



CRISIS MANAGEMENT IN SPORTS AND SPORTS DEVELOPMENT

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Abstract:

Sports have become a good source of livelihood and entertainment. From time-to-time sports organizations witness violent and non-violent situations which define crisis. Violence can be internally or externally and poses a serious obstacle to effective sports management around the globe. The impact of violence in sports is really capable of inducing severe consequences or even disaster if inappropriate strategic moves are made or adopted, planned or devised. Many persons lost their source of livelihood as a result of the crisis in sports. The issue of how sports organizations can develop and maintain the good performance of participants when faced with crisis situations has largely remained underexplored. This paper, therefore, reviews the concept of crisis, sports crisis, crisis management and sports development. The paper specifically discussed the causes and effects of the crisis on the operation of sports organizations, types of crisis management strategies and models. The paper further examined sports development in Nigeria and how it relates to crisis management in sports, since crisis management form the bedrock of peaceful co-existence between employers and employees in sports organizations and even the society at large, the paper recommends that the management

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of sports organizations should be pro-active in their crisis management plans in order to identify, resolve and adequately handle issues that are capable of destroying sports programmes among sports teams or clubs in the country.

Keywords: crisis management; sports; violence; sports development; Nigeria

1. Introduction

Over the years, aggressive actions and behaviors exhibited by organizations have posed a lot of challenges and threats to the operation of such organizations as a result of failure to identify and resolve issues or problems among the group concerned. Failure to address such matters may later be generated a crisis which is capable of destroying the organizations' reputation. A crisis is therefore seen as a situation that disrupts the normal business operation and has an uncertain and potentially negative and damaging outcome; a crisis is an incident with the potential probability to halt individuals, damaging an organization's capital and reputation (Ali *et al.*, 2014), more so Saka (2014) posited that crisis is an unstable time or state of affairs in which a decisive change is impending.

The impact of the crisis on organizational performance like sports cannot be overemphasized; it affects everything that an organization stand for. The objectives of crisis management in sports according to Hessert (1998) are to identify the crises that could affect an organization early, apply the major processes of crisis management, identify the preventive measures and adopt a proactive approach. According to Oberine and Ries (2000) and Reid (2002), the objectives also include reducing the incidence and impact on individuals and organizations in Nigeria. The attention of management on crisis management in any organization helps to meet the challenges for its effective performance and development.

Sports crisis is described as behaviors exhibited by athletes, official, spectators and fans which cause harm that occur outside of the rules of sports and is unrelated to the competitive objectives of the sports. It is also a negative aggressive behavior which can result to harm, injury or death as well as damage to property not in accordance with the rules of sports (Ugwueze, 2017). Crisis management is seen as a process of predicting and preventing the prevalence of a crisis, coping and intervening in crisis and purifying after the occurrence of the problem (Ali *et al.*, 2014). Crisis management is also viewed to mean the provision of an organization's pre-planned, rapid response capability supported by leadership, information management and communication capability in an intergraded fashion to ease fast decision making and thereby allowing for effective protection of an organization and survival. Crisis management is a term often used to describe the way in which a crisis is handled in an organization.

It is the management and coordination of the administrator's response to an incident that threatens to harm or has harmed people, structures, ability to operate or reputation (Saka, 2014). The inability of sports managers and other policymakers to

resolve the crisis that emanates from both within and outside the organization may have a negative effect on its development. Sports development is conceptualized as a process of continuous improvement of sports structures, performances and programme in order to increase a condition which is conducive to physical fitness for all and the effective functioning of self-actualization. It also covers all dimensions of a sports programmes including the performance participants, sports facilities, equipment, resources and funds as well as personnel (Lawal, 2014).

Since the crisis is bound to exist in an organization, what matters most is the management; and a crisis must be managed according to the specific situation be it social, economic, cultural and or violence and nonviolence. Sports organization is not an exception and ignoring this important matter and not planning to cope with it, these crises may have a negative effect on sports development in Nigeria.

2. Types of Crises

The types of crises experienced by soccer clubs are numerous including violent and nonviolent crises. Wenn (2013) identified the violent crises to include soccer violence, accidents and severe injuries to players and officials as well as terrorism in the soccer arena. Main (2015) enumerated non-violent crises to include a boycott of matches, strikes by players and officials for non-payment of salaries, allowances and match bonuses, and scandals such as sexual harassment of players and officials. Oyewusi (2011) added other forms of non-violent crises among soccer clubs to include bribery and corruption, racism, match-fixing, disinformation whereby false information is given intentionally in order to hide the truth and confuse people, and misinformation in which incorrect information is given to distorting the fact. Ogujiofor (2017) also identified disruptive propaganda, costly mistakes by officials and players as well as protests and demonstrations by players and or officials.

No Violence (2013) reported on the violent incident resulting in accidents and severe injuries to participants in a match by Jasper United and Enugu Rangers in Onitsha on 11 December 2000 and Enyimba Football Club (CEF.C.) and Jasper United fans also in Onitsha on 8 May, 2001 Globacom Premier Soccer League, Apu (2013) reported on many incidents of crises such as the boycott of matches, match fixing, demonstrations and crowd violence that left two fans dead and many others injured in the match between Akwa United and Enyimba International F.C. of Aba on 27 March 2007. Solaja (2017) reported on match-fixing. 126 which the Vice Chairman of Rangers International F.C. of Enugu, Mr. Ray Nnaji alleged a gang-up against his club which led to match-fixing and protest in the 2007 Nigerian Premier League.

Crisis during sports meets exposes both organizers and other participants to various kinds of risks. Ukwayi (2014) observed that sports crisis exposes participants to the risk of accidents, injuries, discomfort, disabilities and damage to property and sometimes death. Oyewusi (2011) indicated that apart from the destruction of human

lives and property. Main (2015) expressed that some soccer crises such as violence and terrorism can frighten sports managers to the point of not being fair, firm and friendly.

It might be because of the above consequences that Wenn (2013) reported that in 1985, the Sports and Recreation Ministers' Council (SRMC) meeting held in Australia declared excessive violent behaviour in club soccer and other forms of sports crises generally unacceptable. The ministers, therefore, recommended that strategies and intervention models should be developed to prevent or reduce both violent and non-violent crises on and off the playing field.

2.1 Causes of Sports Crisis

Saka (2014) & Ali et al. (2014) posited that the major causes of the crisis in most organizations start from a minor issue that organizations overlook to resolve on time. They also itemize some of the conditions leading to the occurrence of crisis including: Failure to resolve problems through the customary method; Crisis can also arise from failure to even identify issues that border on the warfare of workers in an organization. When issues or problems are not adequately handled during the sports meets. Poor officiating by the officiating officials is another major cause when the governing body of the sports association fails to intervene as when due. A crisis can also prompt an organization when the fundamental human rights of workers are abused. Such a situation may bring conflict and if not well addressed and the result can trigger to crisis etc.

The causes of the crisis in an organization or other establishments are numerous. Fink (2016) enumerated various causes of the crisis as an individual or co-operate ego, natural mistakes by managers or other workers, ignorance, non-preparedness, wrong or faulty decision-making and conflict of interest. Ugwueze (2017) stated other causes of the crisis include, the inability to diagnose co-operate problems, non-existence of a crisis plan, poor understanding and handling of the key stages in a crisis as well as poor crisis recovery. Lesly (2011) is of the view that employee dissatisfaction, sexual harassment in the workplace, poor personnel management and motivation; poor communication and inability to notice early warning signs can lead to crisis.

In the views of Leonard (2013), the crisis revealed that most occurrences of sports crises emanate from players, officials, coaches, fans, and spectators. The parents, sports managers and mass media also contribute to what he describes as an epidemic of crises in sports. Other causes include the nature of the game, broad social divisions, carry-over of international enmity, home team syndrome, professional nature and low scoring level in sports (Vanplew (2017); Leonard (2013) and Wenn (2013)). The other factors are incompetent and biased officiating, the quest to win at all cost (Anyanwu, 2011), poorly designed facilities, excessive consumption of alcohol during competition, measuring performance with only winning, use of unregistered or non-bonafide players, fans interception and climatic factors, (Mohammed 2013), Ukwaiyi (2014) and Agbanusi (2017). Oyewusi (2011) identified other causes of the violent crisis as bribery and corruption, intentional infliction of injury on an opponent, and use of derogatory

language among players and officials. Non-payment of salaries, allowances, and match bonuses to players and officials might also lead to a violent crisis. Riches (2017) identified hardcore people in England, who see fighting as an internal part of going to a match, who are led by proven fighters, frequently with local gang connections and a record of crisis especially violence, outside the sporting context. He stressed that these people are sometimes associated with extreme racist and right-wing groups.

Broad social divisions based on religion; culture and race also influence sports (Ugwueze, 2017). On his part, Layman (2017) observed that the tendency to favour a particular team on the basis of tribe, race, colour or geographical location is always there in sports. He explained that because of partisanship and vested interest, some officials throw the rules of the game to the wind and openly display their partial interest to the disregard of the opponent team, fans and spectators thereby exposing the game to the crisis. Vamplew (2017) reported that there is a carry-over of local, national and international enmity into sports. He expressed that this development not only leads to the crisis but also holds back sports development. In Nigeria, teams like Kwara United, ICC shooting stars of Ibadan and many others enjoyed fanatical support in their home bases, (Mohammed, 1998). This type of support in Mohammed's view can result in hostile outbursts because the fans see the success and failure of their team as personal success or failure.

In soccer matches, some players or teams are so desperate to win and more so at all costs that they offer inducements to the officials to buy them over for favor or to allow them to cheat. When this happens, officiating becomes partial in favour of the team that offered a bribe or inducement and this may result in a crisis (Ukwayi, 2014). Poorly designed facilities with inadequate seating capacities lead to crowding, frustration and crisis during club soccer matches. The technical crew is responsible to ensure that facilities, equipment and materials used for competition meet standards (Napravnik, 2013). According to Napravnik, allowing players to wear dangerous boots or other materials as well as the use of torn goal nets during competition can result in misunderstanding and crisis.

When young male spectators engage in excessive consumption of alcohol during soccer competitions it might lead to a soccer crisis, Main (2015) stated that young spectators' misbehavior during sports competitions is widely recognized as highly related to alcohol consumption and drug use. Club soccer crises can also occur from emotional disorganization, which may be caused by immediate or remote factors. Anyanwu (2011) perceived that the anger from the memory of hostile treatment meted on her citizens or team in a foreign or away match can be vented on a visiting team in a home match. He cited an example with the case of a violent incident in the Nigeria – Ghana soccer match of February 1973 in Lagos.

The use of performance-enhancing drugs is currently associated with the club soccer crisis. Federation Internationale de Football Association (FIFA) has embarked on measures where players are randomly picked and tested for drugs after matches to discourage the use of drugs, (Napravnik, 2013). Commer (2012) indicated that the use of

drugs by players and athletes endangers aggressiveness and crisis. This is because, under the influence, the users deliberately engage in rough and foul play on opponents, thereby inflicting injuries on them. This might infuriate supporters or fans and they may invade the pitch to carry out revenge themselves causing confusion and this may result in a crisis (Graghty, 2014).

Today, winning is the yardstick for measuring how well a club performs. Performance is measured in terms of wins and losses and not necessarily whether a team played well or not. When winning alone is over-emphasized, Anyanwu (2011) stressed that the zeal to stain it precipitates some undesirable practices which negate some of the cherished values and attributes of competitive sports. Again, many clubs in an attempt to win at all costs in a match, go beyond the rules to field unregistered or non-bonafide players (Mohammed, 2013). When the opposing team, fans or spectators dictate this, it might result in misunderstanding and clashes leading to crisis. Climate factors such as lightning, stormy weather etc. can interfere with normal play in club soccer. Agbamusi (2017) explained that these factors could give an undue advantage to a team against its opponent. This might trigger off complaints, protests or aggression leading to crisis.

Despite the increased incidents, causes, and consequences of the soccer crisis as well as the need for crisis management, a remarkable attempt has not been made to prioritise crisis management in sports or club soccer operations, (Obeime and Ries, 2017), even in Nigeria. Ukwayi (2014) reported that in Nigeria, no remarkable plans and preparations are made in advance for soccer crisis among sports teams. He cited an example to indicate an absence of a crisis management plan or preparation for sports teams in Nigeria with the Green Eagle's strong defender Mr. Godwin Odiye. He reported that Mr. Odiye lost his football career through a mistake he made by scoring against his country, Nigeria. According to him, this turned into a serious crisis. Mr. Odiye also received serious battering by both the media and the general public thereby destroying his reputation, credibility and confidence, leading to the loss of his football career. Ukwayi believed that with a good plan and response strategies, the crisis could have been prevented. However, if it had eventually occurred, the player and his team would have responded adequately to the crisis thereby preventing the consequences.

Crisis management is therefore needed to address these dangerous and difficult situations and possibly prevent the soccer crisis before it occurs among soccer clubs in Nigeria.

3. Crisis Management

Crisis management is one of the areas of management in which public relations has staked out special interest and developed real expertise in sports. Fink (2017) described crisis management as a new discipline in public relations management and likened it to risk or emergency management. White (2012) stated that a crisis, emergency or disaster is usually a very public event, and the performance of an organization caught in crisis is subject to immediate scrutiny as it tries to deal with the many consequences of the crisis

situation. He stressed that the organizations' performances at such a time would be remembered. In some cases, memories of how poorly it managed or responded might sooner or later, contribute to driving the organization out of existence.

Crisis management is therefore defined by Nwosu (2011) as an act of taking appropriate measures to prevent a crisis before it occurs as well as control it will when it eventually occurs. O'beirne and Ries (2017) defined it as a process of implementing strategies to counter the negative effects of an event or action that could damage the well-being or reputation of an individual or an organization. The individual or organization referred to above could be a player, official or a soccer club in Nigeria. Crisis management is necessitated by the threat of crisis to the interest and existence of an organization. This necessitates the organization to deal quickly with it in order to minimize its consequences.

In times of crisis in sports, Reid (2012) stated that public relations contribute to maintaining the athlete or team's reputation throughout the period of the crisis. In his view, this is partly achieved by the way the sports organization responds and is seen to respond to public and special group interests. By implication, public relations, therefore, plays a central role in crisis management in sports generally.

3.1 Types of Crises Management in Sports

In a crisis management process, it is important to identify types of crises. This is because a type of crisis may usually demand a different management approach. Saka (2014) observed that crises necessitate the use of different crisis strategies. Crises are enormous and clustered. The author identified categories and types of crises to include: natural crisis, technological crisis, confrontation, malevolence, organizational misdeeds, workplace violence and rumors.

- a) **Natural Crisis:** include typically natural disasters as "act of God" such as earthquakes, volcanic eruptions, storms and droughts that threaten to life environment itself, e.g., India's ocean earthquake in 2004.
- b) **Technological Crisis:** are caused by the human application of science and technology. Technological inevitable occurs when technology becomes complex and when something goes wrong in the system as a whole. Some technological crisis occurs when human error or natural forces cause disruption in the normal routine of such technology. E.g., people tend to assign blame for technological disaster because it is subject to human manipulation but no one is held for natural disasters.
- c) **Confrontation Crisis:** This occurs when discontented individuals or group fight various interest groups to win acceptance of their demands and expectations. E.g., resisting or disobeying police, boycotting matches for non-payment of match allowances.
- d) **Crisis of Malevolence:** occur when opponents or miscreant individuals use criminal means or other extreme tactics for the purpose of hostility or anger toward or seeking gain from a company, country or economic system, with the

aim of destabilizing or destroying, malicious rumors, terrorism and espionage. For example, the Niger Delta crisis and Boko-haram in Northern Nigeria, have affected all spheres of human life including sports.

- e) **Workplace Violence:** This occurs when an employee or former employee commits violence against another employee on organizational grounds. In sports, it can be one player committing violence against another player from another club or within.
- f) **Rumors:** A crisis occurs as a result of false information about any organization or its products creating a crisis to hurt the organization's reputation. For example, a football club that is labelled to be violent through rumor has no fans and spectators.
- g) **Crisis of Organizational Misdeeds:** This is when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions. For example, in sports organizations instead of using proficiency to place athletes' salaries, the organization decided to place athletes on their academic qualifications, knowing too well that majority of those athletes are either school dropouts or holders of the West African School Certificate Examination (WASCE).

3.2 Crisis Management in Sports

Crisis management's role in dealing with sports crises, according to Reid (2012), can be viewed from three perspectives. Firstly, it is an anticipatory practice and can assist sports organizations in crisis planning. In this case, the effort is made by the team to predict and prepare for possible crises. Secondly, it is an important part of the overall sports management task at a time of crisis. Finally, it has a contribution to make in dealing with the aftermath of the crisis. Crisis management in sports is a process in which strategies are implemented to counter the negative effects of an event or action that can damage the well-being or reputation of an individual athlete, team or sports organization, (O'beirne and Ries, 2017).

Successful sports managers, administrators and coaches are those who anticipate and adjust to changing circumstances rather than being passively swept along or caught unprepared (Kreltner, 2015). Hessert (2019) indicated that sports managers, administrators, coaches and therapists may be held personally liable if a sports crisis is handled improperly and if there is a failure to act when action is clearly called for in order to ensure safety. The author and others stressed that the need for crisis management arises in sports because of the great danger, difficulty or negative situations crisis creates in sports. These include severe injuries to the athletes or officials, the scandal of sexual harassment by officials, racism and violence (Hessert, 2019; Reid, 2012 and O'beirne and Ries, 2017). Club soccer is an aspect of sports that is more affected by the crisis. It bears the great danger, difficult or negative situations, that arise during competitions. It has become common for teams to play matches without spectators or move to a venue away from their homes because of a crisis. Such clubs suffer financially as a result of these

negative situations. Players and officials are sanctioned, but with proper crisis management methods in place, these difficult situations can be avoided or grossly minimized. This can only be possible where there is a clear understanding of crisis methods. Saka (2014) classified crisis methods into two primary types, which are, sudden crisis and smouldering crisis.

A sudden crisis is any crisis that occurs without warning and is beyond an organization's control. A sudden crisis is most often a situation for which the organization and its leadership are not blamed. However, anticipating such a crisis reduces the impact on sports development. The smoldering crisis begins as a minor internal issue, but due to the manager's negligence develops into a crisis status. These are situations when leaders are blamed for the crisis and its subsequent effect on the organization in question. Saka (2014) categorized five phases of crisis that require specific crisis leadership competencies. Each phase contains an obstacle that a leader needs to overcome in order to improve the operation of an organization. These phases are as follows:

- A. Signal Detection Stage:** This is a stage in crisis that leaders should, but do not always sense early warning signals (red flags) that suggest the possibility of a crisis. The detection stage of a crisis involves sense-making, which represents an attempt to create order and make sense, and/or perspective-taking, which is the ability to consider another person's or group's point of view.
- B. Preparation and Prevention Stage:** At this stage, the crisis handlers begin to prepare for or avert the crisis that had been foreshadowed in the signal detection stage. Organizations such as Red Cross need to prepare for and prevent the escalation of crisis events.
- C. Containment and Damage Control Stage:** The goal at this stage is to limit the reputational, financial, safety and other threats to the organization's survival. Crisis handlers work diligently at this stage to bring the crisis to an end as quickly as possible. Doing so limits the negative publicity to the organization and moves the organization into the business recovery stage.
- D. Business Recovery Stage:** At this stage, crisis handlers engage in continuity planning, determining the people, financial and technical resources needed to keep the organization running and to actively pursue organizational resilience. In every sports development organization, the people are the most priced resource. Therefore, overcoming the obstacles to business recovery early strengthens gains in sports development.
- E. Learning Stage:** At this stage in the wake of a crisis, organizational decision makers adopt a learning orientation and use prior experience to develop new routines and behaviors that ultimately change the way the organization operates. Good leaders recognize this and are purposeful and skilful in finding the learning opportunities inherent in every situation.

Crisis management methods are also called crisis management plans. It consists of methods used in responding to both real and perceived crises. It establishes metrics to

define what scenarios constitute a crisis and in response, triggers the necessary response mechanism and communication that occurs within the response to emergency management scenarios. The creditability and reputation of the organization are heavily influenced by the perception of their responses and communication process during crisis situations.

3.3 Crisis Management Strategies

Crisis management involves strategic or logical planning for a crisis which removes some of the risks; thereby allowing the organization to operate more freely and with less damage from the negative occurrence. Jamie (2013) identified the following crisis management strategies for the effective operation of any given organizations thus:

- 1) Current and tested crisis communications and crisis management plan: This will enable the organization to communicate with the media and the public.
- 2) Strong relationship with the media to carry them through the crisis. This means having the media as the organization's most beneficial ally during a crisis.
- 3) Pertinent materials and documents: The sports organization need to be ready, and have a knowledgeable spoke person to address the media, and show concern and action. Instead of reacting, the organization need to be pro-active.
- 4) Sound plan in place: Sports environment is dynamic. Usually, unexpected things do occur, therefore best defense is for the organization to stay on its toes.
- 5) Good strong relationship with the public: This is a very wonderful asset to a sports organization. During a crisis, it does not always matter what the facts are, but what the public thinks the facts are. The public may give an organization the benefit of the doubt if that organization has a strong relationship with them.
- 6) Backup facility and a backup copy of the information in a different, safer location: Have in place an emergency box containing all the data for a crisis. This can help prevent a potentially disastrous situation or limit its nature.
- 7) The publication practitioners should have environmental scanning to identify strategic publics and trends within the organization's industry. Once issues and the public are identified, a strategic plan can be put into action to prevent situations or crises from occurring (this is referred to as issues management).
- 8) Sound security plan: To avert a crisis, adequate surveillance, supervision and guarding, good lightens, cameras, access control, scheduling, barriers, entry checking door control, and alarm among other gadgets that ensure total security before, during and after the crisis, need to be provided. Saka (2014) posited that tackling a crisis is an organization that goes beyond developing a crisis management plan. It has to do with crafting effective strategy via information, communication, peaceful dialogue and another approach to resolving the organizational crisis in order to enhance overall performance. Crisis management models have been developed in this direction. Jamie (2013) identified Grunig and Hunt's four models of public relations performed by organizations and individuals in crisis management. These models include:

- a) **Press Agency/Publicity Model:** The main purpose of this model is to get the production or organization's name out to the public whether the information is positive, negative, true or false. In this model, information is transferred one way from the public relation practitioner to the audience without a feedback from the audience.
- b) **Public Information Model:** This model also involves the one-way transfer of information as model one. Its reporting of information is done mainly in a formalistic style. Organizations that primarily produced press releases participate in the model.
- c) **The Two-way Asymmetrical Model:** The model is also called the scientific persuasion model, it was social science theory and research to persuade the audience to accept the organizations point of view. There is feedback in this model done through survey and polls in which organizations find out what the audience thinks or feels about the organization and then uses the information to push their agenda.
- d) **Two-way symmetrical model:** This model is also called the mutual understanding model, and is the basis of excellent public relations. The aim of this model is to achieve dialogue. In this model, the organization uses feedback from the audience in its decision-making, ultimately giving the audience power within the organization.

Organizations that execute mode 4 are considered to be practicing excellent public relations that can manage crises in an organization. Practitioners of mode one or two are called practitioners of craft public relations, while those that practice modes 3 and 4 are called public relations professionals because public relations professionals see their role as having a strategic purpose for an organization to manage crises and build relationships with public that limit the autonomy of the organization. The effects of the crisis on sports organization's business cannot be over-emphasized. A crisis has a negative impact on the individuals involved, the organization and the general public. It disrupts the natural order of things in any organization. It damages the reputation of the organization's product and name. The crisis may result to harm, fight, and disagreement among the employers and employees. Most crises in the sports arena may lead to injury, accident, permanent disability, discomfort to individuals involved, and damage to life and properties. Damage to the standard of the products as well as frightening administrators/sports official to the point of not being fair, firm and friendly have also been reported (Jamiel, 2013).

2.5 Sports Development in Nigeria

Sports development is the gradual increase, attainment and advancement of sports from low-level strata to a higher level or strata which requires variables like sports policy, sports personnel, sports funding, sports programme, sports facilities and sponsorship. The extent to which these variables are met shall no doubt affects the effectiveness of any sports development. Lawal (2014) maintained that sports growth and development can

be measured in two ways: vertically and horizontally: Vertically by identifying an increase in the number of new sports a country has participated in over the years. Horizontally by determining the level of frequency of competition in sports within a given period, sports could also be measured from the number of successes achieved in national and international sports competitions. These successes have a direct bearing on the indices of sports development.

In Nigeria, history shows that the government has almost single-handedly shouldered the responsibility for sports development especially when it comes to the provision of sports facilities, programme, personnel and participation in continental or global competition with minimal private sector participation.

The Federal Government of Nigeria and some of the federating states have made tremendous efforts toward the development of sports in the country. In most cases substantial resources, both humans and materials have been invested in a wide range of activities intended to bring about a strong base for meaningful sports development. An objective observation of the government and people of Nigeria for sports development is yet far from being realized either as a result of the fact that Nigeria has no working structure in place to develop and train its coaches apart from the occasional CAF and FIFA short-term coaching courses. The National Institution of Sports (NIS) that trains coaches in the country is a pitiable sight. The NIS is merely going through a motion of training coaches, starved of funds and lacking quality personnel, facilities and the latest tools and equipment, its programs have become a case of garbage in garbage out, (Lawal, 2014). The major factors which tend to slow down sports development efforts in Nigeria have been traced to major broad areas, - management and funding. The lifespan of a minister or chairman appointed to oversee sports affairs, which is usually unpredictable, impacts unproductively on sports development. The period is not enough to even plan for effective sports development and execute any such plan. In most cases, non-sports professionals are appointed to manage sports making the nature and manner of sports management nonprofessional. Sports as a specialist area must be run by professional people who know the terrain very well.

3. Conclusion

A desirable level of conflict is necessary in organizations sometimes in order to foster creativity, and produce thoughts and new ideas, but if the conflict becomes unbalanced, the organization including sports will face a crisis. Considering the characteristics of crisis and its effect on sports, no meaningful development can exist along with a crisis. A crisis is a moment of great damage, a difficult situation, or a turning point that may result in either better condition or worse. In an organization, a crisis can breach normal operations or the natural order of things. | Since it has the capacity to destroy the reputation of an organization, administrators should, therefore, plan and adopt strategies for managing it. Every administrative competency an organization has on the ground may have to be deployed when negative aggressive behavior that can result to harm, injury, death as

well as damage to property operates in a sports organization every individual in the organization including the executive runs for their dear life need to be put into action at all time.

For an organization to survive after a crisis, it requires the use of effective crisis management strategies by its administrators to ensure a conducive atmosphere for its operation since a crisis is a singular act that is capable of threatening the operation of an organization. The implication is that an organization that practice a crisis management model, and strategies, in their day-to-day running of the administration will have stronger relationships with the public, thereby having less damage when a crisis does occur.

3.1 Recommendations

- 1) Sports managers should maintain open and consistent communication throughout the hierarchy to contribute to a successful crisis communication management process in sports.
- 2) Sports organizations should conduct research to determine public attitudes towards issues or situations that breed crisis. With this knowledge, organizations can better devise a course of action.
- 3) Management of sports organizations should ensure that there is adequate provision of sports venues with measures that guarantee and ensure the security of lives and properties at such venues.
- 4) Sports organizations should continue the education of athletes, officials and spectators on discipline and tolerance at sports venues and on the need to imbibe the spirit of sportsmanship and fair play.
- 5) Sports organizations should provide adequate funding for the training and retraining of officials, like coaches and referees to ensure competence in training and officiating that will minimize complaints that are capable of leading to crisis.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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