

Research Article

PROFESSIONALIZATION AND AMATEURISM SPORTS PRACTICES IN BENIN: INTERACTIONS AND / OR CONFRONTATION BETWEEN TWO LOGICS

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ABSTRACT

The sports associations gradually tend to be dissociated from this context of exception such as envisaged the law 1901... The evolution of the socio-economic context unit, processes of the scientific and technological innovation, as recurring problems, but which are with the base of the realization of any sporting performance, return the sporting actors towards the search for other sources of transverse financing. Such an evolution requires the control of the techniques of "management of human and financial resources" that the sporting mediums are still too often unaware of. And yet, the scientific heritage and the methodological tools making it possible to determine the multiple relations which underlie the rooting of a culture of company in the professional management of the sporting clubs are not rare any more... In these circumstances, this national forum on the sport has the advantage of offering a framework of flexible and holistic reflexion on the effects induced by a better approach of the rules governing the sporting company, than it is about social, tax or commercial right.

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INTRODUCTION

The organization and / or management of Sport in Benin is marked since the early 1990s by a change in the overall socio-economic context in the sense that the activities that have benefited so far of a character "social" are now gratified by type activities "budget" ... The revaluation of dynamic balance that led to these phenomena (well known in Social Sciences) and in the context of a libertarian conception of the sporting life, it is increasingly referred to the type of relationship that should exist between the State the actors of the sports movement and other private structures to manage sports. This is Law No. 91008 of 25th February 1991 which attempts to clarify the contours of the sports business and makes it a powerful tool for economic development: Vector consolidating the gains of democracy. Associations (type law 1901) have thus become responsible and should now behave as economic agents.

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But the paradox is that: the establishment of a new economic and sporting nature in encouraging leaders to professionalize the management of both global and separate financial and human resources, the access roads to a culture company, can be long and complex. Yet should we distinguish carefully in the attempted reconciliation of the business club, the eagerness with which "good" or "worse" leaders are trying to keep all the old powers based on a kind of self-sufficient economy and subsistence of the group, on the one hand oscillating external pressures: between an open economy with possibility of commercial exchanges and secondly, a division of tasks such as between producers and consumers of sports goods and services. The near absence of charismatic business leader, competent, able to switch the national sport of the path of the sports club "chair" in a sports club "managed", translated by hardliners findings including:

-the bursting of exceptional crisis due to dwindling funding sources consist exclusively erratic state subsidies and poverty of the legal framework on the basis of which should run and organize the Benin sport;

A law and two decrees in the main. This legal framework should have added a number of national and international instruments, as and when the State of Benin has recognized the need to integrate into the international sports movement. The almost complete lack of sports infrastructure, equipment, training, breach of statutory schedules, the low representation of federations in local competitions, regional and international conflicts in clubs, difficulties in cost and financing of activities among others, suggests that political players, as far as users of the sport preferred the fuzzy rationality and rigor that would have introduced the law in the professional management of sports clubs. Faced with abuses observed in the sector and taking into account the constant pressure exercised by the international sports structures for the implementation of professional management methods, formulation of a major issue indicates that the central issue remains, that of the choice a sport contractor able to make competitive the national sport both regionally and globally.

Thus is raised the fundamental question generated by the appropriation of styles of sports administration in Benin, which appears in its operation, certain shortcomings it would be inappropriate to hide. In the event to allow sports clubs to benefit from efforts by economic operators and public authorities, to standardize management and circuit training institutions to improve the quality of the "product sport", modes of redistribution may be largely influenced by the discovery of a new way of managing contractual relationships commitments, consulting exchange, delegation of power and taking responsibility. But Benin cannot benefit from this international assistance which has its standards, its objectives or its rules without the establishment of a minimum of organized structures: the choice of a legal personality, legal and accounting of acts to be then necessary. In the context of this topic, this study then wins all its scientific rigor since it results in an approximation of reference frames that suggest succession: (Crozier and Friedberg, 1977), in the analysis of power and the game as a tool of organized action (Easton, 1974), as regards the effects induced by the paradigms of political sociology as they are translated in the experienced leadership styles in Benin (Kother, Dubois and Mintzberg, 1984), the development of product distribution strategies (Balandier, 1995), through the approaches made on the dynamic anthropology races ... to restore better visibility on latent behavior or displayed in Benin, in the already mentioned sectors.

From the perspective of the methodological approach and after explaining the concepts of power and defined the five traits that characterize an organization, the approach is to identify the 13 individuals who have presided over for football, and comparing the management styles of the federation in the period between 1961 and 2001. Recall that between 15th May 1999 and 2nd June 2001 the national football federation has been successively run by three personalities with a national restructuring committee, a transition committee and an executive committee election readiness. Among these 13 selected personalities, two of them were appointed to manage the critical transition, one is self-proclaimed, and 10 have been duly elected. It is at this level that will make a typological sketch that can target a sample of 8 or 9 leaders with three cases of more or less successful management, intermediate cases or case management more blurred.

Regarding the general organization of the national sport, people can always question themselves on the level of representativeness of the sample, ...

In any case, other serious studies were conducted by practitioners of Benin sport and usefully complete the views of Benin sport in low tide. Alongside the relationships that are established between "sport leaders and governments" (Abalot, 2000), the second level of analysis leads directly to the criteria of election, nomination or appointment of sports administrators that led to all or part of the "withering away" of football increased in Benin. The persistence of choice secular leaders, the lonely and patrimonial management of power were expressed clearly by the institutionalization of a crisis that resists to the change of the trajectory of routine situations.

The objective of this study is precisely to:

- encourage, educate and develop any process of democratization of sports practices through the organization of free, transparent and fair elections;
- denounce any political power to wear while strengthening the emergence of interactive solidarity among users of football and ensure the smooth running of sports institutions.

The specific objectives to translate into a better understanding of democratic rules football and a closer call for all forms of irregularities, temptations or attempts at fraud, which can have a reducing effect on the expression of sports dialogue. Faced with the imperatives and the great challenges posed by the globalization of the economy and ideologies sport designed exclusively on the issues of competition and regular confrontation, expected results finally are to define the profile of the leader type capable of driving and to include the sport in general and football in particular in a logic of production for improved productivity...

CLARIFICATIONS OF CONCEPTS

The conceptual framework

Before identifying the different personalities suggested above and proceed with the validation procedures whereby the Beninese Football Federation has grown from a subordinate register some rational management mode, some conceptual clarifications are needed to enrich the language of the sociology of organizations. To this end, how the progressive mastery of the concept of science for the overall management, perceived as the administration and separate management of human, financial, technical, physical and sports facilities, can they allow the various players in the system to take advantage of the federation while seeking their relative autonomy? The answer to the first question on concepts used, induces other issues that attach specifically to conventional approaches made by (Taylor, 1856-1915), or Taylorism who advocated scientific management, rational, but mechanical Organisation. This approach assumes that the interests of executives merge in an all rewarding for all. The question barely conceals two principles. The principle of effectiveness that produces the desired effect and which indicates the capacity to produce some effects including: satisfactory yields due to a voluntary search, systematic in the effectiveness of a technique, a competitive company whose targets involved in the access

well. The legacy of this scientific school have developed the spirit of inquiry which are associated with economic orders considerations such as cost, efficient use of time, the spirit of competition and profitability of labor. But Taylor's theory can claim universal permanently. Besides the work of humanists it underlies, ignore human psychology and conflicts abound between workers and employers as soon as the business grows. This is why other intermediate theories including those based on latent or behaviors displayed are:

- the study of psychological issues of the worker on the workplace (Elton Mayo);
- social school (Durkheim, Weber, Pareto, 1986). Approaches decomposing subsystems into systems, exactly as it is found in various natural kingdoms School of Management where the contingent Kahn (1986), focuses on fluctuations in business situations and influence organizational systems in operation and among others, the school management decisions (Simon, 1986). This approach seems to us fundamental in the case of this study because it raises the whole issue of risk management responsibility, consequences and impacts on the business. The predictable results when a decision will be taken, used to enter or to assess the scope of work, organizational skills and the anticipation of the executive capacity.

A synthesis of different theories mentioned, then allows identifying trend patterns on what can be changed without the essence of each of these schools, losing its identity. But what is permanent is that we need to put in place a minimum of structures, resources, strategies, tactics to fulfill a mission, and to achieve the predefined objectives; even if cybernetics that is to say (management by communication or recombination systems through rapid consultation of computerized databases) introduced a dramatic revolution in public relations methods. It is at this level that occurs a second major question, namely: what strategies or what tactics to implement to achieve the objectives related to the insertion of football in logic of production for better dissemination of Benin's sports culture? This is to outline some answers to these fundamental questions as the game concept of management; it is validating two cardinal approaches. Each member of the organization is assigned a task more or less defined. It thus plays due to its status a role within the organization. The word "role" refers to the one of an actor in a play. The image looks simplistic in an area where rife constraints; but the organization may be in its purpose and it is surely under through played roles. In other words, every member of an organization behaves as a player, capable and often responsible for interpreting in a new way the same role. This is where precisely the strategic question related to the relative autonomy of each member to respect the objective constraints that define the scope of their roles.

Table 1. Designation of personalities, presidents of the Benin Football Federation (1961-1999)

	Last name and first names	Origin	Profession	Year	Duration
1	Norbert Imbs	Atlantic	Official of P.T.T.	1961-1972	10 years
2	Joseph Houndokinou	Atlantic	Army officer (captain)	1972-1976	4 years
3	Frédéric Affo	Zou	Administrator	1976-1978	2 years
4	MoucharafouGbadamassi	Ouémé	Magistrate	1978-1980	2 years
5	Soulé Dankoro	Borgou	Army officer (captain)	1980-1981	Lessthan one year
6	Frédéric Affo	Zou	Administrator	1981-1982	Lessthan one year
7	Marius Dadjo	Zou	Police Commissioner	1982-1985	Lessthanthreeyears
8	Noël A. Viadenou	Ouémé	Administrator	1985-1987	Lessthantwoyears
9	Marc Amoussouguéou	Atlantique	Administrator	1987-1988	Lessthan one year
10	Ouorou B. N. Morou	Borgou		1988-1989	Lessthan one year
11	Marius Dadjo	Zou	Police Commissioner	1989-1991	Lessthantwoyears
12	MoucharafouGbadamassi	Ouémé	Magistrate	1991-1999	Lessthaneightyears
13	Martin Adjagodo	Zou	Liberal profession	1999	2days
14	Martin Adjagodo	Zou	Liberal profession	2001-2005	fourteenyears
15	AnjorinMoucharaf	Ouémé	Contractor	2005 à nos jours	Mandat encours

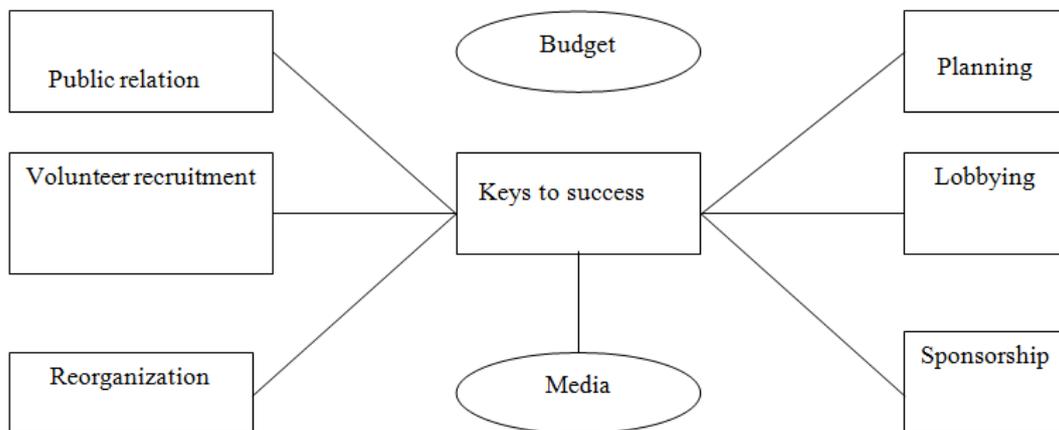


Figure 1. Patterns of selected variables: the concrete resulting system of running a successful business

Also visible in succession:

The authority system: it is a fundamental concept in social sciences. It is the ability of an individual to influence another in accomplishing a task. Its purpose is to ensure the adequacy of the behavior of the individual, goals the organizers have set. The concept of authority attaches specifically to the phenomena of powers;

The communication system: it is intended to link with individuals each other. No group can do without communication among its members, with each other and in all directions. Each manager must take very seriously the importance of the problem of the flow of information. In this area, it seems that too often in the presence of habits, traditions and routines that make difficult the solution of a problem each of which ignores the existence. "Common sense and life skills are responsible for supply it" (Bernoux, 1985), because the poor flow of information generates conflicts especially in our traditional societies or orality represents communication standard;

The contribution system - compensation: in any organized society, where the actor involved in achieving a goal, he expects to be rewarded by a fair remuneration system. The whole issue here is the definition and precision of the terms of trade. Labor law provides that the employee is placed under the authority of his employer, it is dependent on the employer. This gives him orders and in return, the employer shall pay him a salary, sometimes legally or conventionally defined or determined by mutual orally or in writing. That sums up the formal or legal relationship between the employee contribution (time, capacity) and the employer (salary, orders). Now these reasons and objectives are one of the springs of good or poor functioning of a company. The company however has the formal characteristics (example a sport federation), which requires knowledge of a company operating mechanisms and principles of operation. It is therefore a useful method as from the organizational structure, provided they do not stop there. The organization is also impacted by changes it undergoes or it has with the environmental information derived from which it gets the resources it needs and sells its products (soccer in the case) and its annexes or joint services. In any organization, we realize that the first rule of progress lies in the healthy confrontation psychological attitudes and dispositions to survive in the competition law and the extra sports competition. Obviously the man is the first resource of any organization. There is the metronome and the privileged instrument of social change. Whatever the restructuring measures involved and the guidelines established under the established timing, there will be no progress if the federation is not managed at all levels by responsible men, acting man warned sciences, virtuous, orderly, enlightened and laborious. This transition allows us to focus our analysis on the slope which requires extensive scientific management, ... The main goal of any organization is to devote a program through the appointment of a man, able to manage the product football, the choice must be worn on the leader who has the qualities and abilities of conceptualization and rally around a social project. This is why the management concept must be entered in its most varied dimensions. To this end, manage or organize is to provide for, educate and train among other entrepreneurship.

It is in this context that this comment has retained rational and general management scheme federations. It is :

- at the level of planning, defining the primary and secondary objectives, material and immaterial, economic and social, in the short and long term, to discuss the management plan and the strategies for their implementation;
- organize the structure with the development of an organizational chart that reflects the skills in the field, to define the modalities of relationship with authority (human, technical, financial), to consider the working methods;
- to use human resources impulses in the leadership style, motivation, communication, compensation, evaluation, training;
- and finally to conduct regular monitoring and evaluation of the level of implementation of the project through audits and management control are: operational controls, verifying product quality football, time, budget and successive evaluation in progress project in its final phase.

The different content that barely conceal the "organization and management" concepts (Collange, 1969), then allow to unveil the organization of football in Benin suffered from ignorance or refusal to apply management science: a science of rationality. The consequences of this management made improvisations and infancy are the result of uncompromising diagnosis that this study has already addressed in his opening introduction. But whether the effects induced by the malfunction of the federation or of the free plating texts, laws and institutions and without an objective analysis prior societal changing conditions, failures both in terms of sector development and cross-cutting deserve a review of the method of recruitment of leaders of the Benin Football federation. This then leads us to differentiate the Football Federation in Benin experienced management methods during the period between 1960-2000.

OUTLINE OF A TYPE OF MANAGEMENT MODES OF NATIONAL FOOTBALL FEDERATION

Schematically, the recurrence of elements generated by management practices that led to the recruitment of sports administrators by dominant ideologies, are responsible for the increasing decline of football in Benin. From this point of view, the strategies that brought these leaders on the political scene "official" the state, the government, political parties and associations of young), is further proof that football can be "a powerful developer makes policy and manifestations of the phenomena of power." Football is just one of the places where are formed and dilute the clientelist relationships. The distribution of financial allocations, some balloons or gadgets on the eve of elections can be seen as welcome for spontaneous clusters and associative learning and democracy. But to see it up close, these commando operations have no other target than to expand the electoral front, with regard to both civilian rule and military. Both regimes globally operating according to the same mechanisms as they similarly lagging legitimacy deficit. There will be attended by spatio geographical legitimacy, territorial or ethnic (awareness of belonging to a region to promote), sector (development of a specific sector of football,

soccer generally exportable quickly), but above all political. These recruitment procedures do they ultimately take account motivations or personal affinities, factors absolutely fanciful and subjective or they fit in the absence of technical and professional competence required in the gratification for ideological or political support. The final size of these assumptions seems very plausible if we refer to the table below and allowing the identification of 11 or 13 individuals who have presided over for the Benin Football during the period from 1960 to 2000.

CHARACTERIZATION OF LEADER PROFILE TYPE

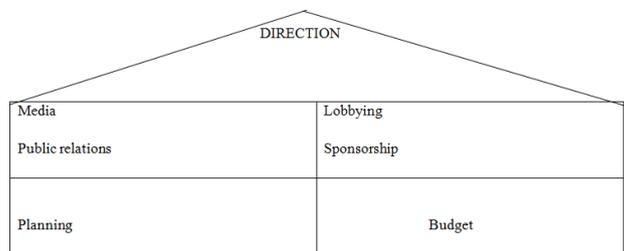
The major purpose of any organization is to choose or be a social project through the appointment of a man with huge organizational capacity, some designs skills and able to operate satisfactory choice it should grasp the concept of management in its most varied dimensions. In fact, and although already mentioned in our opening introduction, it is not superfluous to recall as manager, lead, organize, lead, train, or just educate is to manage the human, financial and technical. It is within this overall perspective that this study has identified rational and general management scheme federations. It is the combination of management resources that we plan, organize, administer and control (here the functions are transformed into action verbs, to achieve the desired objectives and the corresponding results). To do the construction of the "house" of the leader and "the practice of corporate management" Durkheim & Weber, (1985) assume a total reorganization as indicated eight variables we attempted to identify in the following table. It should be clarified that they are not a panacea for the final settlement of issues related to the proper management of football in Benin. A preliminary and objective analysis of the relevant and specific environment is therefore required to respect this great organizing principle.

The obvious interpretation of these variables determines the success of any business "sports", moves forward that the essential function of a manager is to lead a community toward achieving specific objectives. Good leaders create and plan change. About planning for change, it is to define the primary and secondary objectives, material and immaterial, economic and social, in the short, medium and long term; to institutionalize and modify users to accommodate changes. However, the key to success lies primarily in the changes made from the inside to the outside. They must translate checking a few key points. "The management of a modern enterprise" (Bruker, 1987) or how to display a new ability to lead men through the division of labor, the redistribution of responsibility, improving product quality football to get a higher profile benefits. Good leaders seek, create and support the change. They must motivate users to accommodate these changes by providing them, with more funding the construction of a more visible partnership. The implementation structures should lead to a number of questions including the control of all the means to implement to achieve the objectives (financial means in place, technical or human), the quality of the task means that it must be (properly perform its job seeking efficiency), or search the approach, method to achieve the program objectives (work with efficiency adopting tactics). The head type must regularly identify the causes of powers to the success or failure by reviewing its liabilities it means constantly ask where is he now, where does he want to go, how to get there, is he about to get there?

- the good leader must also be able to assess your tasks in order to possibly make readjustments. The world is changing and the changes resulting therefrom, must be reinvested in the acquisition of experiences for the improvement of new rules of planning. These rules will result in the development of new criteria for success.

The leader has the following types chronology when it moves from vision to tactics: vision, objective, strategy and tactics. To do this, one of the fundamental tasks is precisely to structure the human, financial and material. Organizing such as human resources is to maintain good public relations and mutual understanding between an organization and its public. Public relation proceeds actually an ability to manage a good image of the federation through the product offered to the participants, media, sponsors and spectators. As for research funding sources, it represents a major challenge. We distinguish the capital of the federation. To enrich these funds, it is necessary for example to systematically collecting a percentage of the profits made on the sale of lottery products, lotto, in short all games of chance such as a voluntary subscription patrons (people natural or legal) clubs representing the basic unit, their main resources are evaluated from the number of members participating in the membership fee by paying their dues and other sources of funding such as : revenues from events (dances, fairs, festivals, raffles, excursions etc.) and other income generating activities

Good governance and transparency are keys to the success of a productive work. These local communities and the state, although the share of contribution of the state or public authorities, should increase in the construction of heavy infrastructure and basic. As for funds from networking and lobbying, they are allocated by politicians. These funds influence cultural and sports activities. They are a major source for financing activities and could be added to the sponsorship. Sponsorship is a business relationship. The back or bottom of the collection is based on very strict regulations because the return is less than expected because the aid is based on the policy. What motivate governments can be translated by searching results transmitted, youth, building a team spirit and learning a democratic and associative life. This requires understanding the political process of directions (interest groups, media and others able to influence) and if possible build coalitions, long-term alliances with the federation. As regards sponsorship, it is:



- to associate the image of the federations with the business world in which we must offer a quality product (the sponsorship is not charity but a business contract). It is similar to "sponsoring" (Biscayart, 1960), but differs from other competitors and reaches a target group.

- identify the key person to approach selling your products, events and hospitality. Home of the new leader is then presented in 3 stages to induce significant and lasting change.
- We must reorganize the clients of a federation :
- players, coaches, officials, volunteers of today and tomorrow, volunteers ... It takes a different approach to serve customers and offer an improved product with a more qualified training;
- improving product quality through a better appreciation, means that it must follow strategies;
- this involves changing habits of the federation and clubs within putting in place structures, commissions, specialized functional (press, officials, regulations and penalties, sponsorship, technical management, etc.)
- as for the state, there must also play its role of arbiter regularly paying subsidies for the support and performance of the decentralized sports policy, rehabilitating the role of various actors at each level of the structure. The state must also create the heavy and light infrastructure for sport mass while regularly providing training for technical staff, worthy athletes, able to take charge and to undertake. It is up to sports to reinvent their own sport environment and redefine their effective integration strategies in the midst of contemporary sport.

Conclusion

In conclusion, we can of course ask question about the conditions in which in Benin, the organization of football will go to logic of economic profitability. Recognition of a football is now a fact. So much so that at national level, the federal operation sometimes tends to become para-administrative, the state has a strong influence by the means it grants and the regulatory framework it publishes. If the Beninese State considers that the sporting achievements has social, perhaps indirect benefits, but some, in terms of social dynamics (at least in terms of public health, reputation, social prestige, of image), then there is a choice and you have to pay the cost of this socialization. For outfitters clubs membership to the federation, football is not only a public interest activity, but many associations in various sectors, while retaining their values, have long taken the turn of the market economy.

This means improving the quality of football produced and behavior change in management. The fact that football has become a detection space, a regular comparison and ranking of values, inclusion in an organizational body corporate passes by accepting well imagine a system whose principle would be a kind of ownership of public and private communities in which the club-combination type law 1901 remains the core of decision-making authority and guidance. How to learn to make profits so that human values can still be defensible?

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