrator and other personnel since the decision maker (Sports manager) can never be encyclopedia of knowledge to sports and games development.
- f. Existence of interdependent organizational structure and key teams performance since the decision maker can never be an encyclopedia of knowledge to development of sports and games.

Recommendations

In the light of the above, the following recommendations are made:

- a. The sport manager should devise some strategies through selection of appropriate decision to ensure that relevant personnel are mobilized to ensure efficiency in the utilization of these resources.
- b. All the three tiers of governments along with other stake holders should make efforts at sharing the scarce resources within the Associations for meaningful sports development at all levels of sport planning and during competitions.
- c. All decisions within the organization should be towards alienating the problems of waste and under utilization of resource. All sub heads should be adequately cared for.
- d. Time and resources decisions should suit all particular situation
- e. Decision and utilization of resources should be based on consultation, deliberation and participation by all the sports and games holders so as to give room for maximum development sports among all sports organizations.

f. Appropriate channels of communication to the subordinates is necessary so as to give room for maximum utilization of all resources towards meaningful developments.

Conclusion

This paper concludes suggest that the sports administrators, managers and members of staff at different levels with the sports organizations should be cooperative and maintain the existing organization status quo. Since it is the belief that decision making is the appropriate conceptual basis for the design, analysis, management and utilization of sports resources within the sport organization. Obviously, not all sport organization decisions can be made at the top. Chief executives cannot possibly have the time, the energy or sufficient knowledge to consider the detail of every issue. Sports administrations or manager therefore must consult workers, get their opinions, ensure their effective participation in the decision making processes and get committed to all activities that relate to the utilization of management in the system.

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