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ANALYSIS OF THE MODERN OLYMPIC ORGANIZATION WITH
HUMAN ORGANISM MODELS

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 หน้า

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NIPAT UNGPAKORNKAEW: ANALYSIS OF THE MODERN OLYMPIC ORGANIZATION WITH HUMAN ORGANISM MODELS. ADVISOR: PROF. SOMBAT KARNJANAKIT, Ed.D., CO-ADVISOR: PROF. SO HOSUNG, Ph.D., 319 pp.

With modernization and globalization, human beings are intensely integrated and interdependent. Organization immensely influences the quality of life through its provision of products and services to society and, over the last 150 years, has become the world's dominant economic institution (Bakan, 2004). Market mechanism however knows no limits as it expands from market economy to market society; of which, the moral limits of market is greatly concerned at the present as it puts society at risk invisible before (Sandel, 2012). The main objective of this dissertation is to develop a Human Organism Models as alternative managerial tools for better value creation of organization. Methodology begins with a review of literature (Human Development, Organization & Management, Sport, Recreation and Olympic), participatory observation (17th International Seminar on Olympic Studies for Postgraduate Students of the International Olympic Academy from 1-30 July 2009 in Olympia, Greece and Advanced Sport Management Course by Olympic Solidarity & Thailand Olympic Academy in 2011-2012), and oral presentation at international conferences (4th Asian Association for Sport Management Conference from 26-29 November 2009 in Bangkok, Thailand) frame a concept of Human Organism Models composed of 4 key variables of organization which are vision, competence, strategy, and value. These variables are indispensable, integrated, interrelated, and irreplaceable. Modern Olympic organizations are purposively selected as samples for analyzed based upon data collected from 1894 to 2010 integrated with results from focus group of Thai Olympic scholars and experts' opinions from Republic of Korea. Results from the analysis of the modern Olympic organizations with Human Organism Models confirm that the models are correct, comprehensive, and appropriated to be used as a managerial tool for the design and development of organization with different implementations recommended. Merits of Human Organism Models lie in validity (address directly to organization), reliability (applicable to all organization), comprehensiveness (covers all about organization), clarity (definition and relation among variables), and simplicity (a few numbers of variables but sufficient to explain all about organization).

Field of Study: Sports Science Student's Signature

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Chapter I

Introduction

“A society in which there is little if any philosophical reflection is an unhealthy society. A philosophy-free society in which there is little critical thought about fundamentals is a society perilously close to atrophy.”

Law (2007).

With modernization and globalization, human beings are intensely integrated and interdependent. Organization, as a social group, immensely influences the quality of life through its provision of products and services to society and, over the last 150 years, has become the world’s dominant economic institution (Bakan, 2004).

Gupta (2008) quoted “man is a social animal. Without society he is nothing but animal. Yet many consider themselves 'self made'.” Karl Marx, according to Stones (2008), argued further that “it is not the consciousness of man that determines their existence, but their social existence that determines their consciousness and that the essence of human beings was their social nature—people could only develop their capacities and realize their full potential in a free society. Human emancipation required the material transformation of society rather than a mere change in consciousness. The key feature of societies was how they organized material production”.

Group's decisions on its activity—what, and why to do; how to make; when, and where to operate; who, and to whom to serve—are very important to human because these decisions involve not only personal but also state, country and world community. The decisions on families would make children happy or sad. The decision of a private-owned enterprise on its business can foster or deteriorate quality of life for most people. The policy of a country or state towards others countries, ranging from normal affairs to serious issues such as war and peace is very crucial to society as a whole and to every individual who belongs to the state or country. The decision of a government entity on what to serve public is very meaningful to everybody.

On *Why Nations Fail*, Acemoglu, D. & Robinson, J.A. (2012) assert that “countries differ in their economic success because of their different institutions, the rules influencing how the economy works, and the incentives that motivate people.” Economically and politically, these institutions are inclusive institutions and extractive institutions. The first is to include every member into the market with the level playing field that fosters technology and education—the main driver for the prosperity. The latter is to “keep poor countries poor and prevent them from embarking on a path to economic growth” due to the fact that “an elite who design economic institutions in order to enrich themselves and perpetuate their power at the expense of the vast majority of people in society. The different histories and social structures of the countries lead to the differences in the nature of the elites and in the details of the extractive institutions. But the reason why these extractive institutions persist is always related to the vicious circle, and the implications of these institutions

in terms of impoverishing their citizens are similar—even if their intensity differs”
These institutions are the origins of power, prosperity, and poverty of the nations.

We actually live in a society of organizations whose managers are the main drivers of society (Scott & Hart, 1979, Smith, 1984.). With the significance of organization for human and society, Drucker and Maciariello (2008) even propose to include “*preimum non nocere*: above all, not knowingly to do harm” into the codes of professional ethics.

Basically, group’s decision on its activity involves a lot of managerial resources and processes including vision, objective, competence, strategy, structure, system, staff, style of management, environment and so on. Simply put, organization’s strategy determines what to do and how to achieve the mission of organization. To achieve its strategic vision or tactical objective, organization in general faces difficulty in achieving both effectiveness and efficiency concurrently in a short-term and surviving in a long run. Effectiveness is to do right thing whereas efficiency is to do thing right.

Contemporary frameworks of organizations are from such interdisciplinary sciences as economics, physical science, politics, biology, sociology, behavioral science, management, anthropology, modernism and post-modernism perceive organization as “a thing” to achieve objectives set by shareholder or management of organization. It is a kind of achievement by proximity. Among these frameworks, economics is the predominant. Based on the transaction cost theory and agency

theory, organization is presumed rational. Maximization of shareholder's value or, deductively as, profitability is a generally accepted principle of management. The way to maximize profitability is indeed legally merit and even socially justified across places and times. Profitability is God.

The pitfall of rationalism however comes with the juxtaposition of profitability as so many times and places, management tends to put too much focus rather on short-term than long-term, on profitability to self than to others and also on profitability itself than to other intangible values of organization. Drucker and Maciariello (2008) affirm that "the danger in the concept of profit organization is that it makes profitability appear to be a myth". The phenomena of so-called "profitability myopia" is actually the Achilles' heel of organization as it springs off job alienation, externality, and unethical misdeed. These are fatal symptoms which finally result in premature mortality of organization.

Rationalism does not provide any room for behavior considered inefficient. Man, one of managerial resources, is normally viewed and treated as a humanoid machine which can and should be replaced by superior machine whenever and whatever possible to achieve better efficiency and/or to avoid any inefficiency. This is simply because machine can work 24 hours * 7 days without any complaint, welfare and bonus and man can't. Man has to strictly follow the book and be controlled by a code of conduct without exception. "Division of Labor" yields the best on work, not people. The longer and harder a man works for organization, the bigger the barrier between man and organization and the sooner job alienation arrives.

The externality of organization comes in different forms as a direct to a third party or indirect via environment impact such as global warming that affects every single one on earth (Gore, 2007). Bakan (2004) compiles a long list of externality cases among large corporations, labels them as the externalizing machines, and posts the corporation as the pathological pursuit of profit and power.

Profitability myopia uncovers the dark side of organization psyche.

Organization is slippery into the dangerous zone of ethical misdeed to achieve the result by whatever means. In such ethic related issue, cost-benefit analysis of profitability is the Titanic. Confronting with product improvement in related to cost increase and fatalities, GM management decided to go for the number game by calculating everything including fatality in terms of dollar amount. Based on the “Value Analysis of Auto Fuel Fed Fire Related Fatalities” report from an in-charge engineer, each fuel-fed fatality would cost GM \$2.40 per automobile compared to the estimated cost of \$8.59 per automobile to prevent the explosion. Therefore, GM management decided to save cost of \$6.19 ($\$8.59 - \2.40) per automobile and let the chance of any fatal accident to take place. This is the lawsuit against GM in 1993 (Bakan, 2004). Cheating, conspiracy and corruption are not deliberately considered unethical if not against the state, federal or national law.

With profitability myopia, organization is short-lived without any exception. Geus (1997) showed that according to the study by Ellen de Rooij of the Stratix Group in Amsterdam “the average life expectancy of all firms, regardless of size,

measured in Japan and much of Europe, is only 12.50 years” and argued that “there is accumulating evidence that corporation fails because the prevailing thinking and language of management are too narrowly based on the prevailing thinking and language of economics. To put it another way: companies die because their managers focus on the economic activity of producing goods and services and they forget that their organizations’ true nature is that of a community of human”. Figure below conceptualizes contemporary frameworks of organization from multidisciplinary which mislead organization to fatal mistakes and to mortality at the end.

Figure 1.1. Philosophy of Organization as a “thing” through Interdisciplinary Perspectives

Philosophy of Organization as “a thing” through Interdisciplinary Perspectives		
Ontology	Epistemology	Axiology
Frame of Economics	Rationalism	Value maximization to shareholders as profitability and self-interest
Frame of Physical Science	Mechanism	
Frame of Politics	Power	
Frame of Biology	- Life cycle of organization - Organic growth	
Frame of Sociology	- Organization as emergence - System theory	
Frame of Behavioral Science	- Human relation - Group dynamics	
Frame of Management	Vision, Competence, Strategy, Structure, Style, System, Staff, Process	
Frame of Anthropology	Culture	
Frame of Modernism	Objectivity, Self-identity, Individual intentionality, Local Causality, Homeostatic Change, Linguistic Attributes	
Frame of Post-modernism	Heraclitean primacy of flux and change, intrinsic inadequacy of language, gestalt process of comprehension, loosely coupled and non-local causality	



Profitability Myopia, Job Alienation, Externality and Ethical Misdeed



Premature Mortality

To maximize shareholder's value is to understand that profitability is one part, not the whole. To Plato's jargon, profitability is a "particular", not a "form". "Value" cannot be comprehensible with only a simple thought. Value is in fact, under the name of "Axiology", one of the major of branches of Philosophy. Of simplification of value for human being, it is the wholly balanced development of what Greek for thousands of years calls body, mind and soul (Koursi, 2003). A short statement of the Roman satirist Juvenalis: "Mens sana in corpore sano"—sound mind in sound body—is the best wish for a man and this philosophy of life embodies in every sense of Greek. To emphasize, value is a whole, neither deductible nor breakable into parts. The whole is greater than the sum of its parts. Profitability, therefore, can't justify organization, let alone to be the supreme objective of any organization.

To validate value, following cases from individual to collective as organization illustrate how value can be approached without putting profitability to the gear. An ideal for sport world, Abe Pollin (1924-2009) is the longest-serving owner of Washington Wizards and is the founder of the Verizon Center without public funding. Pollin (Stern, 2009) has always been credited for his thought and work on the right thing to do for his city and reasons his legacy that "I want to do it because it is the right thing to do for Washington. And I don't need to be the richest person in the cemetery".

Industry has a handful sample of such achievement. Danfoss and DONG Energy of Denmark are among a few organizations proving that world population, even in the future of 10 billion people as forecasted, can earn a good standard of

living should they know how to do the right thing and to do the thing right. It is possible to gain economic growth and to reduce CO2 level.

Danfoss and DONG Energy are world-renowned Danish companies in greentech segment. Right after the oil shock in 1973, Denmark and Japan were among the countries badly hit (Climate Consortium Denmark, 2009). Thanks to the crisis, Danish companies moved forwards to energy efficiency and green technology. Danfoss' mission sounds very simple—manufacturing frequency converter to make electric motors run efficiently. However, Danfoss' technology saved Belfast International Airport 1 million kWh a year in energy equivalent to 500 tons of CO2.





DONG Energy is the largest energy company in Denmark specialized in the offshore wind power generation. For DONG Energy, says DONG Energy's CEO Anders Eldrup. "It's win-win-win: energy consumption goes down, environmentally friendly energy supply goes up, and DONG Energy gets a better price for our power." (Climate Consortium Denmark, 2009).

The beautiful success of Danish companies in greentech is heralded by world leaders. The president of the United States, Barack Obama, once argued that USA hardly succeeds in renewable energy sources and cannot compare with Denmark that can generate up to 20 per cent of electricity production from wind power. U.N. Secretary-General, Ban Ki-moon, also suggests putting money on the green technology (Climate Consortium Denmark, 2009).

Figure below portrays “build-to-last” organizations with great visions, market capitalization and longevity. It is interesting that not any of these organization put profitability on their vision.

Figure 1.2. “build-to-last” Organization with Great Vision to Hold and to Achieve

“BUILD-TO-LAST” ORGANIZATION WITH GREAT VISION TO HOLD AND TO ACHIEVE

	Philosophy/Vision	Market Cap. As of Mar 2008
 Est. 1890	“We bring good thing to life.”	USD 321.84 billion
 TOYOTA Est. 1867	“Contribution towards sustainable development.”	USD 163.84 billion
 Connecting People Est. 1865	“A world where anyone can be connected.”	USD 127.11 billion
 Est. 1923	“Dream, believe, dare and do.”	USD 57.92 billion

Keeping the importance of organization to the well-being of people in mind, there are several theses proposing golden rules to maximize shareholder’s value. Some were heralded in the past and some survives until today. Of all, strategy and competence are among the most mentioned whereas vision and environment of organization the overlooked. People know that strategy without competence bears no fruit but seem to forget that without vision, strategy is also pointless. Environment greatly influences the performance of organization and it is environment that makes outcomes different from outputs.

It is therefore very much worth and strategic to challenge the philosophical inquiry of “what is organization?” and to provide an alternative framework of organization in a true and justified way possible. Empirical data and reasoning methodology as argued by Socrates to be criteria for knowledge (Law, 2007) will be basic instrument for validating the framework to best avoid any entrapment of Plato’s Cave, “six blind men and an elephant”, or heuristics.

Olympic is an exemplar for research due to its magnificent impacts to the world and amazing longevity. Olympic supersedes other organizations with great vision and competent capabilities. Olympic, in the modern time, is surprisingly a non-profit organization but very healthy and wealthy. It is a non-governmental organization but greatly politically influential. It is non-formal sport education but deeply cultural embedded. Olympic is one of the most well known brand names in the world, one of the biggest multinational organizations in the world and one of the most value organizations in the world. It is an archetype of organization with sustained achievement and longevity. Despite its legacy and legend, Olympic is not well recommended to scientific researches (Uchiumi, 2009) and thereby deserves more and more researches to unfold its sacred secrecy.

Since its rebirth in 1896, benefits of Olympic Games can be listed with such diversity as competition, contacts, dignity, education, effort, emancipation, emotion, equality, ethics, fair play, fascination, friendship, fully developed human, harmony, humanity, integration, internationalism, joy, mutual respect, nationalism, peace, respect, socio-culture-economic, solidarity, success, team spirit, unity, and

universalism. Olympic Truce is practically the god of peace and the symbol of five interlaced rings integrated all nations in the world without any kind of discrimination. Olympic is indeed meant to everyone everywhere every-time.

Such diversity of benefits bring along a supreme socio-culture-economic power to Olympic. Olympic has so many mechanics to change the world. To name a few, International Olympic Committee, National Olympic Committee, International Federation, Olympic Games Organizing Committee, International Olympic Academy, Olympic Games (Summer, Winter, and Youth Games), Olympic Truce, Olympic Torch Relay, Olympic Education, and Olympic Solidarity.

For power, Lord Acton asserts on his letter to Bishop Mandell Creighton in 1887 that “Power tends to corrupt, and absolute power corrupts absolutely. Great men are almost always bad men.” (Martin, 2010). Menaces also come to Olympic for the power. Above all, commercialism is of real threatening Coubertin since 1925. At his farewell speech in Prague, Coubertin stresses that “marketplace or temple, sportsmen have to choose. They cannot have both but they have to agree on one thing. Sportsmen, make your choice” and forwards his idea that “the temple will stand forever, everything else will fade away” (Kruger, 2009).

As an organization, Olympic has since 776 B.C.E. proved to the world that it is the ideal for other organizations to follow. Unlike sport management that immigrate concepts and theories from management and business, Olympic is literally in a

position to implicitly teach and to explicitly show how management and business can learn from sport.

Objective of Dissertation is to analyze the modern Olympic organization with Human Organism Models.

Scope of Dissertation

1. Vision of organization, competence of organization, strategy of organization and value of organization.
2. Data of samples covers a period from 1894 to 2010.

Keywords

Human Organism, Modern Olympic Organization, Vision of Organization, Competence of Organization, Strategy of Organization, Value of Organization, Managerial Efficiency, Managerial Effectiveness, Organization Longevity.

Operation Definitions

Modern Olympic Organization means specifically sport organization in the modern time involving Olympic Movement; of which, these are International Olympic Committee (IOC), IOC Executive Board, International Olympic Academy

(IOA), Olympic Solidarity, International Sports Federation (IFs), National Olympic Committee (NOCs), and Organizing Committee of Olympic Games (OCOGs).

Human Organism Models regard organization as human being composed of four key pillars of excellence which are vision, competence, strategy and value.

Vision of Organization describes origin, existence and purpose of organization.

Competence of Organization outlines domains of sufficient means for the necessities and convenience of organization to perform tasks in order to achieve its vision.

Strategy of Organization is the choice of action for organization to perform tasks in order to achieve its vision.

Value of Organization reflects performance of organization as a result of strategy in terms of managerial efficiency and managerial effectiveness.

Managerial Effectiveness reflects how good an organization can do right thing. An organization that better serve the market is more effective than others. Sale is quite a universal measurement of Management Effectiveness for manufacturing industry as customer satisfaction is for service industry. The more valid of products and services to serve customer, the better Management Effectiveness of organization

will be. Serving the right product to the right market is among the best wishes for organization.

Managerial Efficiency determines how good an organization can do thing right. With a limited resource, organization with more outputs is more efficient than organization with fewer outputs. On the other hand, with the same numbers of outputs organization that uses fewer resources or inputs is more efficient than that exploits greater resources or inputs. For manufacturing and industry, it is termed “productivity”.

Organization Longevity indicates how long an organization exists. Chances are organization with longer life will deliver more values than a short-lived organization. A lower-valued organization, within a given period of time, can however outlive a higher-valued organization.

Value of Dissertation

1. Human Organism Models can be used as criteria or benchmark in measuring key variables of organization in recreation and sport.
2. Human Organism Models will enhance performance of organization in recreation and sport.
3. Human Organism Models will be regarded as reference for management of new born organization to design organizational structure and the likes.

Statement of the Problems

1. What basically is organization?
2. What are key principles or elements of excellent organization?
3. Can organization be managed as human being? If so, what shall be key domains?
4. What is and how to measure the value of organization, apart from financial perspective, and why doing so?

Conceptual Framework of Dissertation

The very first question of dissertation is “what is organization?” There are in reality many types or particulars of organizations as they are termed with “government”, “non-government organization”, “business”, “corporation”, or even “family”. However, according to Plato, among the “particular” there is always a form of them. All kinds of organizations should also have a certain particulars applicable to local context and a set of forms universally inherited to all organizations.

Philosophy is consulted as it is basically a priori of everything. From philosophy it comes “pure” sciences to “applied” sciences to products and services to market and to economy at large. Three main branches or domains of philosophy are “Ontology”, “Epistemology” and “Axiology” which deals about “what is”, “methodology of enquiry” and “value” respectively.

Ontology of organization means the vision of organization which describes the origin, existence and purpose of organization. Epistemology of organization means both competence and strategy of organization which outlines domains of sufficient means for the necessities and convenience of organization to perform tasks together with choices of actions in order to achieve its vision. Axiology of organization is about the value of organization that reflects performance of organization as an overall result of strategy in terms of managerial efficiency and managerial effectiveness.

Concepts on Sport, Recreation and Humanism of ancient Greek and of Developmental Psychology are the sources of how the vision of organization is formed, of how competence and strategy of organization are created and formulated and of how the value of organization is evaluated. As a matter of fact, the vision of organization can be viewed as “independent variables” since it will lead to and affect competence and strategy of organization which eventually result in the value of organization. Once the vision of organization is not properly put or interpreted, domains of competence and strategy of organization will also be deviated from what they should be. If the vision of organization is well situated and translated within organization, strategic competence and viable strategy will be followed with value of organization to be achieved.

Mythology of Gods and Goddesses represents the ideal image of human being. They are perfect; however, they are also human alike. Any wrong doings can also be made by Gods and Goddesses. Olive tree is grown from the seed, little by little, and bears olive which is among the most valuable fruits on earth. Every single part of the tree from trunk to leaves is useful for construction to cuisine and medicine. Believe it or not, for Greek, olive tree never die. Lots of people never plant the olive tree for generations. The wholesomeness—the whole is greater than the sum of its parts—derives from ancient Greek and is applicable to everything. For human being in particular, the balanced whole of body, mind and soul is what Greek value the most.

To reach the ideal Gods and Goddesses, perfection without any mistake among body, mind and soul has to be articulated and practiced. For Developmental

Psychology, body governs domains of physical, social and emotional. Mind represents cognitive domain whereas soul the spiritual domain. These five domains are the competence of human being which will enable strategic choices to be effective. Choices of actions—strategy of organization—can be viewed from the concept of “Kalos k’agathos” and of “Arête and Adios”.

If able to translate out of Greek world into English, Kalos means “beautiful” which is not particularly limited to aesthetics. For sports, Kalos is literally Arête in terms of perfection in manner. To win the game, athlete practice years after years to achieve the perfection of physical movement in addition to the harmony of body, mind and soul. Agathos, another concept hardly to be correctly interpreted outside Greek world, is virtue especially related to the state of soul. Adios or sportsmanship is what agathos means for sports. Once a person has his own vision, acquires sufficient competence and wisely follows strategy, humanism of himself is expected to achieve accordingly. He will conduct himself wisely. His living is so meaningful for himself, others and society at large. He will also outlive others who have not vision, competence or strategy.

With the above framework, Human Organism Models are proposed with four domains of organization to be analyzed upon theoretical background and empirical truth. The first domain is called “vision of organization” which shall be proposed as development of self, development of others and development of society. The second is named “competence of organization” which is fitness of organization structure and system, social integration, learning capability, sentimental harmonica and power of

will. The third is “strategy of organization” as managerial efficiency and managerial effectiveness. The last domain is the value of organization which ultimately translates into organization longevity. Figure below displays in graphic the conceptual framework of dissertation.

Figure 1.3. Conceptual Framework of Dissertation



Chapter II

Review of Literature

“Sit down before fact as a little child, be prepared to give up every preconceived notion, follow humbly wherever and to whatever abyss nature leads, or you shall learn nothing.”

--Thomas Huxley (Bertman, 2010)

In response to the objective, problem, hypothesis and scope of dissertation, following preliminary review of literature is to find out key concepts, frameworks, and theories in related to these issues:

1. Key characteristics of organization and management.
2. Domains of human development.
3. Concepts and theories on recreation, sport and Olympic.

1. Key Characteristics of Organization and Management

The way an organization acts depends largely on its administration and management and the way an organization is administered and managed lie a great deal on what and how the organization is defined and framed. The way organization is perceived will determine how the organization would be managed.

Although organization and management always come together, they are different and can theoretically and practically be separated. If organization is a human being, management then is behavior, personality and development. It is very normal that organization leads management; still, it is not unusual that management influences and shapes organization.

Organization normally means differently to different people. There are such key elements belonging to organization as a group of people, objective, tasks, resources, functional areas, management and so on. The ontology of organization then comes with a very basic but profound question of “what is organization?”

Due to its nature, organization can be viewed from such many approaches as positivism and normative and from such many disciplines as physical science (mechanism), economics (rationalism and deductionism), sociology (system theory), anthropology (culture), politics (power), management (process), modernism (causal relationship), post-modernism (anti-causal relationship) and so on.

Donaldson (2005) commends that positivism is to reveal causal regulations that underline surface reality. Explanation is primarily in terms of causes that determines effects. Positivism puts favor on what Plato (1999) has for thousands of years proposed: if we're ever going to know anything purely, we must be rid of it, and must view the objects themselves with the soul by itself.

Sociological positivism holds that phenomena, or social facts, should be explained by other social facts, i.e. objective conditions, rather than in the consciousness of social actors as Durkheim (Stones, 2008) proposes the way to study organization by the doctrine of emergence that “social phenomena can’t be explained in terms of the characteristics of individuals” just as “water can’t be explained in terms of the characteristic of oxygen and hydrogen taken separately.”

In 1999, Donaldson posted “organizational portfolio theory” arguing that each cause of performance is a factor in the organizational portfolio. Each organizational portfolio factor has a certain variance and a certain covariance with misfit. Then, he posits “Structural Contingency Theory” in 2001 explaining that organizational structure by the need to fit the contingencies such as size and technology.

In contrast to positivism, normative sciences make descriptions based on value judgments. This is because, according to Hatch and Yanow (2005), social world can’t be understood in the same as the natural and physical worlds. Unlike rocks and atoms, humans make meaning, and so a human or social science needs to be able to address what is meaningful to people in the social situation under study. This requires understanding how groups, and individuals within them, develop, express, and communicate meaning, something that objective, unmediated observation can’t yield. This notion is also in line with Kant’s central idea that knowing depends on a priori knowledge and that the realm of scientific inquiry implies a source of knowledge other than one of the basic five senses. Chia (2005) pointed out that much of theory from normative sciences draw on the language of frames, lenses, metaphors, and

paradigms, reflecting the phenomenological-pragmatist idea of the structure of knowledge.

To have a good sense of organization, it is necessary to have a broad perspective on sociology of organization. Key sociologists such as Karl Mark (1818-1883), Max Weber (1864-1920), Emile Durkheim (1858-1917), Talcott Parsons (1902-1979), Norbert Elias (1897-1990), Harold Garfinkel (1917-), Anthony Giddens (1938-), Michael Mann (1942-), Arlie Russell Hochschild (1940-) provide fundamental concepts towards organization as followings (Stones, 2008):

Marx argues that the essence of human beings was their social nature—people could only develop their capacities and realize their full potential in a free society. Human emancipation required the material transformation of society rather than a mere change in consciousness. Marx also argued that the key feature of societies was how they organized material production. He studied the material world in terms of a materialist ontology of labor, that is, humans were social animals who produced themselves and society through active social labor. “value added” in capitalism as a whole is entirely due to labor-power (capacity to work). Whether or not labor-power actually does so, however, depends on capital’s ability to control workers in the labor process. It is not so much the hours that workers spend at work but their productivity that matters. Thus, the struggle between capital and labor to increase productivity is the fundamental basis of the economic class struggle in capitalism.

Weber offers three basic characteristics of the three pure types of authority or legitimate domination as legality, tradition and charisma. Durkheim's definition of sociology's distinctive province is based on the doctrine of emergence, which distinguishes levels of reality. Emergent phenomena must be explained in terms of causes at their own level of reality and can't be explained in terms of, that is, reduced to, causes at some lower level. Just as water can't be explained in terms of the characteristic of oxygen and hydrogen taken separately, social phenomena can't be explained in terms of the characteristic of individuals.

Durkheim made effective use of two images of societies, one of which, using the language and imagery of the natural sciences of his day, views the individual and the social as opposed forces. We acquired all the best in ourselves, and the things that distinguish us from other animals, from our social existence. Thought, language, world-views, rationality, morality, aspirations, in short, culture, derive from society.

Durkheim's second image of society is borrowed not from the physical sciences but from biology: like the human body, society is a structural-functional system of interacting, exchanging, mutually adjusting and supportive parts that make necessary contributions towards the survival of the whole.

According to Parsons, organization is a system as any entity that is relatively free-standing in relation to other entities. To say that nations are social systems is to say that they exhibit socially generated patterns in the way that function, and in the way the various component parts such as the economy, government, the law and so

forth, mesh with one another. Parson's idea of the social system drew on his earlier interest in biology, and is particular the human body. Just as the body comprises a range of different organs (heart, lungs, liver, and so on) to perform the vital functions necessary for its survival and growth, so society requires institutions (for example households, firms, government and so on) capable of fulfilling functions necessary for society's equilibrium and development.

Parsons commands four basic social functions that social system must successfully perform if they are to survive. The first involves Adaptation (A) to the external or natural environment from which scarce physical resources derive, or, put more simply, the economic function. The second was called Goal attainment (G), meaning the political utilization of resources to meet particular ends. The third function of Integration (I) refers to the achievement of legitimate rules or norms to regulate the entire system, reflected, for example, in law. The fourth function, latent pattern maintenance (L), is to do with the transformation of value that are personal to the individual into value patterns that are shared and stable within a given system.

For Elias, sociology is highly fragmented discipline: it contains a large number of competing paradigms that can be divided, in different ways, according to variations of the "Structure-Agency" dilemma. Put crudely, some perspectives, such as variants of the structuralist paradigm, focus on "social structures" and how these are reproduced. This focus often leads to a view of "individuals" as simply "driven" by "external" forces. Others, exemplified by variants of the ethnomethodological and symbolic interactionist paradigms, focus on the "active" and "productive" capabilities

of the “individual subject”, which, they propose, are largely overlooked by the proponents of other positions. However, this focus often leads to a view of “individuals” as existing in a vacuum or in isolation from one another. Consequently, it becomes difficult to explore how individuals are compelled to act in one way rather than another.

It is this “invisible wall of affects” that leads to a common self-experience among people in the contemporary west: it is manifested in the feeling that it is almost as though there is a “dividing line” between “me in here” and “society are there.”

Elias proposed that sociologists should abandon a Homo clauses view of power as a “thing” we could somehow pick up and hold within own shells towards a more fundamentally rational and processual understanding of power. For Elias, what we currently label as “power” is an aspect of relationships. It is rooted in the fact that people can withhold or monopolize what others need. “Power” is very rarely simply a case of the one-way “dependence” of one party on another. It almost always refers to people’s interdependence.

Garfinkel never believed that this business of sense-making was a matter of psychology. On the contrary, he argues that people make joint sense of their social world together, and that they do so methodically, using social procedures or methods that they share. Because these methods are showed by the members of specific cultures and subcultures, Garginkel called them “ethnomethods.” And he called the sociological study of these ethnomethods’ ethnomethodology to study how these

socially shared methods are used to understand, reason and act in the common sense world of everyday life.

To Giddens, social groups lack genetic codes that standardize biological relation between organs, and they lack chemical bonds that fix the physical properties of material things. What makes “thing-like” images of collectivities plausible is that, considered over long periods of time, most groups exhibit two characteristic features. First is the enduring patterns of positions and relationships and the second is the characteristic structural features (for example moral codes, types of domination, class structures.)

Mann commends that societies are constituted by multiple overlapping and intersecting sociospatial networks of power. Power can either be “extensive”, with great spatial reach, or “intensive”, more tightly organized, or “authoritative”, “deliberate and coercive, or “diffused”, arising from similar but not explicitly commanded practices. Mann elaborates four substantive types of power of his IEMP model—Ideological, Economic, Military and Political.

In contrast to “organism” or “social constructionist” models of emotions—models that prioritize the biological and the social respectively, Hochschild adopts the analytical space between these two extremes. For Hochschild, emotion is unique among the senses, being related not only to action but also to cognition. Emotions emerge when bodily sensation are jointed with what we see or imagine—forged on

the template of prior expectations—and it is on this basis that we discover our own particular view of the world and our readiness to act within it.

Through the concept of “emotion management”, Hochschild is able to inspect the relationship between emotional experience, feeling rules and ideology. As she explains, feeling rules are the side of ideology that deals with emotions: standard that determine what is “rightly owed and owing in the currency of feeling.” Emotion management, in contrast, is the type of work it takes to cope with these feeling rules. From this perspective, acts of emotion management are not simply private acts, rather they are used in exchanges under the “guidance” of public feeling rules. Feeling rules, in effect, give “social pattern” to our acts of emotion management: pattern that may be more or less equal, depending on the distribution of power and authority within any given society.

Apart from these key thoughts from sociologists, contemporary modes of thought are circumscribed by two opposing and enduring metaphysical presuppositions. Heraclitus, a native of Ephesus in ancient Greece emphasized the primacy of fluxing, changeable, and emergent world (ontology of becoming) whilst Parmenides his successor insisted upon the permanent and unchangeable nature of reality (ontology of being). These basically are “post-modernism” versus “modernism”.

For modernism, there are six key meta-theoretical assumptions, with varying accentuation, underpin the epistemological project of modern organization theory.

These are Objectivity, Self-Identity, Individual Intentionality, Local Causality, Homeostatic Change, Linguistic Adequacy (Chia, 2005):

Objectivity: organization whether socially constructed or otherwise are viewed as concrete social entities with fixed locations, clear identities, and describable attributes.

Self-Identity: organization possesses identifiable characteristics including especially purposefulness and direction, stability and configuration, culture and values, goals and functions that are often believed to be visible, comparable, and/or measurable in the research process.

Individual Intentionality: the primacy and autonomy of individual actors are taken as a given starting point. Atomicity and the aggregation of individual actions into a collective effort are emphasized. Individual actors are believed to make meaningful and conscious choices so much so that purposefulness, control, and causal attribution can be duly assigned even if the eventual outcomes are not always what were intended.

Local Causality: organizations are deemed to change primarily through active intervention: either internally by willful actors or externally through agents of change. It is this model of “tightly-coupled” causality that is assumed in the modernist explanatory schema.

Homeostatic Change: change is something exceptional because equilibrium is presumed to be the natural state.

Linguistic Adequacy: the idea that words are adequate for expressing thought and more importantly that all proper knowledge entails conscious thought that can be suitably expressed through language provides the epistemological platform for the legitimization of modern knowledge. Knowledge itself, thus, becomes very much like a product or commodity that can be “accumulated”, “stored”, and “transformed” in the form of unique word configurations that we call a theory. The current popular notion of “knowledge management” is very much tied to this modernist view of knowledge.

Contrast to modernism, four intellectual axioms and imperatives are detectable in the postmodern approach to research and analysis (Chia, 2005):

- Postmodernists seek to emphasize the Heraclitean primacy according to process, indeterminacy, flux, interpenetration, formlessness, and incessant change.
- Postmodernists reject the kind of representationalist epistemology championed by modern science-language. For postmodernists, theories are viewed more pragmatically as selective and useful instruments or devices that help us to negotiate our way through the world. This is the realization of the intrinsic inadequacy of language.

- The attempt to explore and sensitively articulate tacit and oftentimes unconscious forms of knowing in a manner that remains faithful to the subtle nuances of the gestalt processes of comprehension.
- Instead of thinking in terms of tightly coupled causal explanations that attempt to deterministically link observed phenomena with underlying tendencies, postmodernists privileges the ideas of reminiscence, resonance, recursion, and resemblances as more adequate expressions for describing the “loosely coupled” and non-locally defined web of event-clusters constituting real-world happenings. Thus, recently introduced concepts such as self-similarity, on-local causality, strange attractions, and the butterfly effect.

In addition to concepts from sociology, organization is also very much influenced by economics especially that of Williamson’s transaction cost economics and Coase’s transaction cost theory proposing that markets and firms are two alternative and substitutable models of organizing production (Dussange and Garrette, 1999). Efficiency, progress, stability and equality are the ideology of economics (Kaysen, 1996) and the driving forces of organization towards effectiveness, efficiency and profitability.

Friedman, according to Bakan (2004), contends that the social responsibility for corporate executives is to make as much money as possible for the shareholders. This is a moral imperative. Executives who choose social and environmental goals over profits are in fact immoral. Drucker also echoes that the corporate social

responsibility is a dangerous distortion of business principles (Bakan, 2004). This is because, according to Bakan (2004), “corporations are created by law and imbued with purpose by law. Law dictates what their directors and managers can do, what they cannot do, and what they must do. And, as least in the United States and other industrialized countries, the corporation, as created by law, most closely resembles Milton Friedman’s ideal model of their companies and shareholders above all others and forbids them from being socially responsible—at least genuine so.”

For economists, a modern corporation is a team effort involving a number of players, such as managers, employees, shareholders, and bondholders. The numbers of this corporate team are bound together by a series of formal and informal contracts to ensure that they pull together. For a long time economists used to assume without question that all players acted for the common good, but in the last 20 years economists have had a lot more to say about the possible conflicts of interest and how companies try to overcome such conflicts. These ideas are collectively known as “agency theory” (Brealey and Myers, 1996). The agency theory, according to Perrow (1990), presumes three assumptions. First, it is that individuals maximize their own interest. Second, social life is a series of contracts governed by competitive self-interest. Lastly, monitoring contracts is expensive and ineffective.

From key concepts of sociology, organization is presumably conceived as structural frame, human resource, political and symbolic frame as Bolman & Deal (2003) collects below:

1. Structural Frame's assumptions (p. 45):

- Organization exists to achieve established goals and objectives;
- Organization increases efficiency and enhance performance through specialization and a clear division of labor;
- Appropriate forms of coordination and control ensure that diverse efforts of individuals and units mesh;
- Organization works best when rationality prevails over personal preference and extraneous pressures;
- Structure must be designed to fit an organization's circumstance (including its goals, technology, workforce, and environment);
- Problems and performance gaps arise from structural deficiencies and can be remedied through analysis and restructuring.

2. Human Resource Frame's assumptions (p. 125):

- Organization exists to serve human needs rather than the reverse;
- People and organization need each other. Organization needs ideas, energy and talent; people needs careers, salaries, and opportunities;
- When the fit between individual and system is poor, one or both suffer. Individuals are exploited or exploit the organization—or both become victims;
- A good fit benefits both. Individuals find meaningful and satisfying work, and organizations get the talent and energy they need to succeed.

3. Political Frame's assumptions (p. 186):

- Organization is coalitions of diverse individuals and interest groups;
- There are enduring differences among coalition members in values, beliefs, information, interests, and perceptions of reality;
- Most important decisions involve allocating scarce resources—who get what;
- Scarce resources and enduring differences make conflict central to organizational dynamics and underline power as the most important asset;
- Goals and decisions emerge from bargaining, negotiation and jockeying for position among competing stakeholders.

4. Symbolic Frame's assumptions (p. 242):

- What is most important is not what happens but what it means;
- Activity and meaning are loosely coupled, events have multiple meanings because people interpret experience differently;
- In the face of widespread uncertainty and ambiguity, people create symbols to resolve confusion, increase predictability, find direction, and anchor hope and faith;
- Many events and processes are more important for what is expressed than what is produced. They form a cultural tapestry of secular myths, heroes and heroines, rituals, ceremonies, and stories that help people find purpose and passion on their personal and work life;

- Culture is the glue that holds an organization together and unites people around shared values and beliefs.

These frames are sometimes called by different names as rationalism and system theory (Abrahamsson, 1993) which are part of the structural frame above.

For Daft (1995), organizations are social entities that are goal-directed, deliberately structural activity systems with permeable boundary and to understand the whole organization, it should be viewed as a system. A system is a set of interacting elements that acquires input from the environment, transforms them, and discharges outputs to the external environment. An organization is composed of several subsystems performing five essential functions—boundary spanning, production, maintenance, adaptation, and management. Organization form and design are the ultimate expression of strategy implementation. He further comments that recent work on organizational life cycle suggests four major stages characterize organizational development—entrepreneurial stage, collectivity stage, formalization stage, and elaboration stage.

Mintzberg, according to Daft (1995), suggests that every organization has five parts—top management, middle management, technical core, technical support staff, and administrative support staff. Mintzberg proposes that these five organizational parts could fit together in five basic configurations, in which environment, goals, power, structure, formalization, technology, and size hang together in identifiable clusters. These five configurations are entrepreneurial structure, machine bureaucracy,

professional bureaucracy, divisional form and adhocracy which will be interacted and influenced by seven forces—direction, efficiency, proficiency, innovation, concentration, co-operation/culture and competition/politics.

Drucker and Maciariello (2008) define organization as public institution and emphasize that it is a system of the higher order. Such institution exists for a specific purpose and mission, a specific social function that means economic performance or profitability. Since everyone is an organ of society and exists for the sake of society, it can be justified only as being good for society. Although profitability is not the rationale of organization behavior and decisions, it is the test of validity. Specifically, a company can make a social contribution only if it is highly profitable. To create a customer is therefore the only one valid definition of business purpose. Drucker and Maciariello also propose a “theory of business” containing three parts (p. 89). First, there are assumptions about “environment of the organization.” Second, there are assumptions about “the specific mission of the organization.” Third, there are assumptions about “the core competencies” needed to accomplish the organization’s mission. The theory of business comes with four specifications:

1. the assumptions about environment, mission, and core competencies must fit reality;
2. the assumptions in all these areas have to fit one another;
3. the theory of business must be known and understood throughout the organization;
4. the theory of business has to be tested constantly.

Pearce and Robinson (1989) explain “organizing” as “the process of defining the essential relationship among people, tasks, and activities in such a way that all of the organizational resources are integrated and coordinated to accomplish its objectives efficiently and effectively. Therefore, organizing improves efficiency and quality of work, establishes accountability and facilitates communication.” Hammer (1996) also agrees the view of organization as process; howsoever, he argues that a corporation is more than a collection of processes, more than a set of products and services, even more than an association of people at work. It is also a human society, and like all societies, it nourishes particular forms of cultures: corporate culture (p. 153).

For public sectors, perspectives on organizations can be categorized under four headings—law and/or legal authority, rationality and efficiency, psychological and social relations, and politics and/or power relations (Gortner, Nichols and Ball, 2007).

Organization is generally accepted as one integrated parts—depending on each other. Bower (1997) put forward the principal message that every corporation is “a whole” and that we, as consultants, should study it as a whole, because changes affecting one part of the business are likely to affect other parts. So, in developing recommendations to clients, we were warned to be careful to consider the business as a whole (p. 54). From industrial point of view, Kaysen (1996) also concedes that “yet corporate and social system are for too complex to yield much ground to singular

approaches. We know from numerous studies of organizational change that isolated alternations in company culture, decision making, employee compensation, or working training without simultaneous change in the others often yield no change at all” (p. 317).

Rather than approaching organization from sciences such as natural or physical science, economics, politics or from such perspectives as positivism or normative science, Geus (1997) moves forwards to questioning if profitability a rationale of organization even for business and if organization is a living being. He justifies the thought with an etymology of “business” that in Swedish (as “narings liv”), it literally means “nourishment of life” and in Chinese (sheng yi), it is “life with meaning”. To make organization a living being, Geus points out that organization exists primarily for its own survival and improvement. It is to fulfill its potential and to become as great as it can be. The key characteristics of living organization are (p. 9):

1. sensitivity to the environment represents a company’s ability to learn and adapt;
2. cohesion and identity are aspects of a company’s innate ability to build a community and a persona for itself;
3. tolerance and its corollary, decentralization are both symptoms of a company’s awareness of ecology: its ability to build constructive relationships with other entities, within and outside itself;

4. conservative in financial policy to retain resources that allow for flexibility.

Although views on what organization is are not settled down among organizational theorists yet, it is quite agreeable that organization is not the sum of people, but the whole. The whole is more than the sum of its parts. Vision, management, strategy together with competence is among the key elements of every single organization.

On vision, Kotter (1996) refers it as a picture of the future with some implicit or explicit commentary on why people should strive to create that future. In a change process, a good vision serves three important purposes. First, it simplifies hundreds or thousands of more detailed decision. Second, it motivates people to take action in the right direction, even if the initial steps are personally painful. Third, it helps coordinate the actions of different people, even thousands and thousands of individuals, in a remarkably test and efficient way (p. 68-69). Effective vision is imaginable, desirable, feasible, focused, flexible and communicable.

Developing a good vision is an exercise of both the head and the heart, it takes some time, it always involves a group of people, and it is tough to do well. However, vision creation can be difficult for at least five reasons (p. 79-83):

1. we have raised a number of generations of very talented people to be managers, not leaders or leaders/managers, and vision is not a component of effective management;
2. although a good vision has a certain elegant simplicity, the data and the syntheses required to produce it are usually anything but simple;
3. both head and heart are required in this exercise. After seventeen or more years of formal education, most of us know something about using our heads but little about using our hearts. Creating a vision is not just a strategy exercise in assessing environmental opportunities and organizational capabilities. The process very much involves getting in touch with ourselves—who we are and what we care about;
4. if teamwork does not exist in the guiding coalition, parochialism can turn vision creation into an endless negotiation;
5. if the urgency rate is not high enough, you will never find enough time to complete the process.

With regard to administration and management, they are normally used in different types of organizations. Management is usually referred to private organization which is usually for-profit-organization whereas Administration to public organization—basically not-for-profit. At the present time, both terms are however blurred and overlapped due to the changing characteristic of organization.

Apart from private and public organizations, there are foundations, social enterprises, state enterprises, non-government-organizations, etc. Such criteria as the

ownership, purpose, nature of business and sizes are typically used to distinguish and to categorize organizations; nevertheless, the scope of administration and management remains almost the same.

The history and significance of management can, as a matter of fact, be traced back to BCE. In his groundbreaking book—*The Art of War*—Sun (1996) commands that “the art of war is of vital important to the state. It is a matter of life and death, a road either to safety or to ruin. Hence, it is a subject for study that can on no account be neglected. The art of war is governed by five constant factors, all of which need to be considered. These are the force, heaven, earth, the commander, and discipline. The Force cause the people to be in completed accord with their ruler, so that they will follow him regardless of their lives, undismayed by any danger. Heaven signifies night and day, cold and heat, seasons, and cycles of the moon. Earth comprises distances, great and small, danger and security, open ground and narrow passes, the chances of life and death. The Commander stands for the virtues of wisdom, sincerity, benevolence, courage, and strictness. Discipline is to be understood as the marshaling of the army in its proper subdivisions, the gradations of rank among the officers, the maintenance of roads by which suppliers may reach the army, and the control of military expenditure.” (pp. 10-11)

For contemporary study of management, Griffin (1996) categorizes all key concepts into classical management perspective, behavioral management perspective, quantitative management perspective, integrating perspective, and contemporary

management theory. The classical management begins with two axioms—scientific management and administrative management.

Scientific management aims to improve the performance of individual workers and is led by Frederick W. Taylor (1856-1915) who defines management as “knowing exactly what you want (people) to do, and then seeing that they do in the best and cheapest way.” He also coins the term “scientific management” which is shared among Frank & Lillian Gilbreth, Henry Gantt and Harrington Emerson.

The administrative management however turns the focus to management of total organization. Henri Fayol (1841-1925) is the first to identify specific functions of management as planning, organizing, leading and controlling and to outline 14 principles for effective management as division of labors, authority, discipline, unity of command, unity of direction, subordination of individuals to the common goal, remuneration, centralization, scalar chain, order, equality, stability, initiative and esprit de corps. Gulick & Urwick (1937) give birth to POSDCoRB model of planning, organizing, staffing, directing, coordinating, reporting and budgeting. Max Weber (1841-1921) lays out the concept of bureaucracy and foundation of contemporary organization theory that still last today. Chester Bernard (1886-1961) then outlined the role and responsibility of executives of organization.

The torchlight of management then switched to individual’s attitude and behavior together with group process. Behavioral theory asserts that strategy of organization is logical and systematic. It examines what organization is likely to do in

a given situation and simple heuristics used for strategy formulation (Day & Reibstein (eds.), 1997). Hugo Munsterberg (1863-1916) was named “the father of industrial psychology” whereas Elton Mayo and his associates revealed the human element in workplace with their renowned work “Hawthorne Studies 1927-1932”. The movement on human relation is followed by “A Theory of Human Motivation” by Abraham Maslow in 1943 and Theory X and Theory Y by Douglas McGregor in 1960. At its peak, Organization Development (OD) gradually emerged as to increase the effectiveness of organization through knowledge especially from behavior science.

One of the last mainstreams of management thought is the quantitative management perspective which focuses on decision making by economics effectiveness, mathematic models, and the use of computers. The off-springs of this perspective are management science and operation management. Compliment to former perspective is the system perspective on management that aims to identify the one best way to manage organization. “subsystem, synergy and entropy” are main elements of the model. The contingency perspective disagrees to the one best way approach of the system perspective as one size never fits to all people, place and time. In search of excellent organization evolves and revolves from Type Z model of William Ouchi to “In Search of Excellence” of Peters & Waterman (2006) to “Built to Last” of Collins & Porras (2002).

Modern definition of management (Griffin, 1996, Pearce & Robinson, 1989.) puts focus on a broader area covering such activities as planning, decision making, organizing, leading and controlling, resources and goal being efficient and effective. By planning, and making decision, administration and management inquire about vision, competence, and strategy of an organization. Based on specific objectives, organizational structure including divisions of managerial resources, hierarchy of control and reports, and manpower is formed. Then, roles of leading and controlling come to strengthen operations for designated results.

For Drucker and Maciariello (2008), management is a liberal art: “liberal” because it deals with the fundamentals of knowledge, self-knowledge, wisdom, and leadership; “art” because it is practice and application. Managers draw on all the knowledge and insights of the humanities and the social science...but they have to focus this knowledge on effectiveness and results (p. 25). Management is deeply involved in spiritual concerns—the nature of man, god and evil (p. 24) and the ultimate test of management is “performance” (p. 11).

Of all elements of organization, strategy is the most concern by top management as it presumably leads organization to goal, objective and vision. Strategy implies great important, indispensable, critical and so on. Grove (1996) defines “a strategic inflection point” as a time in the life of a business when its fundamentals are about to change. That change can mean an opportunity to rise to new heights. But it may just as likely signal the beginning of the end (p. 3).

Strategy in history is used by the early Chinese military to examine moves and countermoves and it is Drucker who borrows and introduces the word strategy to organization especially business. Strategy involves vision of organization, competence or advantageous asset, competitor, customer. Day & Reibstein (1997) suggest that strategy can be developed by stages of understanding advantages in a changing competitive environment, anticipating competitor's actions, formulating dynamic competitive strategies, and choosing alternative competitive strategies.

Day and Reibstein (1997) categorize perspectives on strategy as followings (pp. 12-14):

1. Resource-based and structural-conduct-performance perspectives:
 - Gary Hamel and C.K. Prahalad
 - Michael E. Porter's five forces model.
2. Game Theory and Behavioral Views
 - Game Theory, an ancient science used by the early Chinese military to examine moves and countermoves, has become increasingly popular in analyzing and planning competitive strategy. It allows managers to systematically analyze their incentives and payoffs as well as of rivals
 - Behavioral Theory reminds us that actual strategic intention is anything but logical and systematic. It examines what managers or companies are likely to do in a given situation and the simple heuristics used for formulating strategy.

3. Public Policy and Technology: both are most often considered in strategy as a part of external environment (traditionally).
4. Scenarios, war games, and simulations: an examination of several strategic approaches for testing the impact of competitive strategies.
5. Signaling and Actions.

In developing competitive strategy, there are four challenges (p. 14):

1. understanding advantages in a changing competitive environment;
2. anticipating competitors' actions;
3. formulating dynamic competitive strategies;
4. choosing alternative competitive strategies.

Positions of advantages deal with the “what” of competitive advantages, while superior resources—assets and capabilities—address the “how” of competitive advantage (pp. 54-57).

Positions of advantages:

1. low cost versus differentiation;
2. value disciplines
 - operational excellence;
 - customer responsiveness;
 - performance superiority.

The most popular indicators of successful competitive strategy are market share, profitability, customer satisfaction and loyalty (p. 60-62).

To make strategy come true, resources under the name of asset, competence or capability are prerequisite. Capabilities differ from assets in that they are so deeply embedded in the organizational routines and practices that they can't be traded or imitated (p. 58). Another attribute of distinctive capabilities is that they are robust and can be used in different ways to speed the firm's adjustment to change in the environment. (p. 59).

There are five conditions that tend to make an asset or capability sustainable sources of advantage (p. 69)

1. it is valuable;
2. it is durable;
3. there is causal ambiguity;
4. even if the competitors understand the advantage, they still can't duplicate it;
5. the early movers are able to deter efforts at duplication with a credible threat of retaliation.

In determining the sustainability of an advantage, Wheelan and Hunger (2006) suggest two points (p. 83):

- Durability is the rate at which a firm's underlying resources and capabilities (core competencies) depreciate or become obsolete;
- Imitability is the rate at which a firm's underlying resources and capabilities (core competencies) can be duplicated by others. A core competency can be easily imitated to the extent that it is transparent, transferable, and replicable. Transparent is the speed with which other firms can understand the relationship of resources and capabilities supporting a successful firm's strategy. Transferability is the ability of competitors to gather the resources and capabilities necessary to support a competitive challenge. Repliability is the ability of corporation to use duplicated resources and capabilities to imitate the other firms' resources.

To evaluate firm's key resources, Barney, according to Wheelan and Hunger (2006, pp. 145-164) proposes VRIO Framework as followings:

1. Value: does it provide competitive advantage?
2. Rareness: do other competitors possess it?
3. Imitability: is it costly for others to imitate?
4. Organization: is the firm organized to exploit the resources?

In conclusion, there are five key take-aways from the review on organization and management. First of all, there are two main approaches of study—interdisciplinary that diagnoses and treats organization from different perspectives (outside-in) and holistic that studies organization from inside-out. Organization is nothing but itself for the latter. Second, organization is rather regarded as a system

whole that is greater than the sum of its parts. It can be managed by such key functionalities as production, sale & marketing, finance & accounting, and personnel; still, all of these functions or components are interdependent among each other and can't be divided and controlled. Third, among the frameworks of organization, economics (rationalism) and physical science (mechanism) are mainstreams. Fourth, shareholder's value is the key decision variable for executive and management to strictly observe and to maximize both short- and long-term. Finally, thoughts on organization are moving towards humanism as organization is mentioned and expected about "ethics", "morale", and "corporate social responsibility".

2. Domains of Human Development

Developmental Psychology aims to study and to develop a person who could achieve his own full potentials in both work and private life. Domains of interest are broadly categorized into physical, emotional, cognitive, social, and spiritual. A person is respected as a whole, not in separated parts of each domain. Implicit and explicit behaviors are scientifically analyzed to understand, and to recommend how to get rid of or reduce unfavorable behavior, and to foster favorable behavior; as Socrates (Law, 2007) once mentioned that “know thyself, for once we know ourselves, we may learn how to care for ourselves; otherwise we never shall.”

Figure 2.1. Key Developmental Psychologists in Recent Years.



“Psyche” is originally attributed to the driving force of action. Freud (in Soyilent Communication’s nndb.com, 2008) coins the terms “Id”, “Ego”, “Superego”

and names “sexuality” as the greatest force of all for one’s behavior. His proposal narrates about unconsciousness, consciousness, emotion, motivation, moral, ethics, cognitive process and other abstracts contributing to behavior of person. In Encyclopedia Britannica 2005, Adler posits “Individual Psychology” as he focuses on the unique aspects of each individual, and refutes the idea of biologically predetermined motives as proposed by the psychoanalysts.

According to Adler, individuality is determined by unique social environments and interactions, and he gives much importance to birth order. Adler proposes that each individual has an ideal self, and that the purpose is to strive to achieve such ideal, and the motivation to do so is found within the inferiority feelings, which can transform into inferiority complexes if the individual is unable to compensate. Adler also hypothesizes four personality types namely the dominant, the getting, the avoiding, and the socially useful. He also emphasizes the concept of free-will rather than adhering to the idea that humans are victims of themselves and childhood.

Kohlberg (Murray, 2008) categorized the development of moral standards into three levels: preconventional moral reasoning, intermediate level, and postconventional moral reasoning. At first level, a person considers punishment or pleasure as guidance for behavior; whereas the second level concerns a positive evaluation of authority. At the third level, a person bases his moral standards on principles that he himself has evaluated and that he accepts as inherently valid, regardless of society’s opinion. One is aware of the arbitrary, subjective nature of

social standards and rules which one regards as relative rather than absolute in authority.

In contrast to psychoanalysts, Skinner (according to Soylent Communication's nndb.com, 2008) developed the theory of operant conditioning—the idea that behavior is determined by its consequences either reinforcement or punishment.

Apart from “Psyche” and the likes, other variables as social, physical, and cognitive are researched holistically on behavior and development. Vygotsky (see Dahms et al., 2008, and Learning Theories Knowledgebase, 2008) proposed Social Development Theory. His theory argues that social interaction precedes development; consciousness and cognition is the end product of socialization and social behavior.

Bandura (Boeree, 2006) looked at personality as an interaction among environment, behavior, and person's psychological processes. Among hundreds of Bandura's studies, Bobo Doll Studies are the most famous for his modeling processes of attention, retention, reproduction, and motivation.

Then, Erikson (in Soylent Communication's nndb.com, 2008, see also Newman & Newman, 2003) integrated psychological, social, and biological factors for personality and development as “Psychosocial Approach”. He proposed that environmental forces exercise their greatest effect on development at the earliest stage of growth, because anything that disturbs one stage affects all of the following stages. As if controlled by a biological timetable, each given stage must be superseded by a

new one, receding in significance as the new stage assumes dominance. A constant interleaving at critical periods—in which some parts emerge while others are suppressed—must proceed smoothly if personality problems are to be avoided.

Erikson concluded that children should not be rushed in their development; each development phase is vastly important and should be allowed time to fully unfold. Erikson emphasizes that child development must not be rushed, or dire emotional harm would be done, harm that would seriously undermine a child's ability to succeed in life.

Maslow (according to Soylent Communication's nndb.com, 2008) claimed that one's fundamental need is physical need, then followed by safety and stability need, and then by social/psychological needs. At the top of the hierarchy is self-actualization need—the need to fulfill one's full potential. Moreover, he observed that successful people are those who are skilled at balancing their higher order needs.

On cognitive development, Terman (Encyclopedia Britannica, 2005) published the individual intelligence (IQ) test, which has been widely used in the United States and worldwide. Furthermore, he had conducted a long-term study of the gifted, and eventually had obtained definitive evidence that gifted children tend to be healthier and more stable than the average.

According to Piaget (in Soylent Communication's nndb.com, 2008), all development emerges from action—as result of interactions with the environment,

one constructs and reconstructs knowledge of the world. He divided children's path to cognitive development into four stages as sensorimotor stage (0-2 years), preoperational stage (2-7 years), concrete operations stage (7-11 years) and formal operations stage (11-15 and up).

Regarding the issue of what to learn, Piaget thought that knowledge and understanding is not simply about ingesting a bunch of facts. Mindlessly regurgitating facts is not real knowledge and not true intelligence, although it impresses adults. Rather, knowledge is about structures—understanding how the facts fit together, and having mental models that allow one to accurately assimilate additional information and to make useful predictions and conclusions based on such information.

Regarding the issue of how to learn, Piaget concluded that children's reasoning power is in no way flawed; however, limited life experience about the natural and social world deters children to reach the same conclusions as those of adults. He himself does not agree with the idea that children should be forced to many facts at an earlier age. Such forces would make children expect the answer from outsiders and rob their creative initiative. Adult must be very cautious to correct children's mistaken notions. If done too harshly, such correcting will push children into intellectual passivity, causing children to abandon their innate urge to figure things out by themselves and not to come up with creativity.

A recent view on learning as process, Bruner (Flores, 2008 & Smith, 2002) theorized that the cognitive growth is a result of three factors: genetic factors,

linguistic factors, and cultural factors. He emphasized the importance of discovery on learning, and proposed that “any subject could be thought to any child at any stage in some form that is honest.” (Bruner, 1997)

Cattell (Encyclopedia Britannica, 2005) proposed a theory of human development that integrates the intellectual, temperamental, and dynamic aspects of personality in the context of environmental and cultural influences.

To be human, Alland (1980) contends that all organisms are the product of their genes and their environment. Human beings are no exception. The difference between us and other animals is our species-specific adaptation, culture. If there is such a thing as “basic human nature” it lies in this capacity for culture. Human nature is culture nature. Therefore, it makes no sense to speak of biologically determined human nature, since stripped of society and culture the human is stripped of humanity as well (p. 615). Organization culture is also one property that acquires lots of interests from organization scholar especially the field of organization development which is evolved around 1970s with an aim to organization change through development and fulfillment of human in organization (Daft, 1995).

Apart from “culture”, concepts of the whole, adaptation, evolution, fitness are also very important to organisms. Organism is functioning whole. The parts and processes are integrated and work together. Since organism is integrated, it can be said that each constitutes a system. Even when evolutionary change occurs, a system must retain its integrity. Any disruption will reduce the fitness of the organism. The

maintenance or improvement of a system's integrity can be called internal adaptation. Although organism must be integrated functioning system, evolution as a process takes place only when the environment selects the mostly fit organisms from a pool of variations. When environment selection occurs we can refer to the process as external adaptation. Clearly, the concepts of internal and external adaptation are but two sides of the same coin. When two organizations compete in an environment, the best integrated (or most efficient) of the two will have the evolutionary advantage. What survives is adapted and what is adapted survives (Alland, 1980, pp. 24-25).

Similar to Herbert Spencer's principle of the survival, Charles Darwin's theory of evolution lays out five principles. First, all life is selected. Second, the members of species differ from one another in ways that are inherited according to regular laws from generation to generation. Third, members of a species compete with one another in the context of specific environments. Fourth, the environment favors, or selects, those variants that are most fit and it is them that survive the competition. Lastly, differentiation among living forms is the result of a gradual process of adaptation through natural (environmental) selection (Alland, 1980, p. 21).

In sum, domains of human developments vary from Roman's "men sana en corpore sano" to Greek's mind, soul and body to contemporary dimensions of spiritual, cognitive, social, physical and emotion. Nevertheless, approach on how to develop human being is basically shared among these different schools of thoughts as a harmony among domains. Man is an integrated one.

3. *Concepts and Theories on Recreation, Sport and Olympic*

In terms of socio-culture-economic, recreation or leisure including sports is today one of the biggest economy in the world. For both ancient and modern civilization, recreation is inherited in daily life of people. Greek knew and appreciated how to make the best leisure with rituals and festivals before Christ era. Olympic, Nemean, Pythian, and Isthmian were among the well-known festivals in ancient Greece. Apart from the ritual festivals in Olympic, Nemean, Pythian, and Isthmian, some 173 events were also recorded in each year around Greece (Powell, 1994).

According to Torkildsen, 1999, recreation is today defined in the Dictionary of Sociology as “any activity pursued during leisure, either individual or collective, which is free and pleasurable, having its own immediate appeal, not impelled by a delayed reward beyond itself.” Torkildsen also coined the term “pleasure” to describe pleasure experience shared among play, recreation, and leisure. He, furthermore, referred to Gray & Greben’s citation that definition of recreation could be listed over two hundred words or phrases long!

According to Cordes & Ibrahim (1999), Aristotle defines recreation as one component of leisure in addition to amusement and contemplation. In terms of action, amusement is passive whereas recreation is active. Contemplation is considered to be the greatest virtue of all.

Apart from the state of mind, process and activity, recreation can also mean by “time” with leisure which is normally a free-time from daily work and task obligated by a person. Tribe (2005) proposes three basic types of recreation—home-based recreation, recreation away from home and travel and tourism.

Leisure and recreation are nowadays used to indicate the quality of life in many countries especially in the USA where people demand a society and lifestyle which allows them to freely pursue their intellectual, social, physical, emotional, and spiritual development as individuals. Contribution of recreation can be regarded to individual in several stages (children, adolescents, adults and seniors), organization, community, and society. Such contributions can also be considered with developmental aspects of physical, emotional, social, spiritual and cognitive.

On physical's point of view, recreation especially sports brings in physical fitness. On emotion, it provides desired sentiments. Humes (Law, 2007) stated in *An Enquiry Concerning the Principles of Morals* that “Human actions can never...be accounted for by reason, but recommended themselves entirely to the sentiment.” The eastern philosophers, led by Buddha, argued that emotion is what induces man to any possible action and it is the emotion that man should properly manage for achievement and for preventing any misdeed.

Recreation also makes persons coming out for social gathering. Regarding spiritual, lists of psychological benefits and needs for recreation can be longer than expected. Warren Buffet, one of the richest in the world today, was quoted by

Buckner (2009) that the reason for his company's USD 26 billion purchase of Burlington Northern Santa Fe railroad which is the biggest deal in the States is "This is all happening because my father didn't buy me a train set as a kid."

Cognitive contribution of recreation is however sometimes overlooked by even theorists in the field of recreation. Ask Thomas Edison how many hours a day he work and we will get quite a remarkable answer as "I play sixteen hours a day!" (Cordes & Ibrahim, 1999). Travelling, for instance, is not only for soothing emotion or relaxation but also a great way for exchanging culture between and among people around the world. Cultural exchange is one of the most efficient ways for people to frogs reap the learning capability in a form of simple copy. Ji Xianlin, a pass-away master of Chinese culture, once commends that "Cultural exchange is the main drive of humankind's progress. Only in learning from other's strong points to make up for short-comings can people constantly progress, the ultimate target of which is to achieve a kind of Great Harmony" (Dao, 2009).

Take Jean Piaget (see Soyilent Communication's nndb.com, 2008) for an exemplar of how recreation significantly impacts cognitive development of a person. One of the most influential theorists in cognitive development, Jean Piaget (AD 1896-1980) was interested in nature and enjoyed shell collecting. During his childhood, Piaget's interest in mollusks developed to such a degree that he wrote to the curator of a local museum to request access to its collections after hours. Permission was granted and Piaget became a regular visitor and friend with the curator. He eventually took a part time job at the museum. Meanwhile, at age ten he wrote his first scientific paper,

purportedly to get the librarian to understand that he was not merely a “child.” Because of his work in testing and observing the way mollusks adapt to various environments, Piaget’s work with children made him realize that all sentient living things engage in what we might call a feedback loop when interacting with their environment. Experience in recreation eventually brings in a huge contribution to Piaget’s theory of cognitive development.

The greatest western philosophers of the world from ancient till present, Socrates, Plato, and Aristotle are truly fans of the Olympic Games. Aristotle, according to Bertman (2010), watched the footrace competition, envisioned of the mechanics and wrote on his book *Physics* that “If a given force is moving something, it stands to reason it has already been moving it within something and over something. (By “within something,” I mean within a period of time; by “over something,” I mean over a distance. For if something is producing motion, it stands to reason it has already been producing that motion over a given distance and within a given period of time.) Consequently, if force A has moved object B a distance of C within a time of D, it follows that, within that same period of time D, that same force A would move $\frac{1}{2}$ B twice the distance C; likewise, within a time of $\frac{1}{2}$ D it would move $\frac{1}{2}$ B the whole distance C: for their relationship would be analogous.”

Economically-wised, recreation by far supersedes other industries and contributes a great portion of revenue to nations especially the USA and other western countries in Europe. Developed countries can even be described as “Leisure/Recreation Society” whereas developing countries provide a limited number

of leisure goods and services to their people. In UK, expenditure on recreation accounted for a quarter of total expenditure and contributed to over 6 percent of employment in 1997 (Tribe, 2005).

In the USA, in 1990 consumers spent USD280 billion on recreational goods and services; constituting 7 percent of all consumers' spending. Such figure is 3 times what consumers spent for new car in the same year. Recreation easily accounts for over USD1 trillion or about a third of all consumers' spending; this makes recreation being USA's number one economic activity (Tribe, 2005). Recreation time spending especially on multimedia by US citizen considers significant during the present time. US kids ages 8 to 18, according to Kaiser Family Foundation (Altman, et al., 2010) are spending a total of 7.5 hours a day or 52.5 hours a week on phones, computers, TVs and video-game systems. It further emphasizes that reading becomes less popular among the couch-potato generation.

For tourism in particular, the receipts of international tourist well reached USD 994 billion in 2008, a 3.4% increase from 2007 (Karnjanakit, 2009). Spending on leisure for New Zealand's population was estimated at USD 4.5 million per day in 1993 and the household expenditure on recreation, entertainment, education and cultural services accounted for 5.9% for Malaysian family in 2000 (Aman & Sarif, 2009).

Recreation and sport are alike in many aspects. Like contribution of recreation to human, sport together with physical education is also firmly accepted among 167

countries for development in physical, social, lifestyle, affective and cognitive (Koutsouki, 2009). Main strategy of recreation is with development of emotion bringing “pleasure” into life whilst that of sport is with physical development. In which, elevation of sentiment and of moral will come after. “Mens sana in corpora sano” is the mantra. Coubertin affirms that “the alpha and omega of sports pedagogy is to generate or encourage moral development through physical training” and summarizes that “taming the soul by taming the body” (Maes, 2009)

Exercise, physical activity, physical fitness, and health are key words to understand sport holistically. Exercise is “a structured activity specially planned to develop and maintain physical fitness” (Levinson & Christensen (eds.), 1, 1996). It is therefore a part of physical fitness or physical activity which is defined by the U.S. President’s Council on Physical Fitness and Sports as “the ability to carry out daily tasks efficiently with enough energy left over to enjoy leisure time pursuits and to meet unforeseen emergencies.” The American Alliance for Health, Physical Education, Recreation, and Dance (AAHPERD) broadens the definition of physical fitness to cover life from birth to death, from high to low level of different physical fitness, and to severely limiting disease and dysfunction.

Health means more for human than physical fitness. According to Powell (1994), “health” and “whole” are from the same etymology of Old English word “hale” which is the condition of wholesomeness. In 1926, Smuts theorizes that universe is fundamentally created as a whole. From atom to the most complex forms of mind and life, holism is fundamental in nature. “the whole is not something

additional to its parts; it is the parts in a definite structure arrangement and with mutual activities that constitute the whole. The essence of the whole is that whilst it is formed of its parts, in turn, influences those parts and affects relations and function.” The whole is, above all, greater than the sum of its parts.

In addition to exercise, physical fitness and health, wellness is another related one. Whereas health indicates condition of body and mind in a measurable way, wellness is rather a feeling. There is a trend in Canada to use “wellness” rather than “health” (Powell, 1994)

Definition of sport varies from one to another. For Levinson & Christensen (eds.), 1, 1996), sport means “societal and cultural institution that is composed of a complex mix of individuals, activities, events, and material objects, as well as beliefs and values associated with the practice of sports.” Sport is characterized with rules of play, victory as a primary goal, competition between two or more individuals or teams, and victory determined by rather physical ability. There is therefore no sport to play alone.

McNamee (Levinson & Christensen (eds.) 3, 1996) link sport with ritual as “in strictly logical terms, it can be said that sports are ritually derived, rule-governed activities engaged in by humans that employ embodied capacities in the attainment of the excellent performance of codified versions of basic motor actions typically in the form of a contest.”

Morgan in Levinson & Christensen (eds.) (2, 1996) considers sport with three major branches of philosophy—metaphysics, epistemology, and axiology. Metaphysics is to ask “what is reality?” It refers to nature (cosmology), nonmaterial condition (theology) and human nature (ontology). As cosmology and theology develop and evolve to basic sciences such as mathematics, physics, chemistry, astrology and biology, the study of reality is only with the ontology of human. The ontology of sport is then to ask “what is sport?” It is what makes sport opposed to or distinguished from other physical activity. Epistemology of sport asks further “what is knowledge of sport?” in particular. Epistemology inquires about key variables of sport and also how do we come to know what we know about sport. Epistemology concerns how the knowledge of sport is obtained. By axiology, two dimensions coexist. The first is about the ethical inquiry and the other aesthetic concern. Therefore, axiology of sport deals with ethics on one hand and with aesthetic aspect on the other hand.

Sociologists among International Sociology of Sport Association (ISSA) and North American Society for the Sociology of Sport (NASSS) study relationship between sport and society as three major theses. First of all, sport reflects both positive and negative aspects of society. Sport is a mirror or microcosm of society. Secondly, sport produces, reproduces, and reinforces any inequality of society. Thirdly, sport challenges social conditions and social relations for the betterment of disadvantages, oppressed or subordinate groups.

Luschen, G. states that contribution of sociology of sport can be to sociological theory, to physical education, and to public policy problem (Levinson &

Christensen (eds.), 3, 1996). For commerce and industry, sport has two distinct but coincided segments—one with the spectator segment which mainly perceive sport as an entertainment product and the other with fitness segment which do sport for physical fitness purpose (Levinson & Christensen (eds.), 2, 1996).

Sansone (1992) argues that a theory of sport is needed to answer why man engage in sport. The theory must include the origin of sport, the sustainability or longevity of a particular sport for a particular society through various stages of society's development, the common elements of such sport activities as golf, football, weightlifting and mountain climbing. For Sansone, sport concisely means “a ritual sacrifice of human energy.”

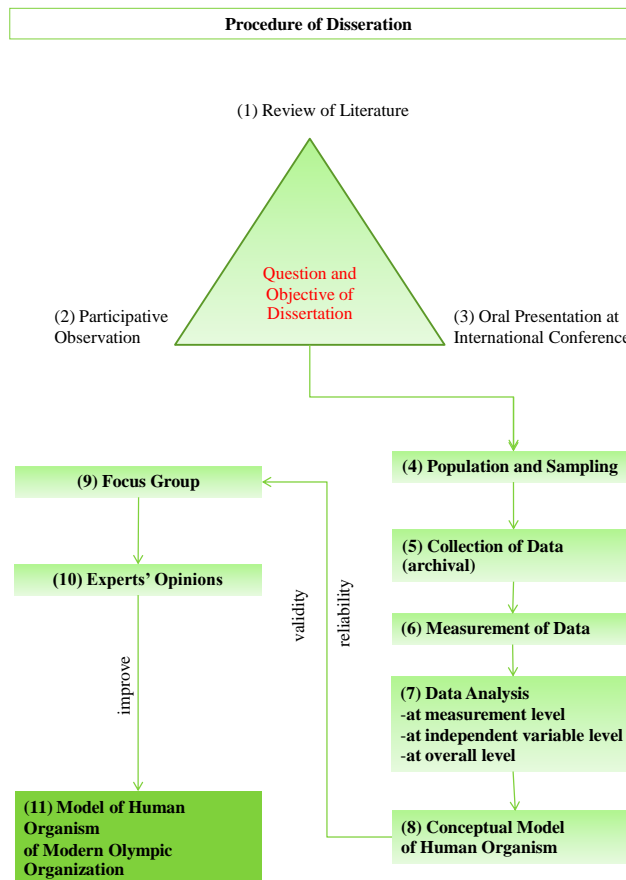
When all is said and done, recreation, sport and Olympic are distinguished among each other. Sport can be categorized as amateur and professional, follows generally accepted rules and regulations, competes for prize (monetary and non-monetary), and is measured more on physical ability or physical-based strategy. Recreation emphasizes on free-time, pleasure, immediate appeal, self-determination on achievement and is emotion-based strategy. Olympic is not purely sport but a development of human being through sport.

Chapter III

Methodology

The overall procedure of methodology is divided into two stages. The first stage (1-8) is to construct the Conceptual Model of Human Organism derived from theory (justification) and based upon empirical data or evidence (truth). The second (9-11) is to have the conceptual model examined among focus group and through experts for its validity and reliability. The results are to improve the model of Human Organism at the end. Figure below outlines the procedure of dissertation.

Figure 3.1. The Procedure of Dissertation



The construction of model is prepared by reviewing of literature, participative observation and presentation to the group of professional and scholars along with the criteria of validity (to the question of dissertation) and of reliability (confirmed by different sources and across time).

(1) Review of Literature: analysis of literature review on related subjects brings in domains of organization (independent variables) together with key characteristics (measurement) of each domain as followings:

Table 3.1. Independent Variables and Key Characteristics

Domains of Organization (Independent Variables)	Key Characteristics (Measurement)
Vision of Organization	<ol style="list-style-type: none"> 1. Development of Self 2. Development of Others 3. Development of Society
Competence of Organization	<ol style="list-style-type: none"> 1. Fitness of Organization Structure and System 2. Social Integration 3. Learning Capability 4. Sentimental Harmonica 5. Power of Will
Strategy of Organization	<ol style="list-style-type: none"> 1. Managerial Efficiency 2. Managerial Effectiveness
Value of Organization	Organizational Longevity

(2) Participatory Observation: participatory observation takes place at the 17th International Seminar on Olympic Studies for Postgraduate Students of the International Olympic Academy from 1-30 July 2009 in Olympia, Greece; of which, both president and honorary dean of the International Olympic Academy chair and supervise the seminar. There are two purposes of this participatory observation. First is to preliminarily conceptualize key variables of modern Olympic organization. Second is to present a concept of Human Organism Models for critics and feedbacks.

Figure 3.2. the 17th International Seminar on Olympic Studies for Postgraduate Students of the International Olympic Academy from 1-30 July 2009 in Olympia, Greece.



Prof. Jim PARRY (GBR) & Dr. Sam RAMSAMY (RSA, IOC Member)



Prof. Andy MIAH (GBR) & Mr. Nipat UNGPAKORNKAEW (THA)



Presentation of Conceptual Model of Human Organism among the participants



Presentations of participants



Prof. Norbert MULLER (GER)

(3) Oral Presentation at International Conference: by presentation to the international conferences, conceptual framework and conceptual model of Human Organism are presented and shared among a group of professional and scholars by oral presentation and printed proceedings. Comments from the presentation are later integrated into both conceptual framework and conceptual model of dissertation.

Figure 3.3: the First Presentation of Dissertation in Partial at the 4th Asian Association for Sport Management Conference from 26-29 November 2008 in Bangkok, Thailand

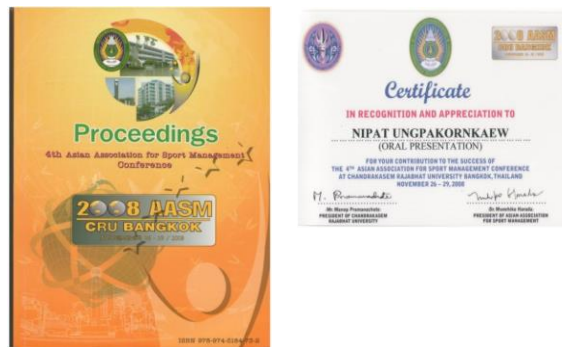


Figure 3.4: the Second Presentation of Dissertation in Partial at the 17th International Seminar on Olympic Studies for Postgraduate Students of the International Olympic Academy from 1-30 July 2009 in Olympia, Greece.



(4) Population and Sampling

Whereas sport organizations are considered population, modern Olympic organizations of International Olympic Committee (IOC) and IOC Executive Board, International Olympic Academy (IOA), Olympic Solidarity, International Sports Federations (IFs), National Olympic Committee (NOCs), Organizing Committee of Olympic Games (OCOGs) are taken as theoretical sample among sports and recreation organization due to following criteria.

First of all, modern Olympic organization is an exemplar of organization with management effectiveness, management efficiency and organization longevity. It is an archetype of organization with sustained achievement and longevity and thereby is an ideal case indeed.

Secondly, modern Olympic organization is basically an unbiased sample of organization not limited to sports and recreation segment. Modern Olympic organization is surprisingly a non-profit organization but very healthy and wealthy. It is a non-governmental organization but greatly politically influential. It is non-formal sport education but deeply cultural embedded. Olympic is one of the most well known brand names in the world, one of the biggest multinational organizations in the world and one of the most market value organizations in the world.

Thirdly, modern Olympic organization is naturally moving along with its vision from day one with consistency. Since its revival in 1896, the overall activity of

modern Olympic organization in terms of Olympic Movement is greatly consistent. It is and will therefore be an up-to-date case study for good.

Fourthly, modern Olympic organization covers 205 states (205 National Olympic Committee, NOCs) and involves 33 sports of the International Sports Federation (IFs) which include both summer and winter sports—Aquatics, Archery, Athletics, Badminton, Basketball, Biathlon, Bobsleighbing, Boxing, Canoe/Kayak, Curling, Cycling, Equestrian, Fencing, Football, Gymnastics, Handball, Hockey, Ice Hockey, Judo, Luge, Modern Pentathlon, Rowing, Sailing, Shooting, Skating, Skiing, Taekwondo, Tennis, Table Tennis, Triathlon, Volleyball, Weightlifting and Wrestling. Its activity is by far sufficient to represent all kinds of sports and recreation organization.

Fifthly, it is financially efficient to take modern Olympic organization as a single case rather than other organizations. Last but not least, it is also surprising that despite its legacy and legend, Olympic is not well recommended to scientific researches (Uchiyama, 2009) and thereby deserves more and more researches to unfold its sacred secrecy.

(5) Collection of Data

Data to be collected is the role and responsibility explicitly and authoritatively acted or performed by modern Olympic organization from year 1894 (the

inauguration of the International Olympic Committee) to 2010. Collection of data is made with following sources:

1. Official documentations of Olympic organization both printed and non-printed such as Olympic Charter, annual reports, bidding book, article and news on official website of Olympic organization (www.olympic.org), and interviews.
2. Related literature and researches.
3. Participatory observation of totally 30 days at the 17th International Seminar on Olympic Studies for Postgraduate Students of the International Olympic Academy from 1st to 30th July 2009 which is sponsored by the National Olympic Committee of Thailand.
4. Articles and news on newspaper and periodicals.
5. Pictorial, audio and video documentary.

(6) Measurement of Data: data will be grouped under measurement associated with independent variables as shown on below.

Table 3.2. Independent Variables, Dependent Variables and Measurement

Independent Variables	Dependent Variables	Measurement
Vision of Organization	Origin, Existence and Purpose of Organization	Olympism
Competence of Organization	<ol style="list-style-type: none"> 1. Fitness of Organization Structure and System 2. Social Integration 3. Learning Capability 4. Sentimental Harmonica 5. Power of Will 	<ol style="list-style-type: none"> 1. Role and responsibility of IOC, IFs, NOCs, ANOC, WADA, CAS, Olympic Charter, IOC Code of Ethics 2. Olympic Solidarity 3. Role and responsibility of IOA 4. Role and responsibility of OGOCS 5. Role and responsibility of IOC Executive Board
Strategy of Organization	<ol style="list-style-type: none"> 1. Managerial Efficiency 2. Managerial Effectiveness 	Olympic Games (Summer, Winter, Para-, and Youth)
Value of Organization	Organization Longevity	Longevity of Olympic

(7) Data Analysis

Table 3.2 implicitly implies two sets of relationship among independent variables, measurement and data. The first set is between independent variables and measurement. The second set is between measurement and data. By logic, each set has four types of relationship, and two outcomes follow:

1. If the first variable (A) is true (T) then the second variable (B) is also true (T). The outcome is true (T).
2. If A is (T) then B is however false (F). The outcome is (F).
3. If A is (F) then B is however (T). The outcome is (F).
4. If A is (F) then B is also (F). The outcome is (T).

It is assumed however that the relationship of the first set is true; it therefore has to prove that the relationship of the second set is also true in order to justify the proposed model of Human Organism.

There are three levels of data analysis—dependent variable level, and independent variable level and overall level. At the dependent variable level, collected data will be conceptually analyzed how well it fits into such dependent variable, i.e. how well Olympism explains about the origin, existence and purpose of modern Olympic organization.

At the independent variable level, collected data of collective dependent variables will be conceptually analyzed how well it fits into such independent variable, i.e. how well Fitness of Organization Structure and System, Social Integration, Learning Capability, Sentimental Harmonica and Power of Will describe about the competence of modern Olympic organization.

At the overall level, collected data of combined independent variables will be conceptually analyzed how perfectly it fits into the model of Human Organism and be synthesized how the model of Human Organism explains the legend and legacy of modern Olympic organization.

(8) Conceptual Model of Human Organism: with theoretical justification and grounded data, a conceptual model of Human Organism will be crafted and constructed for presenting and asking for critics and comments from focus group and experts for its validity and reliability. Validity is the model directly addresses the objective and problems of dissertation. Reliability asks how good the model be used among sport and recreation organization and among other organization in general.

(9) Focus Group: a group of Thai scholar of Olympic who has direct experience or actively involves with Olympic Movement is invited for a presentation (in Thai) of conceptual model of Human Organism on Monday, 11th December 2012, from 10.00 to 12.00 a.m. at the office of National Olympic Committee of Thailand and delivered critics and comments on key issues of the model.

(10) Experts' Opinions: an abridged manuscript of conceptual model of Human Organism (in English) has been sent to experts on 11th December 2012 via e-mail for their critics and comments.

(11) Model of Human Organism of Modern Olympic Organization: based upon theory (justification), empirical data (truth), focus group and experts' opinion, the Human Organism Models are now proposed on Chapter IV with conclusions, recommendations and discussions on Chapter V.

Chapter IV

Human Organism Models of Modern Olympic Organization

“There was Something undefined and yet complete in itself,

Born before Heaven-and-Earth.

Silent and boundless,

Standing alone without change,

Yet pervading all without fail,

It may be regarded as the Mother of the world.

I do not know its name;

I style it “Tao”;

And, in the absence of the a better world, call it “The Great.”

To be great is to go on,

To go on is to be far,

To be far is to return.

Hence, “Tao is great,

Heaven is great,

Earth is great,

King is great.”

Thus, the king is one of the great four in the Universe.

Man follows the ways of the Earth.

The Earth follows the ways of Heaven,

Heaven follows the ways of Tao,

Tao follows its own ways.”

Lao Tzu, Tao Teh Ching.

Contemporary frameworks of organizations from such interdisciplinary sciences as economics, physical science, politics, biology, sociology, behavioral science, management, anthropology, modernism and post-modernism mistakenly perceive and treat organization as “a thing” to achieve objectives set by shareholder or a group of management.

Although different frames emphasize on different key variables i.e. economics prefers rationalism whereas anthropology the culture of organization, “maximization and/or creation of shareholder’s value” for organization is the mantra shared among all schools of thoughts. As a matter of fact, “profitability” is usually interchanged with “shareholder’s value” and from time to time the first completely replaces the latter.

Profitability is rather a part, not the wholesomeness of value. As organization searches merely for profitability, it achieves nothing but profitability myopia which results in fatal symptoms as job alienation, externality and ethical misdeed. Atrophy and premature mortality of organization are haphazardly inevitable. The invisible force behind is the dominance of economics or market in particular. Sandel (2012) asked for the moral limits of markets that “we have drifted from having a market economy to being a market society”. Of which, inequality and corruption as a result of marketization with price bring in a catastrophe to humankind. Sandel further comments that “when we decide that certain goods may be bought and sold, we decide, at least implicitly, that it is appropriate to treat them as commodities as instruments of profit and use. But not all goods are properly valued in this way. The

most obvious example is human being. Slavery was appalling because it treated human beings as commodities, to be bought and sold at auction. Such treatment fails to value human beings in the appropriate way—as persons worthy of dignity and respect, rather than instruments of gain and objects of use.” This is the time to think deeply into the role and to accept the limits of economy at large and of market whose organization is a key institution. What if organization is not merely an instrument of economy and market but an institution serving society other than economics?

An inquiry to the nature of organization or a discourse of knowledge of organization is to look for “the Form of the Good” of organization and is hereafter yearn for a consultancy of Philosophy related to major branches of philosophy which are Ontology, Epistemology, and Axiology. According to Bertman (2010), to Greek along the pathological pursuit of Beauty, Virtue, and Truth there is no wise men but the lovers of wisdom under the name of “Philosophy.” Greek indeed invented science due to its unique civilization of an uncompromising humanism, an adulterated rationalism, curiosity, individualism, the pursuit of excellence, and the love of freedom. To prove his notion in a simple way, Bertman (2010) looks at the names of science’s branches as they are linguistically derived from Greek. To name a few, Optics, Acoustics, Mechanics, Chemistry, Geography and Geology, Meteorology, Astrology, Biology, Medicine and Psychology are all rooted in Greek civilization.

Ontology originally comes with “What is reality?” and springs off three interrelated branches—Cosmology, Theology and finally Ontology. Cosmology is heavily studied and transformed itself to all Natural Sciences whereas Theology fully

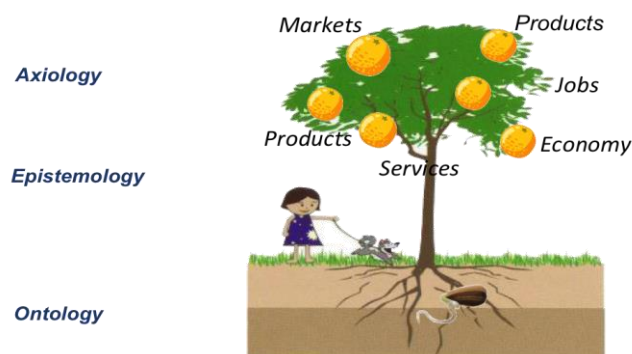
develops to religion studies. The leftover is Ontology whose enquiry of “What is?” to be useful for a fundamental inquiry of organization in general.

The second, Epistemology, comes at first with “What is knowledge?” and more importantly reflects “How do we come to know “what is knowledge?”” It is in fact the methodology, process, strategy, paccaya (conditions for achievement) and the likes towards the enquiry of Ontology. To search for the nature of organization is strategically to settle down the way together with resources required to make it possible to implement the strategy or way to achieve target. “A justified true believe”, a definition of knowledge by Plato well delineates not only the nature of knowledge but also the way to come or prove the definition. “justified” and “true” are the pre-requisite, not either but both.

Lastly, Axiology discusses about “value” at the highest level possible. Economic value (monetary) is one possible perspective of the overall value. Some other particulars of value can be named according to related perspectives or subjects such as social which is normally intangible or abstractive. Ontology, Epistemology and Axiology can be regarded as a Universal Framework governing everything on earth. They are separated, distinctive and interrelated to each other, but neither interchangeable nor replaceable. Ontology is a priori, Epistemology the second, and Axiology the last. To comprehend “the Form of the Good” is to study “a subject” through Ontology, Epistemology and Axiology. Philosophy or Meta-Physics is the “Ontology” or the origin whereas pure and applied sciences such as Mathematics, Physics, Biology, Chemistry, Law, Economics, and Political Sciences are the

“Epistemology” searching for and digging out the “Knowledge” by its own methodology that is distinguished among each other. As a result, Axiology in terms of products, services, jobs, markets, industries and the likes all derives from such Ontology and Epistemology. Higgs Boson, the discoverer of Boson, puts his thought on the interview at Fortune that “every major scientific discovery produces an industry. Watson and Crick discovered the makeup of DNA in the ‘50s and they spawned the entire gen-tech business, which is now worth a gazillion and still going relatively strong. Think about it. Magnetism. Electricity. Nuclear Power. Plastic!” (Bing, 2012).

Figure 4.1. Compared to a tree, development of a seed to trunk to leaves, flowers, and fruits can be viewed as Ontology (seed), Epistemology (trunk and branch), and Axiology (leaves, flowers and fruits).

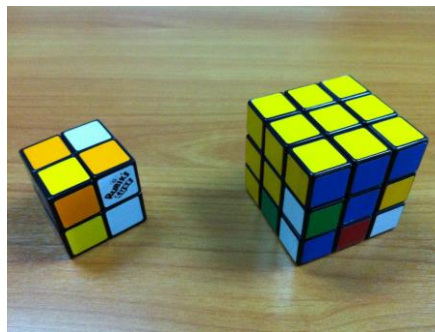


Rubik cube, invented by Professor Erno Rubik in 1974, is also a good example of how Axiology be developed from Epistemology and Ontology. Professor Rubik invented the first “Magic Cube” primarily as an instrument for teaching 3-D

Geometry to his pupil. 26 cubics attach one another with one piece in the centre; the rule to win is simply put the same color of each cube for all six faces.

Though the combination of turning the cube is about 43×10^{18} (quadrillion), there is a proclaimed 29 steps to approach the success. From the classroom, Magic Cube went public and the name is changed to “Rubik’s Cube” to honor the inventor. It is reported that more than 300 million pieces of Rubik’s Cube have been sold to every single country on the globe.

Figure 4.2. Rubik’s Cube 3*3 on the right and 2*2 on the left.



Philosophy does not take place only in the west but also to the Far East. Lao Tzu of China (604 BC-?) composed one of the most known books, Tao Teh Ching, uncovering and introducing Taoism to the world. Taoism conceptualizes world with two main forces—Yin and Yang. Yin and Yang are not opposite but complementary, interconnected and interdependent to one another (translated by Wu., J.C.H., 1997). Chinese martial arts—taijiquan and qigong—are deep rooted to Taoism.

Sources of forces are Heaven, Earth and Oneself. Combination of sources then comes with 8 strategies represented by the solid and broken lines surrounding Yin and Yang. In addition to Yin, Yang and the sources of forces, there are five elements of nature—Water, Wood, Fire, Earth, and Metal—forming and influencing everything from heaven to earth and ancient to the present. Chinese believes in number 3 (sources of forces), 5 (elements of natures) and 8 (strategies of the forces) and integrates their life with these magic numbers from birth till bury. Below pictures show the symbol of Taoism (Eurhythmymy of Yin and Yang surrounding with 8 strategies of forces (left handed side) and the five elements of nature (right handed side)).

Figure 4.3. Symbols of Taoism: Yin & Yang, Three Sources of Forces & Eight Strategies (combined into one at the left-handed side), and Five Elements of Nature (right-handed side).



Yin, Yang and their harmony are the vision of Taoism towards the Mother Nature. This is “Ontology”. Sources of Forces (3 forming to 8) together with the Five Elements of Nature represent “Epistemology” whereas all man made creations and civilizations is thereby “Axiology.”

These elements of nature are comparable to those of other civilizations. Of Babylonian, there are Earth, Sea, Wind, Sky and Fire. Among Greek, there are Air, Water, Aether, Fire and Earth. Ayurveda, the oldest medicine system in the world and antecedent of Hinduism and Buddhism, posits that Ap (water), Vayu (air), Akasha (space), Agni (fire) and Prithvi (earth) are the five elements of human being. To the Japanese, there are Air, Water, Void, Fire and Earth. For Islam (Senker, 2008), the crescent moon comes together with a five-pointed star as the symbol of Allah. The five-pointed star is referred to the Five Pillars of Islam namely Shahadah (belief in God), Salah (Prayer), Zakah (Charity), Sawm (Fasting at Ramadan) and Hajj (Pilgrimage to Makkah, Saudi Arabia).

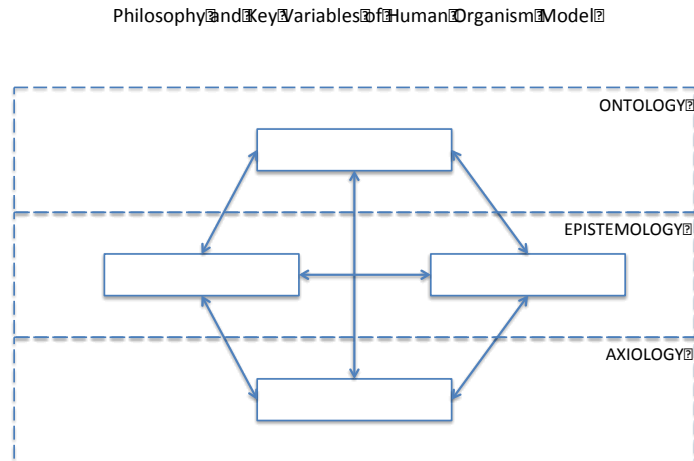
Elements of nature are different among cultures; one thing in common however is the number of five (5). Another thing is that the title of these elements is abstract, not directly refers to what it sounds. To comprehend these elements is to look at its meaning, definition, context and characteristics. Typical ways of explaining for these elements are story and analogy whose context is so important to uncover its real and latent essence. Philosophy is therefore the mother of all sciences and consequently governs everything natural and man-made including organization.

For organization, key variables are typically separated into two distinguished levels—Directors and Executives. Board of Directors is accountable to shareholders and responsible for directing organization towards its vision with strategic governance. This is the “Ontology” of organization. Executives are day-to-day managing strategy with organizational resources for delivering value to organization with sustainability.

For such sport organization as International Sports Federations (IFs), there are usually two organs. The first is a legislative or decision-making organ and the other are executive organ. The former is somehow known as “Congress” or “General Assembly” whilst the latter the “Council” or “Executive Committee.” (Chappelet & Mabbott, 2008)

On one hand, organizational resources are not merely physical assets but also intangible conditions enabling organization to survive, compete and perfect. These are normally called Personnel, Finance, Marketing, Production and Operation which are basic elements providing competence to organization. On the other hand, Strategy is the way to use and from time to time emerges from these five elements to transform into such visible products and invisible services of organization. Level of Executive is therefore looking after Epistemology and Axiology of organization. Key variables derived from these two levels of organization Vision, Competence, Strategy and Value which can be put into the Model of Human Organism as picture below.

Figure 4.4. Philosophy and Human Organism Models



Vision is the Ontology of organization. Competence and Strategy are Epistemology whereas Value the Axiology. These four key variables of Human Organism are indispensable, interrelated and irreplaceable. Without Competence and Strategy, Vision is infertile. Without Vision, Competence and Strategy are mishaps. These four key variables come and work together as “one” and can’t neither be missed nor separated. Like Holism, these variables are “One for All and All for One.”

Although they work hands in hands, they are not interchangeable. Vision can’t be replaced with Value and vice versa. These variables are strategic and can’t be misinterpreted and misplaced. Once either misinterpretation or misplacement, Vision will be dulled and not be achieved. Henceforth, Value will not emerge. Should the Vision of Organization be misled as “Profitability”, such “Profitability Myopia” will take place and lead organization to the premature mortality. “Maximizing

Shareholder's Value" and "Creating Shareholder's Value" are somehow the Vision Myopia of organization especially business.

According to Stout (2012), the legendary chief executive officer (CEO) of General Electric (GE) Jack Welch interviewed on the Financial Times about the 2008 financial crisis that "strictly speaking, shareholder value is the dumbest idea in the world." The so-called "shareholder primacy" or "shareholder-oriented model" begins in 1932 with the Great Debate between Adolph Berle (University of Columbia) and Merrick Dodd (Harvard University) on Harvard Law Review; of which, Dodd disputed the idea of Berle that "all powers granted to a corporation or to the management of the corporation... (are) at all times exercisable only for the ratable benefit of the shareholders." On her own researches for two decades, Stout (2012) convincingly contradicts the shareholder value myth at its foundation on corporate law, economics, and proves of empirical data.

On corporate law, Stout (2012) confirms that "there is no solid legal support for the claim that directors and executives in the U.S. public corporations have an enforceable legal duty to maximize shareholder wealth. The idea is fable. And it is fable that can be traced in large part due to the oversized effects of a simple outdated one widely misunderstood judicial opinion, the Michigan Supreme Court's 1919 decision in *Dodge v. Ford Motor Company*." On corporate economics, the basic idea of the shareholder primacy on the Principal-Agent Model proposed by William Meckling and Michael Jensen on their renowned article "The Theory of The Firm" (*Journal of Finance*, 1976) is arguably wrong. Stout's argument also undermines the well-known quote of Nobel-prize laureate Milton Friedman that shareholders own the

corporation and the only social responsibility of business is to increase its profits. On the empirical proof of shareholder primacy, “there remains a notable shortage of reliable results showing that shareholder primacy actually works better.” (Stout, 2012)

Likewise, it is a fiasco to believe that Sport is nothing but competition and medal. Although everybody agrees that the value of sport is by far exceeding the economic value of competition, to put medal as either objective or indicator days after days is to completely forget what sport is for. Competition is in fact the strategy of sport whereas medal reflects merely a part of value.

Like a human, organization has its own unique vision and does not merely serve the Board of Directors. As a matter of fact, it is the ultimatum that the Board of Directors seeks and strives for the Vision of Organization day and night, not vice versa. This is in fact the nature and origin of organization and management. With a Vision of Organization come the necessities to pursue which is Competence on one hand and Strategy on the other as the Epistemology needed by Ontology. Once these three variables of organization are ready, steady, and going for action, achievement will sooner or later take place as a shadow of object under the sun. The bigger the object, the greater the shadow is. The more beautiful way the object is situated, the longer the shadow will last.

Human Organism is, when all is said and done, a eurhythmy of vision, competence, strategy and value under a dynamic environment whereas Management

is strategy to develop organizational competence under an ever-changing environment to transform a vision into the value of organization.

Olympism as the Vision of Modern Olympic Organization

“Let them become a showplace for professionals and they will lose their dignity and their magic, and before long their financial basis too. It is thus a real struggle for existence which the International Olympic Committee is waging when it insists on maintaining the purity of the amateur concept and cracks down ruthlessly on the racketeering which disfigures sports in many parts of the world. However, sport teaches us that no victory can be won without a battle, and the Olympic Idea too will have to go on battling for its purity. Human culture only lasts as long as its vital sources, and it will therefore endure only as long as we preserve idealism in play, in order to preserve it is life.”

--Carl Diem, 1970.

Vision is the Knowledge or Truth of organization, not merely and simply the goal that “...corresponds to what organization wants to be in the long term.” (Camy & Robinson, 2007). It is more inside than outside as Carl Gustav Jung argued that “your vision will become clear only when you look into your heart. Who looks outside, dreams. Who looks inside, awakens.”

To be effective, vision is rather a complete conceptual framework of the organization translated verbally and non-verbally as a statement, code (of conduct or ethic), oath, motto, anthem, and symbol. This is because the vision of organization is normally abstract but need to be well address among the member. Therefore, a more

comprehensive media, meaning, and manner is by far better than a short paragraph of words.

Truth refers to the Form of the Good and is fundamental and general, not specific and particular. Ontology asks a question of “what is...?” to everything and Ontology is the Truth of a thing. A full enquiry is “what is the Truth of...?” For a human, Knowledge or Truth is the most important be it the Truth of human itself or of the Universe. The pursuit of the Truth is the greatest drive of human’s body, mind, and soul. Religion seeks for the Truth of life and no one on earth can hide away from the influence of religion. Lao Zhi argues “Tao” is the Truth of the Universe and is composed of ‘Yin’ and ‘Yang’ as forces from Heaven, Earth, and Oneself. Buddha posits the Four Noble Truth whereas God and Allah are the ultimate Form of the Good for Christian and Muslim respectively. Plato proposes, “The wisest have the most authority”. Sir Francis Bacon is claimed to echo, “Knowledge is power” vis-à-vis “Scientia est Potentia” of Latin. Alvin Toffler proclaims Knowledge as the Third Wave of power succeeding physical or military power of agricultural age and resource or economic power of industrial age. “I think therefore I am” of Descartes cleverly claims that Knowledge is even the priori of human life. Law of Gravity of Sir Isaac Newton, Law of Relativity of Albert Einstein, Grand Design of Stephen Hawking, and the Standard Model of Physics deeply contemplate the ultimate questions of life and of universe.

Truth is the very reason for Education as a means to incubate, foster, and liberate humankind to never stop searching for the Truth. Intelligence, regardless of

its attributes or names, is the offspring of the pursuit of the Truth. Truth is a priori whilst intelligence is the value of Education. Education is not merely the preparation of people for vocations and professions as skillful labor but to liberalize human to the borderless of capacity. Should education be only the preparation for work, it is only the corporate training. People will be educated according to the needs of economy and market, not by their will.

It is true that work is for man to survive; still, man is not born only to work. In fact, people work “because we want to leave something better for those we leave behind, some signpost of our existence, of our potential. Our work is an instinctive recognition of human greatness” (Donkin, 2010). To change the concept of work is to change society; of which, it has to begin with the roots of society—education. Donkin (2010) argues that “the dominant system of education is designed for the industrial world of Frederick Taylor and the rational systems of Max Weber. A Teacher, a figure of authority, stands in front of a class and pours forth information. The children sit in rows of desks and struggle to digest like over soaked sponges. Maria Montessori believed that children were trapped in the classroom like butterflies mounted on pins.”

Education should therefore strategically address and equip humankind an army of competence and capability to negotiate the world and ultimately to strive for the Truth of everything interested. Education is not the end but the means and tools for humankind. To educate is neither to teach nor to know but to learn and to understand with practical skills of searching the Truth as Einstein quoted “I never teach my pupils, I only attempt to provide the conditions in which they can flourish.”

On parallel, musician works with Duration (how long or short a note is), Timbre (particular sound quality of an instrument or voice), and Texture (effect of melodies and harmonies) together towards the Truth of Music. Economist studies Growth, Stability, Equality and Sustainability of Economy for the Truth of Economics. Space, Time, and Activity are for Architect. Liberty, Equality, and Fraternity are of politics. There is also the Truth of itself which Plato defines that “Knowledge is a justified true belief.” It is the Truth shall it be justified and be true.

The Truth of Organization is what it is looking for and is the summation of general motivation or intention of organization. Hereby it is called “Vision” for it basically defines organization in general, not particular, and explains the origin, existence and purpose of organization. Vision distinguishes itself with a conceptual framework or model (variables and relationship among them) outlining scope of operation. It is not the same as Strategy (how to do) for a Vision states the nature of group the organization belongs to. Put it in the Italian way, Motto basically and briefly expresses the Vision of organization.

History of organization adapts and adopts itself into the dynamic context of opportunity and crisis. Supply chain and value chain based on four main functionality of production, personnel, finance & accounting, marketing & sale propose themselves for the sought-after Key Success Factors. From Ford’s Model T (production era) to “Cash is King” (finance era) to “Customer is King” (sale era) to “Supply Chain” (operation and quality era) to Value Chain (marketing era) to Corporate Social

Responsibility (marketing 2.0 era), organization is improved, enhanced, and at the same time bombarded day after day with whatever best and what's new so much and so long that organization is totally lost its ground—what is organization and why is it for? No one really care and contemplate for this issue anymore.

BCG's SWOT Analysis and Porter's Five Forces Model are predominant framework for organization from SMEs (Small and Medium Enterprises) to MNCs (Multi-National Corporations) in addition to State Enterprises; of which, it is a necessity for organization to be able to scan its environment to locate a strategic position among customers and competitors. The ever-changing environment of particularly ICT (Information and Communication Technology) has tremendously transformed a spherical globe to a flat village. Most organizations take this mandate for granted and looks over oneself to the supreme patron—customer, employee, shareholder, and stakeholder at large.

Inside-Out (competence-based organization) and Outside-In (environment/structural-based organization) is a classic chicken and egg dilemma for organization; still, both approaches concede that the responsiveness to the market and so-called "Corporate Social Responsibility" is strategic and are ready to ignore the ethos of organization itself. At the present, global economic crisis covers the America, Europe and Asia. The US faces a deep slowdown of economy together with the inequality issue of the 1%--the comeback of the Have and the Haven't. Debt burden at PIGS (Portugal, Italy, Greece, and Spain) would bring down, as the world is so

anxiety, the EURO to the ground zero. Earthquake and Tsunami at Fukushima, Japan, cost its MNCs the first-ever loss since their birth after World War II.

With surprise, a handful corporation unscratched, survived and remained healthy shows to the world that they all possess one thing in common for making the legendary alive and modern. These organizations go beyond the want of their customers. They not only look at the physical of customer but also listen their mind and soul only to discover that at the end the underneath desire of human being is beauty, virtue, and knowledge and that as they are also human beings they are capable to provide the answer by themselves as well. What the customer explicitly expresses is somehow transient and fashion as Jobs once commented “You can’t just ask customers what they want and then try to give that to them. By the time you get it built, they’ll want something new.”

Thierry Stern, the president of Patek Phillippe, explains Patek’s tradition as following:

“at our family-owned company, we have a unique way of creating a new watch. We involve the family. I know that many people are fascinated by how a new Patek Phillippe watch design comes into being. At our family-owned watch company, new designs are born after deliberations involving a close-knit team. At the heart of this team is our family, and has been so far the past four generations. Fortunately, as an independent company, we can make all our decisions on grounds of design and taste, rather than accede to commercial pressures. Whilst we are known for taking great pride in keeping traditional skills and know-how alive, it is paramount for us

that our designs also use the most advanced technologies to deliver a perfect finish, technically and aesthetically. It is a combination of both that makes our company so revered and which will ultimately earn the Patek Philippe Seal, a mark of quality that uniquely applies to the completely assembled watch. The result is a design that is perfectly balanced: the finished watch being as thin as possible with a dial configured to optimize legibility. It is these timeless qualities which provide another example of our passion for horology; a passion that has been passed down through generations of my family and which, I am happy to say, is now in my safe hands.”

Figure 4.5. Patek Philippe on Vision.



Rolex, Patek’s counterpart, lays its heart on a strong and powerful belief of “live for greatness.” A consistent series of advertorial for Rolex is below:

“The very spirit of who we are, it defines our timepieces. Make our crown iconic. Yet greatness is within everyone. Passion. Drive. Inspiration. They explain

how and why records are broken. Breakthroughs are made. Mountains are conquered. More than a destination. Greatness is a journey that never ends.”

Figure 4.6. Rolex on Vision.

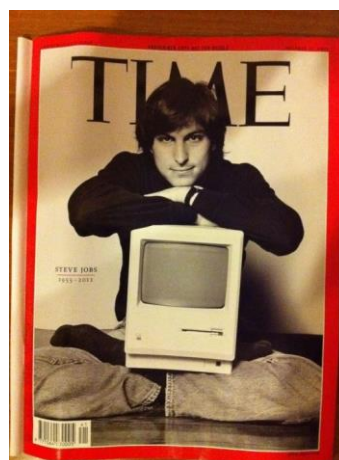


Steve Jobs who built the world biggest market valued corporation ever addressed his thought on own vision at the Stanford Commencement in 2005 that “your time is limited, so don’t waste it living someone else’s life. Don’t be trapped by dogma—which is living with the results of other people’s thinking. Don’t let the noise of other’s opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.” Also, Jobs defines “creativity” on Wired Magazine in February 1996 as “...connecting things. When you ask creative people how they did something, they feel a little guilty because they didn’t really do it, they just saw something. It seemed obvious to them after a while. That’s because

they were able to connect experiences they've had and synthesize new things. And the reason why they were able to do that was that they've had more experience or they have thought more about their experience than other people. Unfortunately, that's too rare a commodity. A lot of people in our industry haven't had very diverse experiences. So they don't have enough dots to connect, and they end up with very linear solutions without a broad perspective on the problem. The broader one's understanding of human experience, the better design we will have."

To safeguard the vision of his Apple Inc., Jobs stresses that "When I hire somebody really senior, competence is the ante. They have to really smart. But the real issue for me is, Are they going to fall in love with Apple? Because if they fall in love with Apple, everything else will take care of itself. They'll want to do what's best for Apple, not what's best for them, what's best for Steve, or anybody else."

Figure 4.7. Steve Jobs on Time magazine.



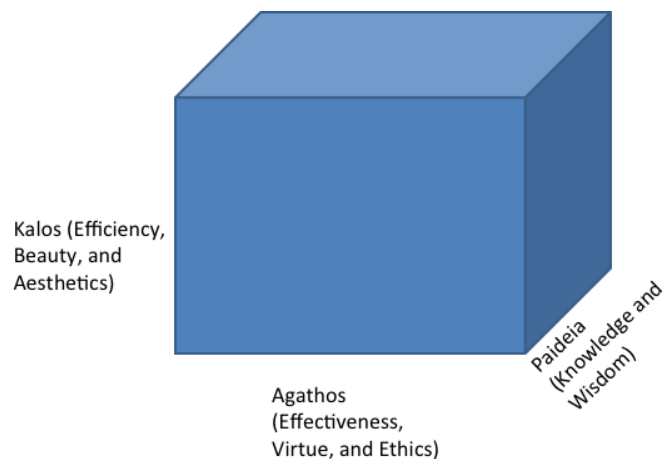
Vision of sport organization is the conceptualized model of sport in general, not of one organization in particular. All sport organization shall therefore have only “one” and only “one” vision sharing among them. The same for education institute, accounting firm, design studio, restaurant, real estate developer, architect, hospital, army, bank, supermarket, department store, book store, salon, automobile maker, computer company and so on. There is and should only be “one” vision for one category of organization. Vision is necessary for an organization to clearly conceptualize and behold. To have no vision is to have no self; to have no self is the beginning of the end for any kind of organization no matter how long and how large it is.

The Vision of Organization revolves around three fundamentals—efficiency, effectiveness, and wisdom. The first, efficiency, determines how good an organization can do thing right. More output, less input, and shorter time of production and of services as termed as “productivity” is the proof of efficiency of organization. The second, effectiveness, is how good an organization can do the right thing. The more the better serve its customer, the higher the effectiveness of organization. The last, wisdom, is the truth itself of organization.

Terminology-wise, management, administration, and governance are referred to efficiency, effectiveness, and wisdom respectively. Business, regardless of size and nationality, is always with efficiency and comfortable to labeled with management. If only not against the law, business can do and is expected to achieve the result with more output, less input, and shorter period of time. Bureaucracy, on the other hand, is

usually tied with effectiveness and heralded for administration term. If only by the law that bureaucrat will enact and universally notorious of inefficient. Less output, poor quality, over-budget, and clumsy services are what to expect. Governance, not only for government but also for organization yearning for excellence, is the best an organization can achieve—efficient, effective, and wise.

Figure 4.8. Vision of Organization



For Modern Olympic Organization, to uncover the Vision is to study the history of Sport and Olympic and thoroughly interpret how Baron Pierre de Coubertin, as a Father of Modern Olympic Organization, revived it since A.D. 1984. The origin of sport is credited to Greek. Although the earliest evidence of physical exercise takes place in 3800 B.C.E. at Memphis in Egypt (Levinson & Christensen (eds.), 1, 1996), there is no sense of competition, which is the main characteristic of sport (Miller, 2004). It is Greek that institutes and promotes the idea of exercise and athletics to the world today. Greek places more emphasis on exercise than any

previous society. The Athenians exercise and play for the sheer enjoyment of it (Levinson & Christensen (eds.), 1, 1996). Coubertin himself asserted that “Egypt knew little of it and the old Indian civilization even less. Athletes stepped on to the world scene in Greece with Lycurgus. The Athenians are entitled to the honor of having found the most attractive and genuine formula for sport-sport for the harmony of the human machine, for the smooth equilibrium of mind and body, for the joy of feeling oneself more intensely alive.” (Carl-Diem-Institute an der Deutschen Sporthochschule Koln, 1966)

From the old days, Greek has believed in Gods and human is the visible image of Gods. Believing in Gods however does not deprive Greek from freedom and responsibility. Social discipline and obedience to the laws is an obligation not only to Greek citizens but also to Gods and the rulers. Gods are the very reason for Greek to live, to be better, to contest and to die for. Physical and intellectual perfection are the approximation to Gods who possess all the ideal form of human (Koursi, 2003). It is said that the first patrons of the (Olympic) Games are Gods, the last, men (Powell, 1994). International Olympic Committee (1994) asserts that “indeed, the ancient Games, from Iphitos (884 BC) to Coroebus (776 BC) and from Coroebus to Theodosius (AD 394), were usually large votive festivities dedicated to Zeus and to the other Gods of Mount Oympos, even though, under Roman occupation, the cult of the Emperor also had its place. The winning athlete, a delegate of the City States, offered up his physical and moral beauty to the divinities of creation. Nothing could be more pleasing to Zeus than a tribute paid by the “Olympionike”.”

Among Gods, Zeus is the father of gods and men. The other are Hera (first lady of Olympus), Athena (Goddess of wisdom), Poseidon (lord of the seas), Demeter (patron of farming), Apollo (God of light), Artemis (Goddess of the hunt), Hermes (messenger of Gods), Ares (God of war), Aphrodite (Goddess of beauty and of love), Hephaestus (God of metalwork), Dionysus (God of wine), Asclepius (God of medicine), and Pluto & Persephone (Gods of the underworld) (Servi, 2006).

Apart from Gods, Greek also heralds heroes. Of which, Heracles or the Roman Hercules is the most respected. He is descended from Zeus through Alcmena and is claimed by Pindar to commence the Olympic Games (Poole & Poole, 1963). Being quoted by Parry (2009), Palaeologos commends about Hercules that “the idea is that the sculptures of the demi-God Hercules in Olympia performed a morally educative function, standing as role models, especially for the athletes who were there to train for the Games, of physical, moral and intellectual virtue: Hercules is shown bearded, with beautiful features, ... a well-trained body, fine, proportional muscles, ... as a representative of the “kalos k’ agathos” type, where the body is well-formed and harmonious, the expression of a beautiful soul, and the face radiates intelligence, kindness and integrity.”

To strive for Gods, Greek practices physical culture with perfection. Koursi (2003) argued that “Homeric heroes know and appreciate the value of practice. The Phaiakians frequently stress that Odysseus appears to be practiced, that he seems to know about contests, and they deduce this from his powerful build and his strong arms and legs. Odysseus himself boasts that he has competed from his youth, and that

even now, after all his misfortunes, he can beat them in wrestling, boxing, archery and discus.” and in the Iliad, it is asserted that the most important thing for a citizen, more significant even than trade and wealth, is “what a man can achieve by his hands and feet”

Perfection means the balance whole of everything for Greek to be better. “Kalos k’ agathos”, if able to translate into English as the beautiful and the virtue, is what Socrates regards as the hallmark of any gentleman worthy to be called Greek. Plato explains the idea of “Kalos” that “from love of the beautiful comes every good thing in heaven and earth.” and of “Agathos” that “virtue will be a kind of health and beauty and good habit of the soul, as vice will be a disease and deformity of the soul.” (Poole & Poole, 1963). To strive for Gods and for perfection, Greek also competes for everything from physical to marriage and even the throne. Koursi (2003) pointed out that “Atalanta had declared that she would marry whoever defeated her in a race. She therefore competed with the aspiring suitors and defeated them all, until Hippomenes beat her and made her his wife. Ikarios gave Penelope to Odysseus after he had first beaten the other suitors in a race. Likewise, Pelops married Oinomaos’ daughter Hippodameia, after his victory in the chariot race. In other cases, trial by a contest decided the succession to the throne. Skythes, son of Herakles and Echidna, and eponymous hero of the Skythians, ascended the throne after defeating his two other brothers at archery, in accordance with the dictates of his father.”

For Greek, the supreme value of life is the whole balance of his body and mind which can’t be entirely separated. It is the perfection of all that Peleus desires

for his son, Achilles, to be best in words and deeds. Apollo—the God of light—is also a “far-shooting archer” and “lyre-player” and “leader of the Muses” is another good example of the whole balance or perfection (Koursi, 2003).

Essays of Michael de Montaigne in 1580 referred to Plato saying that “it is not a mind, it is not a body, that we are training up; it is a man, and we ought not to divide him into two parts; we are not to fashion one without the other, but make them draw together like two horses harnessed to a coach.” “meden agan” or “nothing in excess” (Poole & Poole, 1963) and the favorite watchword for Greek—“mean of middle” or the exact point of rightness between both ends—is among the best adjective for perfection (Powell, 1994). Greek is the one who “love beauty without excess, and love wisdom without being weak” (Koursi, 2003).

To be perfect, Greek takes great pain for formal education. According to Platonov & Guskov (1997), although education was not mandatory by law, there were no illiterates in the Athens by the 5th century B.C. Socrates voiced that “it would be a shame, because of one’s own ignorance, to get old without any chance of seeing, by observing one’s own body, what a human body can look like in the prime of one’s age and beauty.” “be educated in cities” is also what Aristotle cheers for the education.

By the 4th century B.C. in Athens, a school of rhetoric is found by Isoprat and two famous gymnasia—the Academy and the Lyceum—are opened and taught by Plato and Aristotle respectively (Platonov & Guskov, 1997, Koursi, 2003). To make a perfect man of whole balance of body, mind and soul is primary purpose of education

for Greek ever since. Grammar, music and physical training are cornerstone of Greek education. To cover all, three tutors are then needed. A grammarian teaches reading, writing, arithmetic, poets, writers and legislators. The kifarist instructs how to play kifara and lyre and how to sing. The petroped trains kids to do the physical exercise and to prepare them for sport competitions in the future. Physical training includes kids games (outdoor games, ball games, etc.), palestra (physical exercises along with pentathlon and other sports), and orcherstira (ball games, acrobatics, ritual and battle dancing) (Platonov & Guskov, 1997). Rhythmic movement along with physical training makes the wholly balanced development taking place to the students (Koursi, 2003). In addition, military training, state administration, philosophy and oratory are also taught in gymnasium (Platonov & Guskov, 1997).

Contrary to School of Athens, Sparta's is militarism. Physical exercise is undertaken to develop strong body for the purpose of war (Levinson & Christensen (eds.), 1, 1996). It is respectfulness to note that Leonidas unexpectedly stole the victory from the unassailable Persian forces with only his Spartan warriors of three hundreds during the Olympic Games of 480 B.C. It unleashes a new Pan-Hellenic pride (Miller, 2004). This is how and why Spartan values the education with militarism as it is practical and self-defensive. The war-like context of that time gives more favor to School of Sparta than to that of Athens.

If philosophy of Greek be a seed of beauty and of virtue, school of Athens and of Sparta a wholly healthy trunk and branch, Olympic Games then the sought-after

flowers and fruits that are invaluable and eternal for not only Greek but also every single mankind.

For Greek in particular, Olympic Games is the game of Gods. Legend, according to Powell (1994), has it that “Mother Earth (Gaea) was worshipped at an altar there and that the Mother of the Gods (Rhea) the wife of Kronos was also honored by votive offerings made at this altar. Rhea gave her son Zeus to the Idaean Couretes to rear because her husband Kronos was in the habit of eating her offspring. She substituted the new-born child with a stone. The Couretes were five; Herakles, Paeonaeus, Epidmedes, Iasius and Idas. The eldest of these Dactyli challenged the others to a race of which he was the winner. The previous night, having rested at Olympia, they made a litter of olive branches on which to sleep and after Herakles won the foot race his brothers crowned him with a wreath of wild olive. The glory, therefore of having first established the Olympic Games, is given to the Idaean Herakles who also gave them the name of Olympic. On this account too, they were celebrated every fifth year, because the brothers were 5 in number” (Pausanias. Description of Greece (Cambridge, Cambridge University Press, 1886) translated by A.R. Shillito, V.7, p.6)”

Olympic Games is not a myth but a legacy although the story of Olympic Games showing a combination or interaction between Gods and men. Homer, Hesiod, Pindar, Strabo, Phlegon, Thales, Eusebius of Caesarea, Herod the Great, Lucian, Socrates, Plato, and Aristotle are among philosophers and poets who confirms that Olympic Games are real, man-made, and not mythical (Powell, 1994).

Greek loves beauty, virtue and enjoys leisure. Annual ritual festivals or events are hosted in villages and cities with estimated 173 ritual festivals around Greece in antiquity (Powell, 1994). Poole & Poole (1963) recorded that among these festivals, the big four are “the Pythian held in Delphi every four years; the Isthmian held every two years; the Nemean, every two years; and the Olympic, every four years” These big four are considered the Panhellenic meaning that they are for only Greek, not others. At the festival, all Greek is equal to the Gods. Of the big four, Olympic Games is the oldest, most venerated, finest, and fairest. It dates back to 776 B.C. with recording Coreobus as the first winner of the first official Olympic Games. Olympic Games have continued for 293 games or 1,169 years until it is banned by Emperor Theodosius I in 393 A.D.

Koursi (2003) noted that “all the great Panhellenic games were established in honor of a dead hero, or to commemorate some act by a god: Polops founded the Olympic Games in honour of Oinomaos; Apollo established the Pythian Games at Delphi after he had destroyed the dragon, Python; Theseus, or Sisyphos initiated the Isthmian Games at the tomb of the hero Melikertes—Palaimon; and, finally, the Nemean Games were instituted by Adrastron in honor of the hero Opheltes, son of Lykourgos the king of Nemea”.

Passion of Greek for practice and perfection is all put into the Olympic Games. ‘Athlete’ and the idea of contest is used by Homer to describe the Trojan War

and the labors of Hercules during the first Olympic Games. ‘Athletes’ implies a masculine and the prize for the contest (Powell, 1994).

Miller (2004) notes that “Athlon”, a noun, and “Athleuein”, a verb, mean prize and to compete for a prize respectively; therefore, athlete is to compete for a prize. There is no sport for sport’s sake of the ancient concept. There is no team competition and there is no prize for being a runner-up. One man wins and the others loose. This is the concept of “arête” that leaves no room for ‘nearby’. Athlete practices and competes in nude as the word “gymnos” and “gymnazein” imply. Competitors, at Olympia, are categorized into two groups of ages—Andres (men) and Paides (boys). Basic equipment and supply for athlete to exercise and practice are a jar of olive oil (rubbing body before exercise), strigil or stlegnis—a curved tool concave in section to scrape the body after exercise, a sponge, a cap or hairnet, dust or powder (konis) using for cleaning after the exercise. The punishment during the exercise is simply flogging.

Prize can be both monetary and non-monetary. Miller (1991) takes the list of prizes awarded during the first half of 4th Century for the Kithara-singers as followings:

First price: a crown of olive in gold weighing 1,000 drachmas and 500 silver drachmas.

For the Victor in the Stadion in the Boys’ category: 50 amphoras of olive oil.

For the Victor in the Pentathlon in the Ageneios category: 40 amphoras of olive oil.

For the Victor in the Stadion in the Men's category: 100 amphoras of olive oil.

For the Victor in the Pentathlon in Men's category: 60 amphoras of olive oil.

To become athlete and be selected as village's or city's representative for Olympic Games, one has to devote himself entirely for Gods. Poole & Poole (1963) asserts that "by Olympic rules, athletes had to be at Elis for a month or six weeks before the Games started. There the competitors became acclimated to the region; spent grueling days practicing with their own stern trainers and with the trainers assigned by the Olympic Council to be sure that the athletes were at the peak of performance. Officials present made certain that "the deeds they are about to perform are in harmony with the highest moral and artistic level expected of champions." And each athlete was a champion, the best of the city he represented."

For all athletes, only five days with five competitive events that will determine his dream and destiny. The competitions are of foot race or running, broad jump, wrestling, discus throw, and javelin throw. Of these five races, discus throw symbolizes the ideals of Greek athletics. The Diskobolos by Myron and words "Kleon threw me to win the wreath" are universal recognition of Olympic Games. The most spectacular game is the Pentathlon consisted of all five competitive events—foot race, broad jump, wrestling, discus throw, and javelin throw. The Pentathlete or the victor of the Pentathlon is the most glory in life. The victor of each competitive is already a hero of Greek for life; the Pentathlete is among the hero one could have (Poole & Poole, 1963).

Poole & Poole (1963) argue that judgment of Olympic Games is based not on the finality of competition but on grace, beauty, rhythm, and style and that “the final measure of the greatness of an athlete was based on how many sports he took part in.” Theagenes is the Olympic hero as he “wins nineteen victories at Olympic before he was twenty-eight years old. We know that he was a wrestler, runner, and discus thrower. Like most athletes he was trained as an all-round sportsman; not concentrating his efforts on any one sport.”

This is what “arête” or excellence and “adidos” or sportsmanship strongly reflect Kalos k’agathos in sport. Perfection is and can be achieved with only the wholly balance of Kalos and Agathos, of Beauty and Virtue, and of Arête and Adidos. The balance that is “meden agan” or nothing in excess and that is “mean of middle” or the exact point of rightness between both ends.

The revival of the Olympic Games in modern times, according to Georgiadis (2003), has painstakingly been enforced and triumphed by a numbers of visionaries in Greece and other countries long before the first International Olympic Committee taking place in 1894. International Olympic Committee (1994) notes of several forerunners of Olympic Games in modern times:

- the first “pseudo-Olympic” Games is “Cotswolds Games” which is organized by Robert Dover (1575-1652), an English gentleman.

- On 14th July 1834, Gustav Johan Schartau, a professor at the Royal Charles Academy in Lund and a Disciple of Ling, organized “Olympic” Games in Ramlosa, Sweden.
- In July 1836, during a second edition held under the patronage of the Helsingborg Olympic Association with the assistance of the Helsingburgposten, Schartau invited competitors from all over Scandinavia to take part in the “Scandinavian Olympic Games.”
- In 1830, professional athletes presented a circus show in Poznan entitled “Olympic Competitions”.
- In 1853, at the Franconi racecourse in New York, 10,000 spectators enthusiastically watched a medieval tourney, a deer hunt, a steeple-chase and Olympic Games.
- Of greater importance was the initiative taken in 1842 in Montreal by a handful of sportsmen from Quebec to establish a running club. On 28th and 29th August 1844, they organized the “Olympic Games of Montreal”. Under patronage of H.E. the Governor-General, competitors took part in 28 events.
- The Olympic Games of modern Greece do indeed deserve more consideration than the cursory glance they have so far received from historians. The starting point was a decree of King Otto I dating from 1837. Otto decreed that a trade exhibition should be organized in Athens on a three-yearly basis. It was to be in three parts: agriculture, industry and sports, namely those of ancient Greece: discus and javelin throwing, long

jumping, running, wrestling and chariot racing. The trade exhibition did indeed take place, but sports games were postponed for some twenty years.

The ideology of the Olympic Games is firstly proposed in public by two brothers of Soutsos. In 1833, Panagiotis Soutsos published “Nekrikos Dialogos” translated in English as

“Had but our shade to Earth returning flown,
 Durst it cry out t those who serve the throne:
 “O leave your little passions and vain hate,
 Wretches—think what this Greece of yours has been!
 Where, tell me, where are your Olympic Games,
 Where are your Panathenian contests seen?
 Your ceremonies great and theatres great...?
 Her ancient place—your wise!—she shall restore
 Marching toward the great and fine once more.
 Ages to come to ages past shall turn,
 And forebears in the living be reborn.”

The poem is endorsed by the Greek revolutionary and political leader Ioannis Kolettis and is submitted to King Otto accordingly. Evangelis Zappas (1800-1865) is the national benefactor as the sponsor of the 19th century Zappas Olympic supervised by then foreign minister—Alexandros Rizos Rhangavis. The Zappas Olympic Games

are held on Tuesday, 15th November 1859 at Ludwig Square presided by the King and many other social leaders.

Almost at the same time, Dr. William Penny Brookes also has “Much Wenlock Olympic Society” and it is Brooks together with Chaplain Kinsley and Thomas Arnold the great British educator who inspire the young Pierre de Coubertin for the legendary Olympic Games as Coubertin once admitted that “nothing in ancient history had given me more food of thought than Olympia. This dream city, consecrated to a task strictly human and material in form, but purified and elevated in the idea of patriotism which there possessed, as it were, a factory of life-force, loomed with its colonnades and porticoes unceasingly before my adolescent mind” (International Olympic Committee, 1994).

In addition to Olympic Games, Coubertin is also very much impressed by the American dream which he believe is resulted from a synthesis between British’s education system of ‘unselfish mentality’ and German ‘effectiveness and discipline’ that emancipate human to a free man and that there “was a meaningful correlation between the mentality, the ambitions and practices of people on the one hand and the way in which physical exercises were understood and organized on the other” (Maes, 2009). Also, “In these reforms physical games and sports held, we may say, the most prominent place: the muscles are made to the work of a moral education. It is the application to modern requirements of one of the most characteristic principles of Greek civilization: to make the muscles the chief factor in the work of moral education.” (Carl-Diem-Institute an der Deutschen Sporthochschule Koln, 1966)

With the revival of Olympic Games in mind, Coubertin unveils his Olympic Idea under the strategic Olympic Movement. The first move is to set up the Olympic Congress in which the main body of the Olympic Games will be created and organized. The first Olympic Congress is held in the amphitheater of the old Sorborne from 16th to 24th of June 1894. Demetrius Vikelas who is then the president of the Pan-Hellenic Gymnastics Society becomes the first President of the International Olympic Committee.

The soul of Olympic has transcended from Coubertin's Olympic Idea to Olympism which is put forwarded by International Olympic Committee (2011) as “a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.” with the goal to “place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity” and to assert that “the practice of sport is a human right. Every individual must have the possibility of practicing sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play. Any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise is incompatible with belonging to the Olympic Movement.”

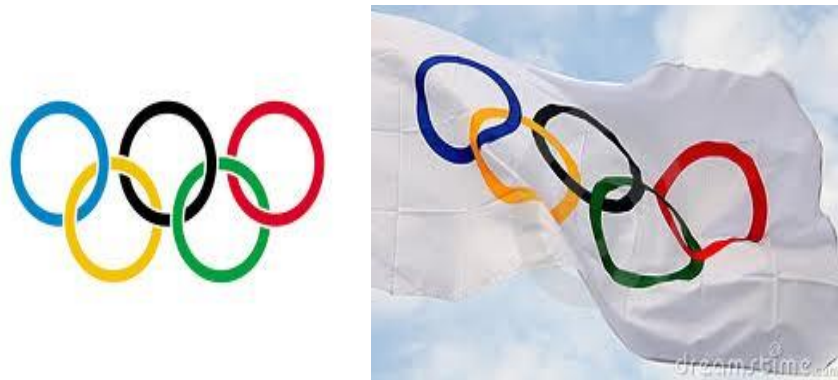
In 1914, Baron Coubertin proposed Olympic symbol, better known as Olympic Rings, to represent the unity of all nation around the world (in the Games or not yet) from five continents—Europe, the America, Asia, Oceania and Africa. Colors of the Olympic Rings in Blue, Yellow, Black, Green and Red standing against the white color of the flag involve also a participation of each country due to the fact that at least one of these six colors is used for the national flag of every single country on the globe “the blue and yellow of Sweden, the blue and white of Greece, the tri-color flags of France, England, the United States, Germany, Belgium, Italy and Hungary, and the yellow and red of Spain are included, as are the innovative flags of Brazil and Australia, and those of ancient Japan and modern China.” (Muller, 2000). Due to the World War I (A.D. 1914-1918), the Oympic Rings and Emblem (Rings on the white-colored flag) is displayed to the public first time in 1920 at the VII Antwerp Olympic Games.

Olympic Rings therefore signify the fundamental of Olympism in terms of participation as one of the most quoted from Baron Coubertin “The most important thing is not to win, but to take part” which reflects the idea of Bishop of Central Pennsylvania, Ethelbert Talbot that “The important thing in life is not victory but struggle; the essential is not to have won but to have fought well.” (Muller, 2000)

Baron Coubertin also puts his thoughts towards athletes that “For every one hundred who engage in physical culture, fifty must engage in the sports. For every fifty who engage in sports, five must be capable of astonishing feats. All this holds together and is interrelated. That is why theoreticians’ campaigns against specialized

athletes are puerile and without effect.” (Muller, 2000) His thought provides a good merit to elite and professional sports that will be a role model for the mass sports. On one hand, to have five so-called “Olympians” will motivate and create one hundred people who exercise. On the other hand, physical exercise and sports are no doubt good for the people. Therefore, why will there be anyone who negates the idea of elite and professional sports, as this is the logical way for people to participate physical exercise and sports?

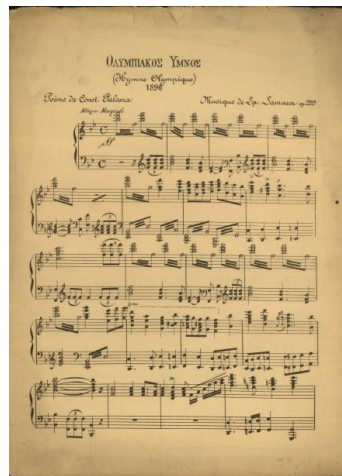
Figure 4.9. The official Olympic Rings and Flag, combined as the Olympic Emblem, of today



Olympic Hymn or Olympic Anthem evolved from a poem written in A.D. 1893 by Costas Palamas (A.D. 1859-1943), one of the most respected Greek poets, and was put into music by Spiros Samaras (A.D. 1859-1943) in A.D. 1896, the inauguration year of the first Modern Olympic Games in Athens, Greece. Originally

in Greek and translated into English with the official version adopted by IOC in A.D. 1958 as followings under the name of “Ancient Immortal Spirit”:

Figure 4.10. Olympic Hymn or Anthem.



“Immortal Spirit of antiquity,
 Father of the true, beautiful, and good,
 Descend, appear, shed over us Thy light
 Upon this ground and under the sky

Which has first witnessed Thy imperishable fame.
 Give life and animation to those noble games!
 Throw wreaths of fadeless flowers to the victors
 In the race and in strife!
 Create in our breasts, hearts of steel!

Shine in a roseate hue and from a vast temple
 To which all nations throng to adore Thee,
 O Immortal Spirit of Antiquity.”

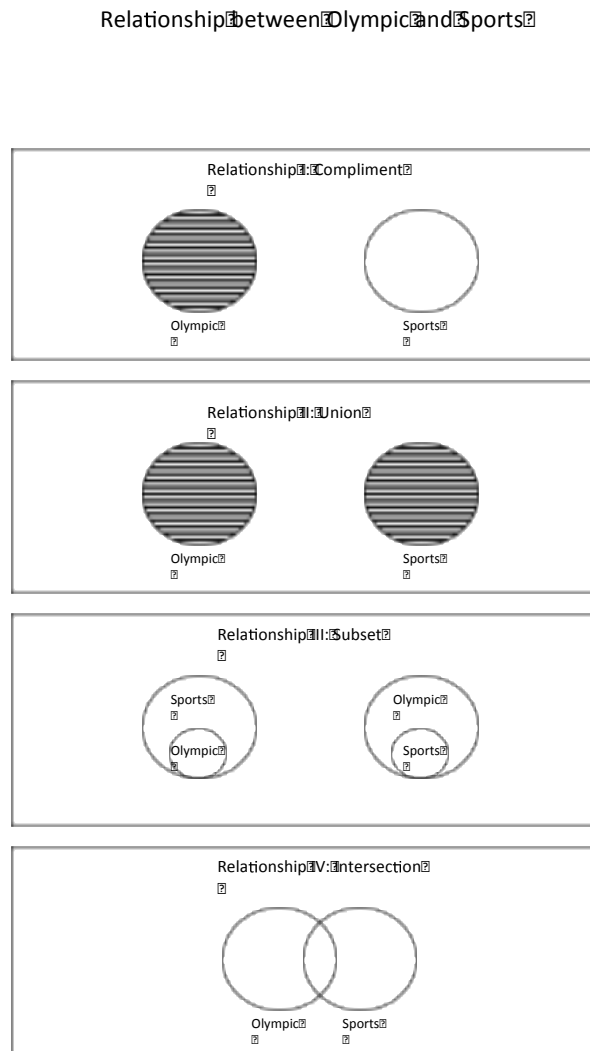
The anthem heralds Truth, Beauty and Virtue and emphasizes the immortality of ancient antiquity not to be forgotten by us. Truth is what Greek call Paideia that is comparable to Knowledge in the modern language. Plato ever since defines it as ‘A justified true believe’ whereas his renowned pupil, Aristotle, on Leisure posits that ‘Knowing of the Knowledge itself’ is the best what a man can be. Three forms of amusement, recreation and contemplation; of which, contemplation is the deepest understanding towards knowledge. Beauty and virtue are what Greek calls Kalos K’ Agathos and put these attributes of a man next only to the God. To be perfection, Knowledge, Beauty and Virtue has to be successfully acquired by a man with eurhythmy.

Olympic Motto in Latin is Citius, Altius, Fortius generally translated into English as Swifter, Higher, Stronger and commonly and simply associated with such traditional Olympic sports as Footrace, Broad Jump, Discus Throwing, Javelin Throwing and Wrestling. Olympic Motto believes firmly for the un-limit or boundary-less of humankind capacity, not only in physical but also mental and moral.

Objectively, Olympic Motto shall be physical-based meaning and exploited only for sports. Subjectively, it can and should also be interpreted by the view of Philosophy of Life itself. What will Citius, Altius, Fortius be for the ‘Philosophy of

Life'? Why did Baron Coubertin pay so much for 'participation', not 'winning' to Olympic Games? Is 'Olympic' the same as 'Sports'? If 'Sport' is to compete for prize, what is 'Olympic' for? A solution to these classic dilemma between 'Olympic' and 'Sports' can be considered with Set and Relation Model of Mathematics. Compliment, Union, Subset and Intersection are four possible models of relation between 'Olympic' and 'Sports' as per below diagram.

Figure 4.11. Relationship between Olympic and Sports.



The first relation, Compliment, is to say that Olympic and Sports share nothing in common which is not true at all. The second, Union, is also not feasible as there are somehow and somewhere conflicts between Olympic and Sports; therefore, they can't be everything to the other. Subset means either Olympic belongs to Sports or Sports belong to Olympic; of which, this relationship will be true should both

Olympic and Sports share the same vision and each of them somehow be bigger (in terms of scope) than the other. Intersection is sometimes easy to accept if Olympic means one thing and Sports the other and only if the Olympic Games bring sportsman to meet during the Olympiad (every four years).

Chappelet and Mabbott (2008) argued that “whether or not they are accepted as Olympic Federations, the IFs have an existence beyond that of the Olympic Games. They have two major functions with relation to their sports: the adoption and diffusion of universal rules, and the co-ordination of a world calendar.” Three IFs have existed and founded before the auspice of the IOC in 1894—the International Gymnastics Federation (FIG) created in 1881, the International Rowing Federation (FISA) and the International Skating Union (ISU) both in 1892.

May it be politically incorrect to conclude that Olympic is not Sport and vice versa. Still, the Father of Modern Olympic is quoted that “I have not able to carry out to the end what I want to perfect. I believe that a center of Olympic studies would aid the preservation and progress of my work more than anything else, and would keep it from the false paths which I fear.” (IOA, 2012)

According to Naul (2009), Coubertin in 1935 (two years ahead his death) put forwards the concept of “religio-athlete”—the athletes who participate in the Olympic Games as ambassador of modern education for the civilized countries who share with each other the religious spirit of sports as a means of moral character building. The other four principles of Olympism are equality, chivalry, truce, and beauty. The

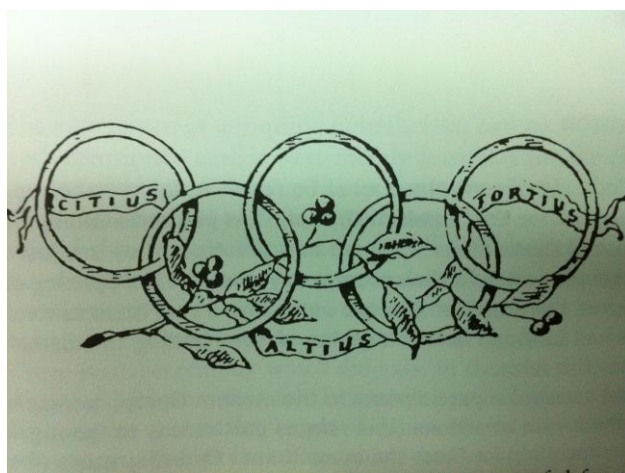
second principle is based on the “equality” of all human beings, as a further development of the mission—*citius, altius, fortius*—as a means of permanent striving for the individual self-perfection of athletes with the “freedom of excess” and the spirit to beat records. The third principle is characterized with the term “chivalry”, as the behavioral pattern of men who compete against each other like the knights of old days in the spirit of comradeship. In other parts of his writings Coubertin also used the term “fair play” to explain the meaning of chivalry. The fourth principle is “truce”, with the idea of “rhythm” implying a specific time frame for the celebration of the Olympic Games, every four years. The idea of rhythm was linked with the desire of truce—to interrupt conflicts between countries and nations so that all athletes might participate in the Olympic Games. The fifth principle refers to “beauty”, the involvement of art and poetry as an element of the Olympic Games celebration. This final principle reflects Coubertin’s vision of eurhythmy as another essential part of a harmonious development of education.

Generally accepted, Sports is to compete for prize with physical-based strategy. However, with god as the first patron, Sports rather means other than monetary reward. It is fair to say that Vision of Sports is one of the tripods of the Vision of Olympic (Physical, Mental and Moral). By doing so, Sports is from the perspective of Olympism theoretically a subset of Olympic. Argument between Sports and Olympic is therefore not about “prize” (participation for the Zeus) and “price” (monetary rewards) but how to leverage and educate sportsman towards Olympism; of which, Baron Coubertin puts his last speech as the President of International Olympic Committee given at the opening of the Olympic congresses in Prague on 29th

May 1925 that “...In the same spirit, they will continue their ascent toward the mount where we hope to build the temple, while a great free-for-all will be held on the plain. The temple will last, and the free-for-all will pass. Fair or temple—sportsmen must make their choices; they cannot expect to frequent both one and the other...let them choose!” (Muller, 2000)

In sum, the Vision of Modern Olympic Organization is effectively expressed through Olympic Motto and Olympic Emblem drawn by Baron Couberin himself in 1914 (Navacelle Collection) as picture below and is briefly stated on the front cover page of Olympic Charter (in force as from 8 July 2011) as “a philosophy of life which places sport at the service of humankind” and that “Olympism is not a system, it is a state of mind. The most widely divergent approaches can be accommodated in it, and no race or time can hold an exclusive monopoly on it” (Muller, 2000)

Figure 4.12. Pierre de Coubertin’s Olympic Motto and Olympic Emblem.



Competence of Modern Olympic Organization

The art of war is governed by five constant factors, all of which need to be considered. These are: The Force, Heaven, Earth, the Commander, and Discipline. These five factors should be familiar to every general. He who knows them will be victorious. He who knows them not will fail.

Sun Tsu, The Art of War.

Epistemology leads organization to the Vision of Organization; of which, two separated but equally significant variables are incorporated—Competence and Strategy. Competence is resource and condition for achievement that maybe tangible or intangible, concrete or abstract, physical or concept; anyway, Competence has to outline domains of sufficient means for the necessities and convenience of organization to perform tasks in order to achieve the Vision of Organization.

For a typical organization, main functionalities are Personnel Management, Marketing and Sales Management, Production Management, Operation Management, and Finance and Accounting; of which, sport organization rather use a slightly different title but the same meaning of Human Resources, Marketing, Organizing of Sport Event, and Finance as key functionality (Olympic Solidarity, 2007).

International Organization of Standard (ISO) uses the terms of “Organization Resource” and “Product Realization” as two key functions to serve Key Performance

Indicators which are Revenues (Finance), Customer Satisfaction (Marketing & Sale), Operation, Organization Learning and Growth (Human Resource).

Personnel Management is all about human capital that is highly regarded as the most valuable resources of organization. Personnel Management begins with the entry (recruitment) to training, placement, fringe and benefits, promotion, transfer, and exit with either resignation or retirement. The best expectation from Personnel Management is to put the right man to the right job and to have all staff performing the best of assignment. From the point of view of Personnel, staff is a cell of physical organization, a department is an organ whereas a division the system (Peace II & Robinson Jr., 1989).

Marketing and Sales Management is to create, communicate and retain customer with such tools as Segmentation, Targeting, Positioning, Product, Price, Place and Promotion. Marketing and Sell is actually to connect organization to the world outside or to involve the outside to organization. This is the social part of organization interacting and reacting to its surroundings including socio-culture-political environment (Kotler, 1997). Marketing and sales is to communicate the Vision of organization in terms of products and services among targeted group and turn them into fan club and loyal customers at the end.

Production Management is to innovate and create new and competitive products and services for the targeted customers (Hammer, 1996). Production, as a

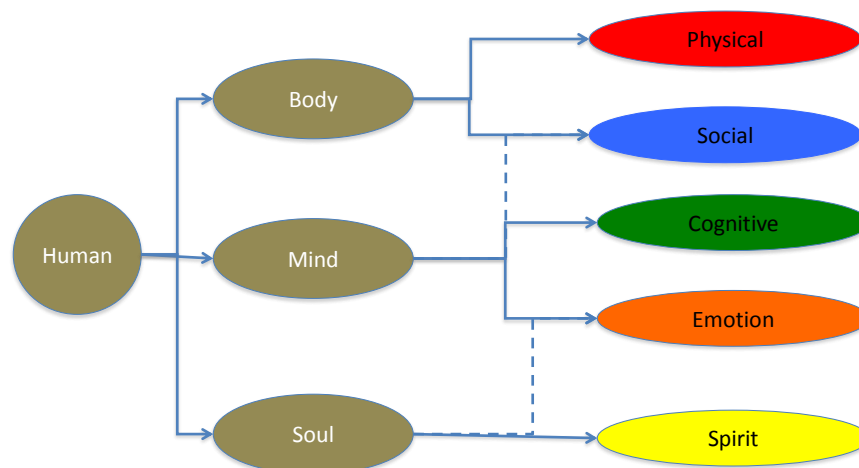
matter of fact, is the brain of organization deciding what and how to incubate visible products or invisible services with resources available within organization.

Operation Management concerns mainly about process or the way to operate at the level of individual, department, division and the whole organization. Total Quality Management (TQM) and International Organization of Standard (ISO) are among the tools every single organization practices in order to assess the quality of operation. Key words of Operation Management are effectiveness (do the right thing) and efficiency (do thing right). Operation Management is to make sure that process of work at every level from individual to organization is effective and that co-ordination between units is seamless and efficient (Griffin, 1996). Information, Communication and Technology (ICT) emerges as a significant tool to make operation more efficient (Marchand, 2000). Perfect flow of information and materials throughout organization is the Key Performance Indicator of operation; operation is theoretically a physical part of organization.

Finance and Accounting is to manage monetary resources with such varieties of tools and processes as procurement, cash-flow analysis, balance sheet and statement, profit and loss statement. Finance and Accounting is to ascertain that the flow of capital and cash is smooth and uninterrupted as the flow of blood for the body (Brealey & Myers, 1996). This function can therefore be properly categorized into the physical domain as Personnel Management and Operation Management.

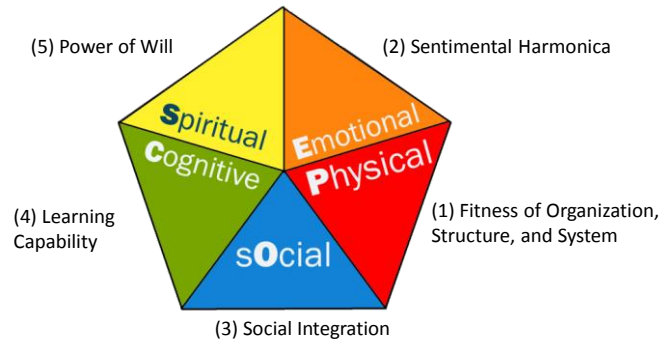
Model of Human Organism hereby proposes that **Competence of Organization** is what body, mind and soul for human being. It is the form and function of body, mind and soul that allow human to perform task. Of body, it is Physical in one part and Social the other. Of mind, it constitutes Cognitive and Emotion. Of Soul, it is esprit de corp. Relationship among Human, Domains and Elements is following:

Figure 4.13. One Human, Three Domains, Five Elements.



In parallel, Competence of Organization is composed of five elements which are (1) Fitness of Organization Structure, Process and System, (2) Sentimental Harmonica, (3) Social Integration, (4) Learning Capability, and (5) Power of Will as modeled below.

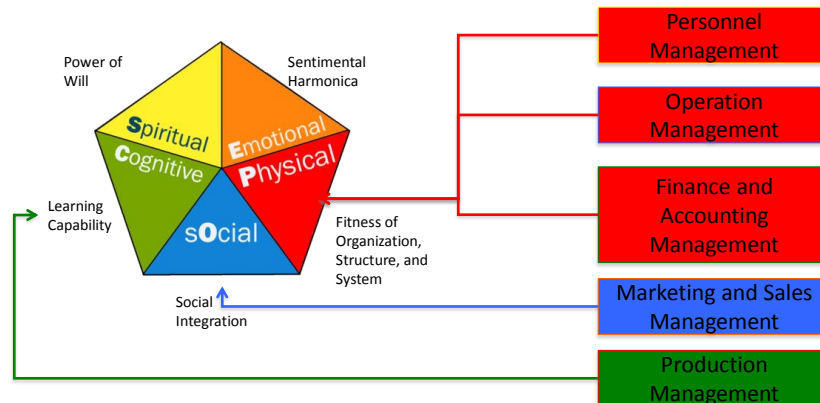
Figure 4.14. Competence of Human Organism Models



To compare Competence of Human Organism with the typical functions of organization, the first element (Fitness of Organization, Process and System) comprises of Personnel, Finance and Accounting, and Operation. The second element (Sentimental Harmonica) and the fifth (Power of Will) are usually uncovered. The third (Social Integration) includes Marketing whereas the fourth (Learning Capability) is clearly the Production Management.

These typical functions of organization are therefore coping with Physical (Personnel, Finance and Accounting, Operation), Social (Marketing and Sell) and Cognitive (Production) whereas domains of Emotional and Spiritual are left unknown and under-managed. Lacking elements of Sentimental Harmonica and Power of Will is how the current and typical organization deserves to be called “Rationale”, no sympathy or emotion, and “Insatiable Machine” (to the maximum and no mercy).

Figure 4.15. Comparison between Typical Functions of Organization to Elements of Competence of Human Organism Models.



Of Human Organism Model, these five elements of Competence of Organization are separated but interrelated and interdependent among one another. Every element is indispensable for the existence, success and sustainability of organization. No one element can be missed out. No one element leads others. They work as complementary among themselves. However, organization can develop one element after another. The best is to have all five elements at the same time even though each one is not 100% perfect. Five elements of competence and their development sooner or later determine or influence performance of organization in terms of Strategy of Organization.

(1) The first element of competence is the **Fitness of Organization Structure, Process and System**. For human being, it is the physical body and systems—bones &

joints, muscles & tendons, nerves & neurons together with other organs integrating into system for the physical body—to perform desired tasks. For organization, it is the physical structure and system for organization.

Composure of organization structure normally begins with a unit of work and a group of related unit. Then according to strategy, relationship among groups outlines process whereas system is introduced to support all process in terms of automation or so-called Information and Communication Technology (ICT). Together with process and system, organizational structure will be an important tool for management to allocate the power and authorization to staff and for staff to perform under a guideline.

Organizational structure, process and system determine who is doing what, where, when, why, how, and with whom to report and include work procedures of such key functions as corporate finance & accounting, personnel, marketing & sales, operation, and productions. It also means information & technology, communication within organization and with other organizations.

A basic tool, Quality Management System such as ISO 9001 is to measure if organization possesses proper structures (work group or business unit), process and system necessary for the achievement of organization's plan breaking down to Key Performance Indicators or not. Organization structure, process and system are therefore the physical body for Human Organism.

For one single corporation, this is what physically appears as organizational chart, work procedure and instruction, physical infrastructure, furniture, electrical and electronic equipment, location of office and the likes. For multiple corporations that have more than one office or business unit, the physical entity of organization expands across the area or territory of nation for all related business units shall be regarded as interrelated and interdependent organs of one physical organization.

If properly contemplated, guidelines are the same for these multiple corporations as who is doing what (functionality), how to coordinate among business units (process), and with what tools (system). The critical point is the ability to comprehend structure of organization and to perceive these separated but interrelated organs as “One Organism”.

To have structure, process and system is a pre-requisite but not enough yet to perform, organization needs ability to perform or to meet the demands of a task. This ability is so-called “Fitness”. According to Tancred (1995), fitness comprises of nine components which are Strength, Power, Agility, Balance, Flexibility, Local Muscle Endurance, Cardiovascular Endurance, Strength Endurance, and Co-ordination.

- Strength is the extent to which muscles can exert force by contracting against resistance (e.g. holding or restraining an object or person)
- Power is the ability to exert maximum muscular contraction instantly in an explosive burst of movements. The two components of power are strength and speed (e.g. jumping or a sprint start)

- Agility is the ability to perform a series of explosive power movements in a rapid succession in opposing directions (e.g. zigzag running or cutting movements)
- Balance is the ability to control the body's position, either stationary (e.g. a handstand) or while moving (e.g. gymnastics stunt)
- Flexibility is the ability to achieve an extend range of motion without being impeded by excess tissue, i.e. fat or muscle (e.g. executing a leg split)
- Local Muscle Endurance is a single muscle's ability to perform sustained work (e.g. rowing or cycling)
- Cardiovascular Endurance is the heart's ability to deliver blood to working muscles and their ability to use it (e.g. running long distance)
- Strength Endurance is a muscle's ability to perform a maximum contraction time after time (e.g. continuous explosive rebounding through an entire basketball game)
- Co-ordination is the ability to integrate the above listed components so that effective movement is achieved.

(2) The second element is **Sentimental Harmonica**. As emotion plays significant role for human being as formerly described, the organization's Sentimental Harmonica is also greatly influential to the performance and success of organization. With an appropriated level of organization's Sentimental Harmonica, members are inspired and motivated. The sentiment of organization can be effectively exploited

should organization understand its characteristics and know how to manage it. A typical name of this element is “Morale” which is supervised and managed by either Personnel Department or directly by the head of organization. Emotion Quotient (EQ) of organization is the ability to express, control and construct (build) “Emotion” when needed.

Different stages of organization require particular patterns of emotion appropriated to foster or to cope with agenda, issue, emergency and situation. At the beginning of formation, energetic but conservative kind of emotion is needed to build teamwork. Like humankind, to have organization best learn from experience, stimulating but relax type of emotion is called for. At the same situation, depression and anxiety will make organization not ready for gaining any lesson from day-to-day operation, opportunity or crisis. Well-managed emotion makes organization optimistic, joyful, and powerful and is ready to conquer chaos, change and competition with success.

(3) The third element is **Social Integration**. Influenced by war and military, a typical marketing and sales strategy has a strong sense of “the Art of War” focusing on the competition with other organizations to acquire customers. Organization makes everything to have customer’s loyalty and to separate customers from its competitors.

Triangulation of Company, Customer, and Competitor is well familiar to marketers and always be put into the radar screen for shooting (customers) and

destroying (competitors) with standard equipment as STP (Segmentation, Targeting, and Positioning) and 4P's (Product, Price, Place, and Promotion).

Segmentation, targeting, and positioning are to make sure that the customer is well locked as bullseye for shooting. Then, marketing 4P's (product, price, place, promotion) is to make the bullet of product and service going straight to the heart of customer with zero chance of missing and no extra expense unnecessary. Quite often, the bullet is also for the killing of competitors as the chance of success is greater when the numbers of competitors are fewer.

In contrast, Social Integration gives a sense of humble to organization as the way a person makes friends—no forces, no coerces, can wait for a friendship if not suddenly take place at first time, and sometime improvised. The point is to communicate, relate, and involve customers to the concrete or formal idea of organization which is products and services. The focus is therefore the customer at first and society at large, not the competitors.

Living in a society of organizations means that an organization is interdependent among each other. Capability to integrate itself into society will enable organization to acquire more information with less time and to have an exchange of idea. Competence of Social Integration will enable organization to connect each organization as a network of organization. It makes the organization more responsive to its environment including not only customers and competitors but also communities it resides or serves. Corporate Social Responsibility (CSR) is a result of

externality that an organization is urged to cope with or to correct its negative impacts to society whereas Social Integration in terms of Corporate Social Responsiveness is rather progressive towards society not only to cover its penalty but also to belong to, integrate, and learn from society.

A well-connected organization will outperform a merely standalone organization thanks to cooperative or exchange of information and to the chance to learn from its surroundings. Imagine an organization is a computer alike, the bigger the memory and the faster the computing capability is what define the good or the best computer. From personal computer to mainframe, it will work superior once the computer is connected or networked with others not only to exchange the information but also to share the work load enabling multitasking but cost effective.

Social learning or interaction is what such developmental psychologists as Jean Piaget, Erik Ericson, Lev Vygotsky, and Albert Bandura mention as the way a person effectively learn. Organization also learns best through its surroundings if and only if the Market and Sales is replaced with Social Integration. Market and Sales, in fact, do a market research; however, it is narrowly used only for the typical STP and 4P's and is never used in a truly form of learning. With the concept of Social Integration, market research will be broadly used for an on-going learning process, not finding a specific answer on an occasion or ad-hoc basis. The better the integration among organizations in a society, the greater the achievement of organization.

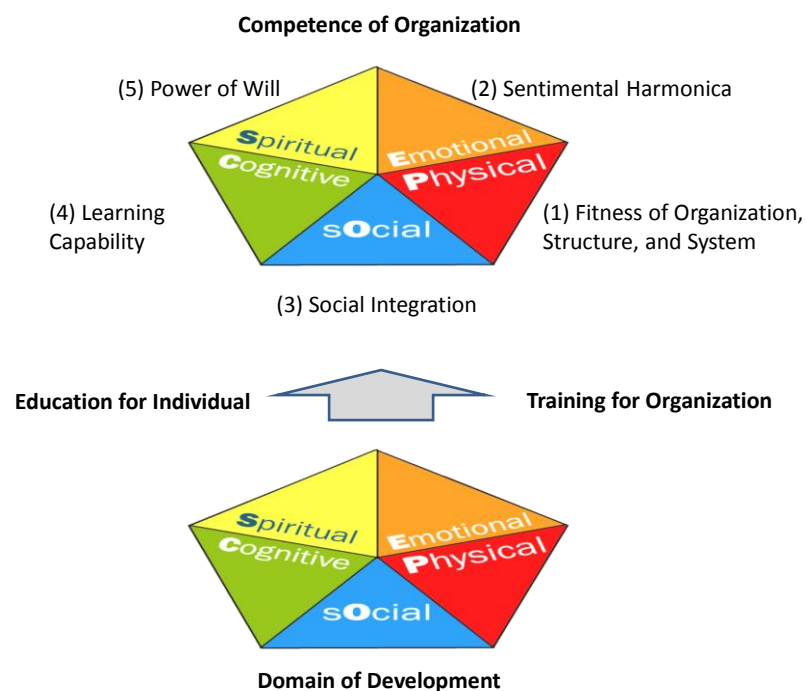
(4) The fourth element is **Learning Capability**. Learning organization is capable of assimilating and accommodating new inputs or environments. With good judgments, organization will be able to respond and survive even under the rapid change and great pressure. With imagination and creativity, organization keeps transform itself to compete and succeed in the hyper-competitive world. With learning capability, organization will sustain its achievement against all odds.

Knowledge management is what typically an organization is striving for the betterment of its performance. As Alvin Toffler, in his renowned trilogy books of Future Shock (1970), The Third Wave (1980), and Powershift (1992), argued that the source of world power has relocated its momentum from physical (military) to economic and lastly to information or knowledge. This is not only to confirm that Plato's "The wisest have the most authority" and Bacon's "Knowledge is power" are still correct and valid at the present but also to emphasize that the more complex and dynamic of organizational context, the more critical and strategic of information technology. Sport Science including (sport) Physiology, Kinesiology, Biomechanics, Nutrition, Psychology, Sociology, Media, Technology, Law, and Management is, in fact, the knowledge needed to be incubated, fostered, and learned throughout the Sport Organization and henceforth one of the Competence of Sport Organization.

Learning Capability is not only the Cognitive (as Sport Science) but also the Physical and Moral. Teaching for individual is what Training for the organization. May the names be different, the essence the same. It is about how to transform the Domain into Competence, from static to kinesthetic. Domain is educated and changed

itself into Competence ready for Strategy to serve the Vision of Organization. By its function, Competence is henceforth a source of Strategy.

Figure 4.16. Learning Capability: Transformation of Domain to Competence of Organization

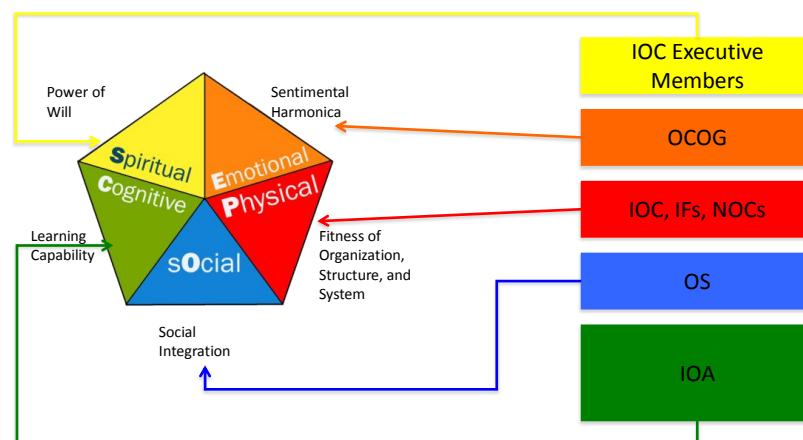


(5) The last element is the **Power of Will**. It is the subtlest character for organization. It is mostly intangible but perceivable. Under normal situations, it is submerged. It however emerges whenever an organization faces crisis and really need stewardship. Succinct or success depends on only one choice. It is beyond capability of other elements to cope with. It is the Power of Will that will make the strategic move for organization. It includes but not limited to “leadership”. It is the “Psyche” or the “Soul” of organization. Quality of Power of Will is three folds—unadulterated,

unanimous, and unbreakable. “unadulterated” as it is uncontaminated by either personal interest or conflicts of interests. “unanimous” as it represents and unites the psyche of all members belonging to and of stakeholders involving the organization. “unbreakable” as the Will is almighty and ready to pursue the organization to its vision uninterruptedly.

Competence of Modern Olympic Organization has been laid down by Baron Coubertin since the advent of Olympic Movement in A.D. 1894. Structure, Process and System of Organization together with other elements of Modern Olympic Organization are strategically formulated and implemented to warrant the viability of Olympism; of which, comparative and relative Modern Olympic Organization to Elements of Human Organism is modeled below.

Figure 4.17. Comparison between Modern Olympic Organization to Elements of Competence of Human Organism.



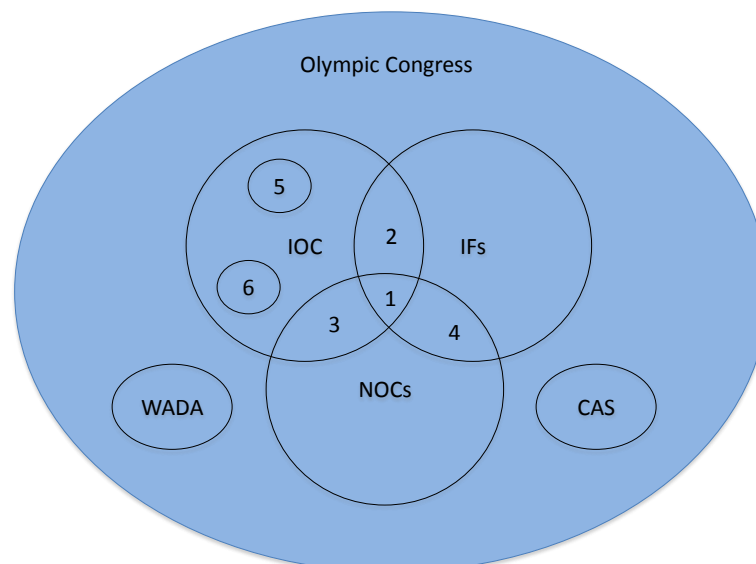
The Fitness of Organization Structure, Process and System of Modern Olympic Organization

“Physical Fitness is not only one of the most important keys to a healthy body, it is the basis of dynamic and creative intellectual activity.”

John F. Kennedy.

Organization structure, process, and system of Modern Olympic Organization can be graphically modeled as following figure.

Figure 4.18. Key Organizations of Modern Olympic Organization.



1: Session 2: Official and Recognized Sports 3: ANOC 4: National Sport Association/Club 5: Olympic Commissions 6: IOC Executive Board

1. The International Olympic Committee

The International Olympic Committee was originated at the congress in the Sorbonne, Paris from 16 to 23 June 1894 with Baron de Courcel in the chair. 34 representatives of various nations including Australia, Argentina, Belgium, England, France, Greece, Hungary, Italy, North America, Russia and Sweden resolved that in order to elevate and promote physical culture they would hold International Games every four years on the pattern of the Greek Olympic Games and that since the end of the Congress this committee has sat in Paris, and during the period preceding each Games has as its President or national of the country in which the Games are to be held. The first President was thus a Greek, Demetrius Vikelas, who is the head of the Greek colony in Paris, serving the presidency from 1894 to 1896 and Baron de Coubertin being the General Secretary.

Six resolutions from the Congress are worth noted as followings (Carl-Diem-Institute an der Deutschen Sporthochschule Koln, 1970):

1. Both for the international community and for individual states it is of the highest moral interest that the Olympic Games should be revived in a modernized form and on an international basis while keeping as close as possible to their antique original.
2. The gymnastic clubs of all countries should be encouraged to participate in the Games, each country being represented only by its own nationals.
Before the Olympic Games, which are to be celebrated every four years,

there should be Trial Games in every country in order to select the best athletes to take part in them.

3. The following sports are to be included:
 - a. Athletic sports (jumping, running, discus throwing, weight lifting, etc.)
 - b. Aquatic sports (sailing, rowing, swimming.)
 - c. Skating, fencing, wrestling, boxing, horse riding, shooting, gymnastics, cycling and field games. On the occasion of the Olympic Games and Olympic prize will be offered to the man has made the most notable mountaineering ascent since the previous Games.
4. Except in fencing, only amateurs and not professionals may take part in the Olympic Games. An amateur is defined as follows: all persons are to be excluded who make a business from any of the above sports, that is used or have formerly used their skill in them in order to earn money. In accordance with this definition no money prizes and only honorary awards are to be granted at the Olympic Games.
5. The committee responsible for organizing the Olympic Games is to include in its status a clause giving it the right to exclude from the Games any person who because of his former activity could prejudice the purposes of the institution.
6. A principal athletic sports championship with the title "Pentathlon" is to be created.

Since 1894, the International Olympic Committee has been the main organ of the Olympic Movement and at the present time is composed of 139 members among

204 NOCs. Of which, there are 106 IOC members, 32 honorary members and 1 honor member. Honorary member and honor member are not voting member. By the Olympic Charter, the IOC members are only persons, not institutions, and the numbers not exceeding 115 shared among independent individual (not exceeding 70), active athletes (not exceeding 15), in-charge-persons of IFs (not exceeding 15), and in-charge-persons of NOCs (not exceeding 15) to be proposed to the Session by the IOC Executive Board for selection. Once granted the membership of IOC, the new member shall fulfill obligations with following oath (International Olympic Committee, 2007):

“Granted the honor of becoming a member of the International Olympic Committee, and declaring myself aware of my responsibilities in such capacity, I undertake to serve the Olympic Movement to the very best of my ability; to respect and ensure the respect of all the provisions of the Olympic Charter and the decisions of the International Olympic Committee, which I consider as not subject to appeal my part; to comply with the Code of Ethics; to keep myself free from any political or commercial influence and from any racial or religious consideration; to fight against all other forms of discrimination; and to promote in all circumstances the interests of the International Olympic Committee and those of the Olympic Movement.”

Table 4.1. IOC Members Per Categories and Continents, as of July 2007, by Chappelet and Mabbott (2008)

	Independent	NOCs	IFs	Athletes	Totals
Africa	14	1	1	4	20
America	11	3	1	2	17
Asia	22	2	1	0	25
Europe	31	1	10	6	48
Oceania	3	1	0	1	5
Totals	81	8	13	13	115

The mission and role of the IOC is to promote Olympism throughout the world and to lead the Olympic Movement with following roles (International Olympic Committee, 2007):

1. To encourage and support the promotion of ethics and good governance in sport as well as education of youth through sport and to dedicate its efforts to ensuring that, in sport, the spirit of fair play prevails and violence is banned.
2. To encourage and support the organization, development and coordination of sport and sports competitions.
3. To ensure the regular celebration of the Olympic Games.
4. To cooperate with the competent public or private organizations and authorities in the endeavor to lace sport at the service of humanity and thereby to promote peace.

5. To take action to strengthen the unity of the Olympic Movement, to protect its independence and to preserve the autonomy of sport.
6. To act against any form of discrimination affecting the Olympic Movement.
7. To encourage and support the promotion of women in sport at all levels and in all structures with a view to implementing the principle of equality of men and women.
8. To lead the fight against doping in sport.
9. To encourage and support measures protecting the health of athletes.
10. To oppose any political or commercial abuse of sport and athletes.
11. To encourage and support the efforts of sports organizations and public authorities to provide for the social and professional future of athletes.
12. To encourage and support the development of sport for all.
13. To encourage and support a responsible concern for environmental issues, to promote sustainable development in sport and to require that the Olympic Games are held accordingly.
14. To promote a positive legacy from the Olympic Games to the host cities and host countries.
15. To encourage and support initiatives blending sport with culture and education.
16. To encourage and support the activities of the International Olympic Academy (“IOA”) and other institutions which dedicate themselves to Olympic education.

The powers of the IOC are exercised by its organs of the Session, the IOC Executive Board, and the President. The Session is the general meeting of the members of the IOC. It is the IOC's supreme organ. Its decisions are final. Any dispute relating to their application or interpretation may be resolved solely by the IOC Executive Board and, in certain cases, by arbitration before the Court of Arbitration for Sport (CAS). An ordinary Session is held once a year. Extraordinary Sessions may be convened by the President or upon the written request of at least one third of the members. The powers of Sessions are the following:

1. To adopt or amend the Olympic Charter.
2. To elect the members of the IOC, the Honorary President, honorary members and honor members.
3. To elect the President, the Vice-President and all other members of the IOC Executive Board.
4. To elect the host city of the Olympic Games.
5. To elect the city in which an ordinary Session is held, the President having the authority to determine the city in which an extraordinary Session is held.
6. To approve the annual report and accounts of the IOC.
7. To appoint the IOC's auditors.
8. To decide on the awarding or withdrawal by the IOC of full recognition to or form NOCs, associations of NOCs, IFs, associations of IFs and other organizations.

9. To expel IOC members and to withdraw the status of Honorary President, honorary members and honor members.
10. To resolve and decide upon all other matters assigned to it by law or by the Olympic Charter.

IOC Commissions may be created for the purposes of advising the Session, the IOC Executive Board or the President as the case may be. The President establishes permanent or other standing or ad hoc commissions and working groups whenever it appears necessary. Except where expressly provided otherwise in the Olympic Charter or in specific regulations established by the IOC Executive Board, the President establishes their terms of reference, designates all their members and decides their dissolution once he considers that they have fulfilled their mandates. No meeting of any commission or working group may be held without the prior agreement of the President except where expressly provided otherwise in the Olympic Charter or in specific regulations established by the IOC Executive Board. The President is a member ex officio of all commissions and working groups and shall have precedence whenever he attends one of their meetings.

Table 4.2. IOC Commissions as of 31.03.2008.

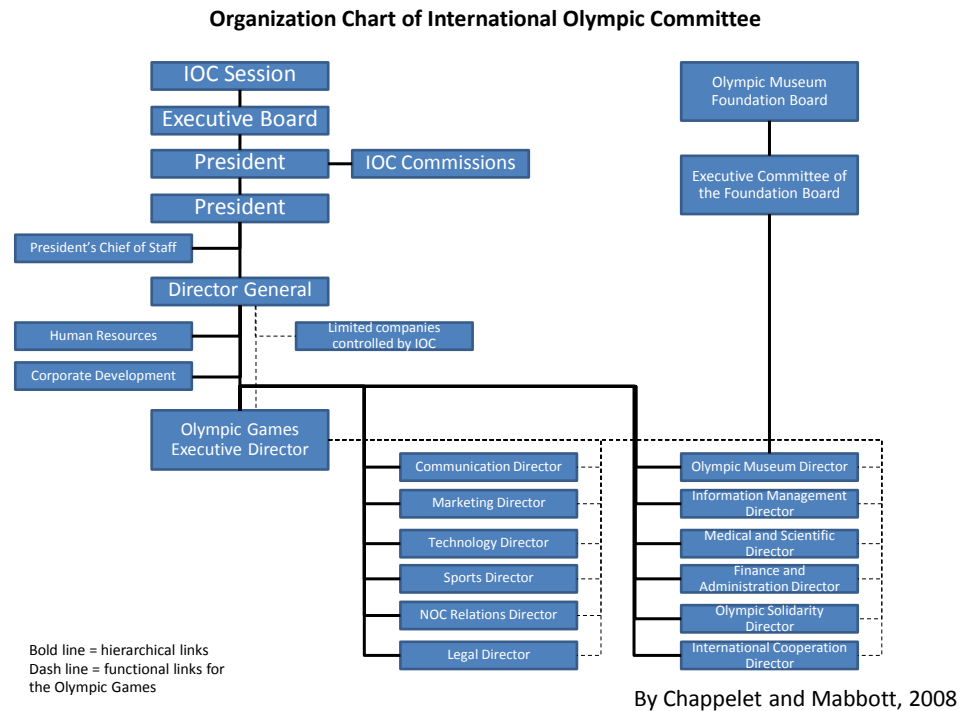
Commission	Chairperson (bold if a member of the IOC Executive Board)
IOC Commission (IOC Executive Board)	Jacque ROGGE

Commission for Culture and Olympic Education	Zhenliang HE
Athletes' Commission	Sergey BUBKA
Ethics Commission	Youssoupha NDIAYE
Nominations Commission	Francisco ELIZALDE
Woman and Sport Commission	Anita L. DEFRANTZ
Finance Commission	Richard L. CARRION
Audit Committee	Richard L. CARRION
Juridical Commission	Thomas BACH
Marketing Commission	Gerhard HEIBERG
Medical Commission	Arne LJUNGQVIST
Press Commission	Richard Keven GOSPER
Olympic Programme Commission	Franco CARRARO
Radio and Television Commission	Jacques ROGGE
Olympic Solidarity Commission	Mario VAZQUEZ RANA
Sport and Law Commission	Thomas BACH
Sport and Environment Commission	Pal SCHMITT
Sport for All Commission	Walther TROGER
Coordination Commission for the Games of the XXIX Olympiad-Beijing 2008	Hein VERBRUGGEN
Coordination Commission for the XXI Olympic Winter Games-Vancouver 2010	Rene FASEL
Coordination Commission for the Games of the XXX Olympiad-London 2012	Denis OSWALD

Coordination Commission for the XXII Olympic Winter Games-Sochi 2014	Jean-Claude KILLY
Coordination Commission for the 1 st Youth Olympic Summer Games-2010	Sergey BUBKA
Olympic Philately, Numismatic and Memorabilia Commission	Juan Antonio SAMARANCH
International Relations Commission	Mario PESCANTE
TV Rights and New Media Commission	Jacques ROGGE
2009 Congress Commission	Jacques ROGGE

In addition to the IOC Commission, the day-to-day operation of the IOC is under the IOC Administration composed of 13 departments as per following chart.

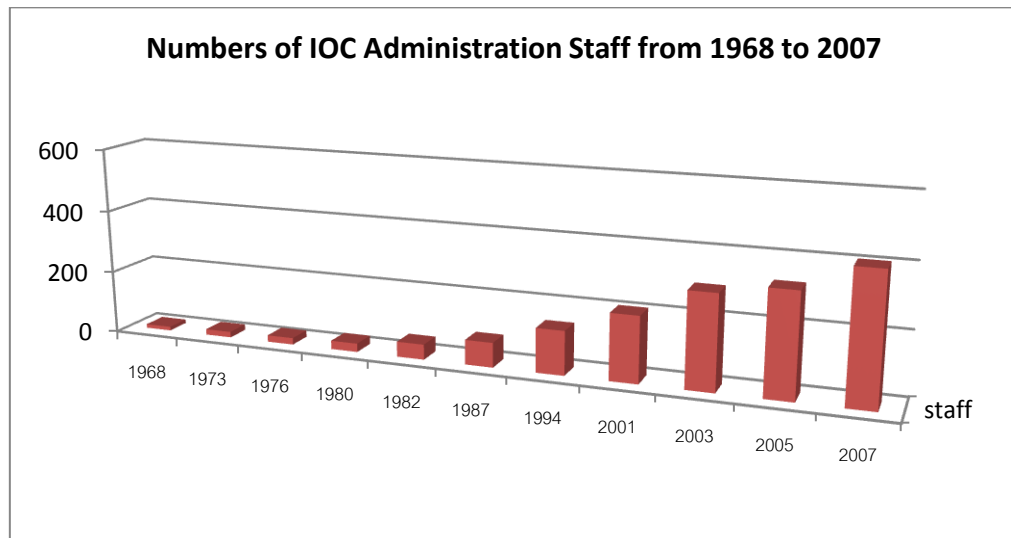
Figure 4.19. Organizational Chart of IOC Administration (Chappelet and Mabbott, 2008, p. 32).



Of all administration staff, Chief of Staff, Director General and Executive Director are among the key persons who are also permitted to attend the meeting of IOC Executive Board (Chappelet and Mabbott, 2008).

Derived from Chappelet and Mabbott (2008, p. 33), chart below shows development of staff numbers at the IOC Administration from 1968 to 2007.

Figure 4.20. Development of IOC Administration Staff from 1968 to 2007.



The great majority of the IOC’s assets are shared between two foundations—the Olympic Foundation chaired by the IOC President and the Olympic Museum Foundation chaired by the Honorary President for Life. All the legal entities (foundations and limited companies such as IOC Television and Marketing Services and Olympic Broadcasting Services are known internally as “IOC Group” (Chappelet and Mabbott, 2008).

In sum, it is Carl Diem whose insight in the structure and nature of the IOC noteworthy “The form of the International Committee is curious. It is not composed, as one might expect, of representatives of the national sports organizations and the Presidents of the National Olympic Committee, but is completely free and independent body based on self-awarded absolute authority. It can therefore elect its own new members and replenish its rules without the sports representatives of the

countries concerned having any say in the matter. This system is not quite as impossible as it at first sounds; it is based on a good idea, namely that the Committee must be aloof from party bias in its decision-making; its members must not feel that they represent this or that nation, but must act as a supreme international court giving completely untrammelled judgment in all questions.” (Carl-Diem-Institute an der Deutschen Sporthochschule Koln, 1970)

2. National Olympic Committee (NOCs)

The NOC recognition by IOC is under the slogan of “All Games, All Nations” put forth by Pierre de Coubertin. In 2008, the numbers of NOC are 205 surpassing 192 of the United Nations members. (Chappelet and Mabbott, 2008) Diem (Carl-Diem-Institute, 1970) summarized the mission of NOC in two functions of technical and cultural. The former is about the arrangement of the Olympic Games whilst the latter the inculcation of moral principles embodied in the Olympic Games.

Of current 204 National Olympic Committee (NOCs), associations are organized according to geographical continent as followings:

1. Association of National Olympic Committee of Africa (ANOCA) 53 members
2. Pan American Sports Organization (PASO) 41 members
3. Olympic Council of Asia (OCA) 44 members
4. European Olympic Committee (EOC) 49 members
5. Oceanic National Olympic Committee (ONOC) 17 members

The mission of the NOCs is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter (2011) and following roles (International Olympic Committee, 2007):

1. To promote the fundamental principles and values of Olympism in their countries, in particular, in the fields of sport and education, by promoting

Olympic educational programs in all levels of schools, sports and physical education institutions and universities, as well as by encouraging the creation of institutions dedicated to Olympic education, such as National Olympic Academies, Olympic Museums and other programs, including cultural, related to the Olympic Movement.

2. To ensure the observance of the Olympic Charter in their countries.
3. To encourage the development of high performance sport as well as sport for all.
4. To help on the training of sports administrators by organizing courses and ensure that such courses contribute to the propagation of the fundamental principles of Olympism.
5. To take action against any form of discrimination and violence in sport.
6. To adopt and implement the World Anti-Doping Code.

NOCs also have the right to:

1. Designate, identify or refer to themselves as “National Olympic Committees” (“NOCs”), which designation or identification shall be included or referred to in their name.
2. Send competitors, team officials and other team personnel to the Olympic Games in compliance with the Olympic Charter.
3. Benefit from the assistance of Olympic Solidarity.
4. Use certain Olympic properties as authorized by the IOC.
5. Take part in activities led or patronized by the IOC, including regional Games.

6. Belong to associations of NOCs recognized by the IOC.
7. Formulate proposals to the IOC concerning the Olympic Charter and the Olympic Movement, including the organization of the Olympic Games.
8. Give their opinions concerning the candidatures for the organization of the Olympic Games.
9. Participate, on request from the IOC, in the activities of the IOC commissions.
10. Collaborate in the preparation of Olympic Congresses.
11. Exercise other rights as granted to them by the Olympic Charter or by the IOC.

Also, NOCs perform following tasks:

1. They constitute, organize and lead their respective delegations at the Olympic Games and at the regional, continental or world multi-sports competitions patronized by the IOC. They decide upon the entry of athletes proposed by their respective national federations. Such selection shall be based not only on the sports performance of an athlete but also on his ability to serve as an example to the sporting youth of his country. The NOCs must ensure that the entries proposed by the national federations comply in all respects with the provisions of the Olympic Charter.
2. They provide for the equipment, transport and accommodation of the members of their delegations. They contract for the latter's benefit adequate insurance covering the risks of death, disability, illness, medical

and pharmaceutical expenses and third party liability. They are responsible for the behavior of the members of their delegations.

3. They have the sole and exclusive authority to prescribe and determine the clothing and uniforms to be worn, and the equipment to be used, by the members of their delegations on the occasion of the Olympic Games and in connection with all sports competitions and ceremonies related thereto. This exclusive authority does not extend to specialized equipment used by athletes of their delegations during the actual sports competitions. For the purposes of this rule, specialized equipment shall be limited to such equipment acknowledged by the NOC concerned as having a material effect on the performance of athletes, due to the specialized characteristics of the equipment. Any publicity in respect of any such specialized equipment must be submitted to the NOC concerned for approval if there is any reference, express or implied, to the Olympic Games.
4. They assist the IOC in respect to the protection of Olympic properties in their respective territories.

3. The International Sports Federations (IFs)

Chappelet and Mabbott (2008) defines IFs as “a group of National Sports Federation (NFs) and continental federations, at times competed by individuals, that wishes to promote and develop a specific sport or a group of sports disciplines on a world level.” Whether or not they are accepted by the IOC, IFs have an existence beyond that of the Olympic Games. They have two major functions with relation to their sports: the adoption and diffusion of universal rules, and the co-ordination of a world calendar. Among 150 sports or disciplines around the world, about 100 IFs belong to the General Association of International Sports Federation (GAISF). The IOC however, at the present time, accepts 33 official sports and 33 recognized sports; a maximum of one per sport at world level.

Although the IFs are recognized by the IOC, each IF maintains its independence and autonomy in the administration of its sport. According to Olympic Charter (2011), the mission and role of the IFs within the Olympic Movement are:

1. To establish and enforce, in accordance with the Olympic spirit, the rules concerning the practice of their respective sports and to ensure their application.
2. To ensure the development of their sports throughout the world.
3. To contribute to the achievement of the goals set out in the Olympic Charter, in particular by way of the spread of Olympism and Olympic education.

4. To express their opinions on the candidatures for organizing the Olympic Games, in particular as far as the technical aspects of venues for their respective sports are concerned.
5. To establish their criteria of eligibility for the competitors of the Olympic Games in conformity with the Olympic Charter, and to submit these to the IOC for approval.
6. To assume the responsibility for the technical control and direction of their sports at the Olympic Games and, if they agree, at the Games held under the patronage of the IOC.
7. To provide technical assistance in the practical implementation of the Olympic Solidarity programs.

In addition, IFs have the right to:

1. Formulate proposals addressed to the IOC concerning the Olympic Charter and the Olympic Movement.
2. Collaborate in the preparation of Olympic Congresses.
3. Participate, on request from the IOC, in the activities of the IOC Commissions.

List of IFs (35 Official Sport, 28 for Summer Games, 7 for Winter Games)

Aquatics: The Fédération Internationale de Natation (FINA) was founded in 1908. Swimming has been contested since the inaugural Modern Olympic Games in 1896.

Archery: The Fédération Internationale de Tir à L'Arc (FITA) formed in 1931. Archery made its Olympic debut at the 1900 Paris Games.

Athletics: The International Association of Athletics Federation (IAAF). Athletics is the sport that has been in every single Olympiad of both ancient and modern.

Badminton: The International Badminton Federation was founded in 1934 and has since changed its name to the Badminton World Federation. The sport made its Olympic debut at the 1992 Barcelona Games.

Basketball: The International Basketball Federation (FIBA) was founded in 1932 in Geneva, Switzerland. Basketball became a full medal sport at the 1936 Berlin Games for men and at the 1976 Montreal Games for women.

Biathlon: The International Biathlon Union (IBU) was founded in 1993. Biathlon made its Olympic debut at the 1960 Squaw Valley Winter Games.

Bobsleigh: The Fédération Internationale de Bobsleigh et de Tobogganing (FIBT) was founded in 1923. Bobsleigh made its Olympic debut at the 1924 Chamonix Winter Games.

Boxing: The Association Internationale de Boxe Amateur (AIBA) was founded in 1920. Boxing made its Olympic debut at the 1904 St Louis Games.

Canoe/Kayak: The first federation was the Internationale Repräsentantschaft für Kanusport, formed before World War II. The International Canoe Federation (ICF) was founded in 1946. Canoeing became a full medal sport at the 1936 Berlin Games.

Curling: The World Curling Federation (WCF) was founded in 1966 as the International Curling Federation, changing its name in 1991. Curling made its Olympic debut at the 1924 Chamonix Winter Games.

Cycling: The Union Cycliste Internationale (UCI) was founded in 1900. Cycling has been contested since the inaugural modern Olympic Games in 1896.

Equestrian: The Fédération Équestre Internationale (FEI) was founded in 1921. Today, the FEI is the governing body for eight equestrian disciplines: Jumping, Dressage, Eventing, Driving, Endurance, Vaulting, Reining and Para-Equestrian

Fencing: The Fédération Internationale d'Escrime (FIE) was founded in 1913. Fencing has been contested since the inaugural Modern Olympic Games in 1896.

Football: The Fédération Internationale de Football Association (FIFA) was founded in 1904. Football made its full medal debut at the 1908 London Games.

Golf: The International Golf Federation (IGF) was founded in 1958 to encourage the international development of the game and to employ golf as a vehicle to foster friendship and sportsmanship. Recognised by the International Olympic Committee as the official international federation for golf, the IGF is comprises

125 federations from 118 countries. The IGF created the IGF Olympic Golf Committee in 2008 to drive its effort for the sport's inclusion in the 2016 Games.

Gymnastics: The Fédération Internationale de Gymnastique (FIG) was founded in 1881, making it the world's oldest international sport organisation. Gymnastics has been contested since the inaugural modern Olympic Games in 1896.

Handball: The International Handball Federation (IHF) was founded in July 1946 in Basel, Switzerland. Handball made its Olympic debut at the 1972 Munich Games.

Hockey: The Fédération Internationale de Hockey sur Gazon (FIH) was founded in 1924. Hockey made its Olympic debut at the 1908 London Games.

Ice Hockey: The International Ice Hockey Federation (IIHF) was founded in 1908. Ice hockey made its Olympic debut at the 1924 Chamonix Winter Games.

Judo: The International Judo Federation was founded in 1951. Judo's Olympic debut came at the 1964 Tokyo Games.

Luge: The Fédération Internationale de Luge de Course (FIL) was founded in 1957. Luge made its Olympic debut at the 1964 Innsbruck Winter Games.

Modern Pentathlon: The Union Internationale de Pentathlon Moderne (UIPM) was founded in 1948. The event's Olympic debut came at the 1912 Stockholm Games.

Rowing: The Fédération Internationale des Sociétés d'Aviron (FISA) was founded in 1892. Rowing made its Olympic debut at the 1900 Paris Games.

Rugby: The International Rugby Board (IRB) was founded in 1886 and has its headquarters in Dublin, Ireland. Recognised by the International Olympic Committee as the International Federation responsible for the sport of rugby, the IRB currently has 117 affiliated countries and territories.

Sailing: The International Sailing Federation (ISAF) was founded in 1907 as the International Yacht Racing Union, changing its name in 1996. Sailing made its Olympic debut at the 1900 Paris Games.

Shooting: The International Shooting Sport Federation (ISSF) was founded in 1907 as the International Shooting Union, changing its name in 1998. Shooting has been contested since the inaugural modern Olympic Games in 1896.

Skating: The International Skating Union (ISU) was founded in 1892. Skating made its Olympic debut at the 1924 Chamonix Winter Games.

Skiing: The Fédération Internationale de Ski (FIS) was founded in 1924. Skiing made its Olympic debut the same year at the 1924 Chamonix Winter Games.

The International Table Tennis Federation (ITTF) was founded in 1926. Table tennis made its Olympic debut at the 1988 Seoul Games.

Taekwondo: The World Taekwondo Federation (WTF) was founded in 1973. Taekwondo made its Olympic debut at the 2000 Sydney Games.

Tennis: The International Tennis Federation (ITF) was founded in 1924 as the International Lawn Tennis Federation (ILTF), changing its name in 1977. Tennis made its debut at the inaugural modern Olympic Games in 1896.

Triathlon: The International Triathlon Union (ITU) was founded in 1989. Triathlon made its Olympic debut at the 2000 Sydney Games.

Volleyball: The Fédération Internationale de Volleyball (FIVB) was founded in 1947. Volleyball made its Olympic debut at the 1964 Tokyo Games.

Weightlifting: The International Weightlifting Federation (IWF) was founded in 1905. Weightlifting has been contested since the inaugural modern Olympic Games in 1896.

Wrestling: The Fédération Internationale des Luttes Associées (FILA) was founded in 1905, and initially governed both wrestling and weightlifting. It became independent as the International Ring Verband in 1912, then changed its name to FILA in 1953. Wrestling has been contested since the inaugural modern Olympic Games in 1896.

Apart from these 33 IFs of the official sport for the Olympic Games, there are also 33

IFs of the recognized sport as followings:

Air sport: Fédération Aéronautique Internationale

Automobile: Fédération Internationale de l'Automobile

Bandy: Federation of International Bandy

Baseball: International Baseball Federation

Billiards Sports: World Confederation of Billiards Sports

Boules: Confédération Mondiale des Sports de Boules

Bowling: International Bowling Federation

Bridge: World Bridge Federation

Chess: World Chess Federation

Cricket: International Cricket Council

Dance Sport: World DanceSport Federation

Floorball: International Floorball Federation

Karate: World Karate Federation

Korfball: International Korfball Federation

Life Saving: International Life Saving Federation

Motorcycle Racing: Fédération Internationale de Motocyclisme

Mountaineering and Climbing: The International Mountaineering and Climbing Federation

Netball: International Federation of Netball Associations

Orienteering: International Orienteering Federation

Pelota Vasca: Federación Internacional de Pelota Vasca

Polo: Federation of International Polo

Powerboating: International Union of Powerboating

Racquetball International Racquetball Federation

Roller Sports: Fédération Internationale de Roller Sports

Softball: International Softball Federation

Sport Climbing: International Federation of Sport Climbing

Squash: World Squash Federation

Sumo: International Sumo Federation

Surfing: International Surfing Association

Tug of War: Tug of War International Federation

Underwater Sports: World Underwater Federation

Water Ski: International Waterski & Wakeboard Federation

Wushu: International Wushu Federation

Following organizations related to sports are also recognized or affiliated with the Olympic:

- Court of Arbitration for Sports (CAS)
- International Committee for Fair Play
- International Paralympic Committee
- World Anti-Doping Agency (WADA)
- World Olympians Association

**The Sentimental Harmonica of Modern Olympic Organization: The Organizing
Committee of the Olympic Games (“OCOG”)**

“Ancient Olympia was a city of athletics, art and prayer. It is a mistake to reverse the order of these three items, as is sometimes done. The sacred and aesthetic characters of Olympia were consequences of its muscular role. The city of athletics was intermittent; the city of art and prayer permanent. It will be the same with Modern Olympia. It will exist to celebrate the Games, and in the interval between the Games it will be setting for contests of a secondary, local and special order. But art will inhabit there continuously, and religion too. To sum up, we think it of important firstly that the Olympic city should reveal itself to the eye of the visitors, if not as a whole (the lie of the land may not be suitable), then at least as an imposing and worthy ensemble. Secondly, it is devisable that this first vision of the city should be in keeping with its function, i.e. should emphasize as far as possible its dual sporting and artistic character. Thirdly, its silhouette must obviously try to harmonize with the surrounding landscape and take advantage of it. Fourthly, it would no doubt be unwise to imitate the crowding of ancient times, and it would be an opposite error as general principles relating to the city setting.”

--Carl Diem, 1966.

The organization of the Olympic Games is entrusted by the IOC to the NOC of the country of the host city as well as to the host city itself. The NOC shall be responsible for the establishment, for that purpose, of an Organizing Committee which, from the time it is constituted, reports directly to the IOC Executive Board.

The executive body of the OCOG shall include the IOC member or members in the country, the President and Secretary General of the NOC, at least one member representing, and designated by, the host city, the representatives of the public authorities and other leading figures. From the time of its constitution to the end of its liquidation, the OCOG shall conduct all its activities in accordance with the Olympic Charter, with the agreement entered into between the IOC, the NOC and the host city and with any other regulations or instructions of the IOC Executive Board.

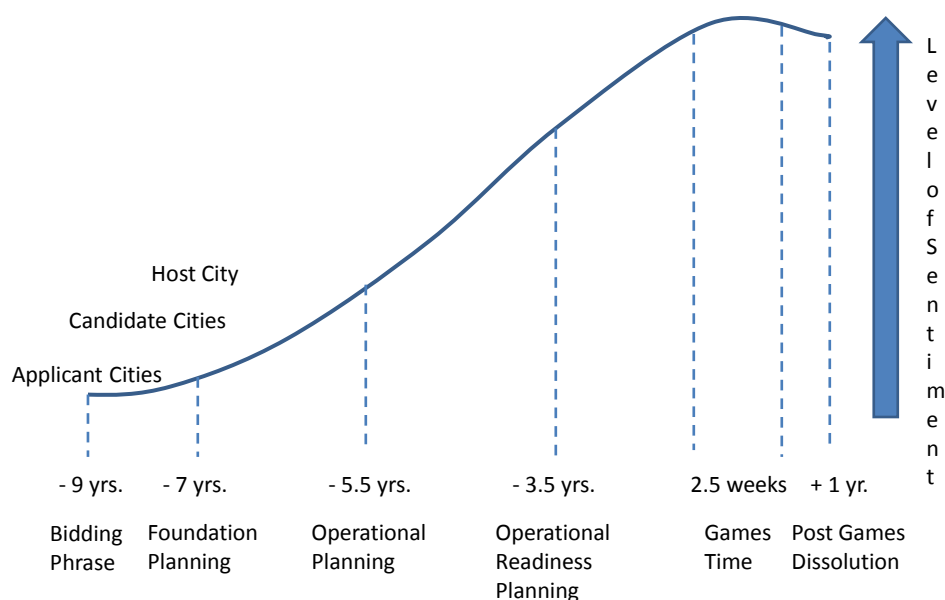
Games lifecycle

The bidding process of host city of the Games is typically divided into two-stage processes. Cities wishing to stage the Games in question become 'Applicant Cities'; the IOC Executive Board then selects a number of applicants to be considered 'Candidate Cities'. From which one is chosen by a vote of the IOC session. Sentiment of the Olympic Games is therefore managed strategically according to the phrase and time below and can be graphically implied as per figure 28.

- - 9 years: bidding phase (applicant and candidate cities).
- - 7 years: foundation planning and Games-wide organization (announcement of host city).
- - 5.5 years: operational planning. Organizers evolve progressively through detailed plans for Games operations.
- - 3.5 years: operational readiness planning. Organizers and stakeholders achieve full preparedness prior to commencement of Games operations.

- 2.5 weeks (16 days): Games time. Organizers host participants and the Games are delivered, including the transition period and Paralympic Games.
- + 1 year: Post Games dissolution. Post-Games activities occur before the Organizing Committee for the Olympic Games is dissolved.

Figure 4.21. Sentimental Harmonica of OCOG during the Games Lifecycle.



The first Olympic Games in modern times takes place in Athens from 6th to 15th of June 1896 presided by King Otto and the Queen for all 10 days (International Olympic Committee, 1994). Since then, Olympic Games is held every four years across continents. Of 29 Olympiad, only three that host no Olympic Games due to World War I and II. They are VI Olympiad in 1916, XII and XIII Olympiad in 1940 and 1944 respectively.

The Winter Games, an unknown for ancient Olympic Games, is added in 1924 and is hosted at the same year of the Summer Games until 1992. In 1994, the Winter Games is hosted at Lillehammer, Norway, which is 2 years ahead of the Atlanta Games (U.S.A.) in 1996. Since then, the Winter Games is hosted every four years alternately with the Summer Games. In addition to these Games, the Youth Olympic Games is newly introduced to the world at Singapore in 2010; in which, Olympic Education is the main purpose of the Games.

Table 4.3: Summer and Winter Games in Each Olympiad

Olympiad	Summer Games		Winter Games	
	Year in A.D.	City (Country)	Year in A.D.	City (Country)
I	1896	Athens (Greece)	-	-
II	1900	Paris (France)	-	-
III	1904	St. Louis (USA)	-	-
IV	1908	London (UK)	-	-
V	1912	Stockholm (Sweden)	-	-
VI	1916	-	-	-
VII	1920	Antwerp (Belgium)	-	-
VIII	1924	Paris (France)	1924	Chamonix (France)
IX	1928	Amsterdam (Netherlands)	1928	St. Moritz (Switzerland)
X	1932	Los Angeles (USA)	1932	Lake Placid (USA)
XI	1936	Berlin (Germany)	1936	Garmisch and Partenkirchen (Germany)
XII	1940	-	1940	St. Moritz (Switzerland)
XIII	1944	-	1944	-
XIV	1948	London (UK)	1948	-
XV	1952	Helsinki (Finland)	1952	Oslo (Norway)
XVI	1956	Melbourne (Australia) & Stockholm	1956	Cortina d' Ampezzo (Italy)

		(Sweden)		
XVII	1960	Rome (Italy)	1960	Squaw Valley (USA)
XVIII	1964	Tokyo (Japan)	1964	Innsbruck (Austria)
XIX	1968	Mexico City (Mexico)	1968	Grenoble (France)
XX	1972	Munich (Germany)	1972	Sapporo (Japan)
XXI	1976	Montreal (Canada)	1976	Innsbruck (Austria)
XXII	1980	Moscow (Soviet Russia)	1980	Lake Placid (USA)
XXIII	1984	Los Angeles (USA)	1984	Sarajevo (Yugoslavia)
XXIV	1988	Seoul (South Korea)	1988	Calgary (Canada)
XXV	1992	Barcelona (Spain)	1992	Albertville (France)
XXVI	1996	Atlanta (USA)	1994	Lillehammer (Norway)
XXVII	2000	Sydney (Australia)	1998	Nagano (Japan)
XXVIII	2004	Athens (Greece)	2002	Salt Lake City (USA)
XXIX	2008	Beijing (China)	2006	Turin (Italy)

The Social Integration of Modern Olympic Organization: Olympic Solidarity

“Olympic Solidarity has not only been created to help but also to make closer ties between the IOC and the NOCs. It is through Olympic Solidarity that we are able to try and overcome imbalance and inequalities. The IOC, too, needs the understanding and the backing of the NOC. The purpose of Olympic Solidarity is therefore both to help and to united.”

--Juan Antonio Samaranch, 1981.

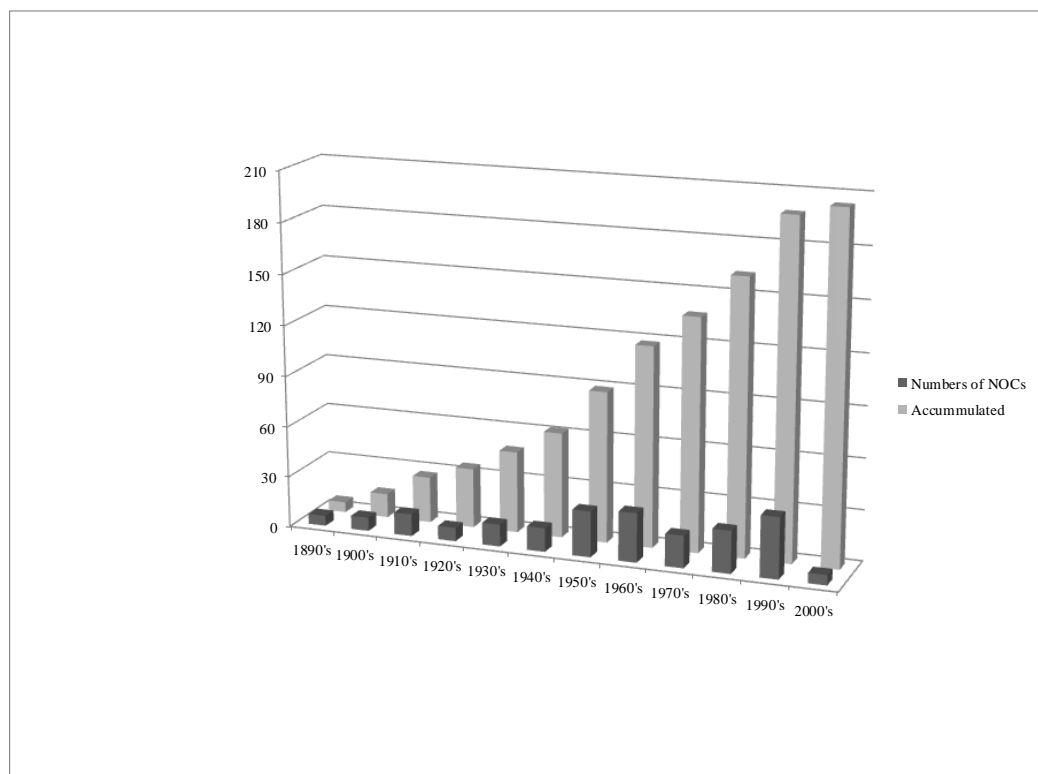
The aim of Olympic Solidarity is to organize assistance to NOCs, in particular those which have the greatest need of it (IOC, 2007). This assistance takes the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary. Olympic Solidarity is totally funded by the share of the TV rights from the broadcasting of the Olympic Games, which belongs to the NOCs. Olympic Solidarity is organized and administrated by the Olympic Solidarity Commission; of which, it is responsible for managing the activities of Olympic Solidarity through: approval of programs; approval of budgets; execution of the program and their logistic needs; recording and controlling activities; as well as other actions relating to the objectives for which is was created (Olympic Solidarity, 2006).

In the 1960's and 1970's, more than 50 new National Olympic Committee were created in countries across the world; the support both financial and non-financial is greatly sought after among the newly NOCs. By 1962, Count Jean de Beaumont created the Committee for International Olympic Aid to assist the new

established NOCs especially of Asia and Africa and his initiative was approved at the 60th Session of the International Olympic Committee in that year (Olympic Solidarity, 2006).

The number of NOCs has grown steadily from 2 NOCs recognized in 1894 (France and United States of America) to 204 NOCs with Tuvalu (Oceania) and Montenegro (Europe) as the latest ones.

Figure 4.22. The numbers of NOCs recognized by the IOC by decade and by accumulated numbers.



Development of the NOCs is echoed at the Permanent Assembly of the NOCs in 1969 and thereby the creation of another organization named “The International Institute for the Development of NOCs” was approved. By 1971, both organizations—first by the IOC and second by the NOCs—were merged into The Committee for Olympic Solidarity; of which, it is the foundation of the Olympic Solidarity Commission at the present. One of the clearest mission from the Olympic Solidarity to the IOC is the submission of request for 20% of revenue from the television rights to the NOCs by ANOC President Mario Vazquez Rana to the IOC President Lord Killanin in 1979 (Olympic Solidarity, 2006). Under the presidency of Jacques ROGGE, the longtime vice-president of ANOC, the Chairman of the Olympic Solidarity Commission has since appointed by the IOC President to the President of ANOC.

Sources of financial revenue from Olympic marketing through Broadcast, TOP worldwide sponsorship program, OCOG domestic sponsorship, Ticketing and Licensing are well distributed among the main constituents of the Olympic Movement which are the NOCs, OCOGs, IFs and the IOC. It is reported that more than 90% of the revenue are contributed to NOCs, OCOGs, and IFs whilst less than 10% are for the IOC to govern and administrate the Olympic Movement (IOC, 2012).

Table 4.4. Olympic Games Broadcasting Right 1960-2012. (Chappelet and Mabbott, 2008, p. 36)

Year	Winter Games	Amount (USD MN)	Summer Games	Amount (USD MN)
1960	Squaw Valley	0.05	Rome	1.10
1964	Innsbruck	0.90	Tokyo	1.60
1968	Grenoble	2.60	Mexico City	9.70
1972	Sapporo	8.50	Munich	17.80
1976	Innsbruck	11.60	Montreal	32.00
1980	Lake Placid	20.70	Moscow	101.00
1984	Sarajevo	102.70	Los Angeles	287.00
1988	Calgary	325.50	Seoul	403.00
1992	Albertville	292.00	Barcelona	636.00
1994	Lillehammer	353.00		
1996			Atlanta	898.20
1998	Nagano	513.50		
2000			Sydney	1,331.50
2002	Salt Lake City	736.10		
2004			Athens	1,492.60
2006	Turin	833.00		
2008			Beijing	1,715.00 (provisional)
2010	Vancouver	820.00 (U.S.A.)		
2012			London	1,181.00 (U.S.A.)

Table 4.5. TOP Program of the Olympic Games from 1985 to 2008 (Chappelet and Mabbott, 2008, p. 38)

TOP Period	No. of Company	Names of Companies	No. of NOCs	Revenues (USD MN)
TOP I 1985-1988 Calgary Seoul	9	3M, Brother, Coca-Cola, Federal Express, Kodak, Panasonic, Philips, Sports Illustrated/Time, Visa	159	106.00
TOP II 1989-1992 Albertville Barcelona	12	3M, Bausch & Lomb, Brother, Coca-Cola, USPS-EMS, Kodak, Mars, Panasonic, Philips, Ricoh, Sports Illustrated/Time, Visa	169	192.00 (including Value in Kind)
TOP III 1993-1996 Lillehammer Atlanta	10	Bausch & Lomb, Coca-Cola, IBM, John Hancock, Kodak, Panasonic, Sports Illustrated/Time, UPS, Visa, Xerox	197	376.00 (including 185.00 of Value in Kind)
TOP IV 1997-2000 Nagano Sydney	11	Coca-Cola, IBM, John Hancock, Kodak, McDonald's, Panasonic, Samsung, Sports Illustrated/Time, UPS, Visa, Xerox	199	579.00 (including 276.00 of Value in Kind)
TOP V 2001-2004 Salt Lake Athens	10 (+Swatch only for Athens)	Coca-Cola, Schlumberger-Sema, John Hancock, Kodak, McDonald's, Panasonic, Samsung, Sports Illustrated/Time, Visa, Xerox	202	663.00
TOP VI 2005-2008 Turin Beijing	12	Coca-Cola, Athos-Origin, Manulife, Kodak, McDonald's, Panasonic, Samsung, Lenovo, Omega, Visa, General Electric, Johnson &	205	Circa 866

		Johnson		
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Chappelet and Mabbott (2008) also argued that “as of 1972 Games, the IOC imposed a distribution ratio for television rights, which was roughly equivalent to two-thirds (66%) of the total amount for the OCOG and one-third for the Olympic Movement. With this latter third itself divided into three equal portions (IOC, IFs, NOCs.”

Table 4.6. Budget of Olympic Solidarity (Chappelet and Mabbott, 2008)

Quadrennial Plans	1985-1988	1989-1992	1993-1996	1997-2000	2001-2004	2005-2008
No. of NOCs	167	172	197	199	202	205
Budgets (USD MN)	28.36	54.71	74.11	121.90	209.48	244.00

Effectiveness of Olympic Solidarity’s contribution to NOC is the increasing numbers of participating NOCs to the Games and the percentage of participating NOCs whose athletes obtained medals at the Games. According to Chappelet and Mabbott (2008), one study uncovers four key indicators for the numbers of medals obtained by an NOC at the Summer Games which are 1) the gross domestic product per capita of the country concerned 2) the results at the previous edition of the Games 3) strong governmental support, and 4) the fact of being the host country.

Table 4.7. The proportion of participating NOCs having obtained medals at the Summer Games between 1980 and 2006. (Chappelet and Mabbott, 2008)

Summer Games	NOCs present	NOCs with Medals (Gold)	% Medal Winners
Moscow 1980	81	36 (25)	44
Los Angeles 1984	140	47 (25)	33
Seoul 1988	159	52 (31)	39
Barcelona 1992	169	64 (37)	38
Atlanta 1996	197	79 (53)	40
Sydney 2000	199	80 (51)	40
Athens 2004	201	74 (56)	37

Table 4.8. The proportion of participating NOCs having obtained medals at the Winter Games between 1980 and 2006. (Chappelet and Mabbott, 2008)

Winter Games	NOCs present	NOCs with Medals (Gold)	% Medal Winners
Lake Placid 1980	39	19 (11)	48
Sarajevo 1984	49	17 (11)	34
Calgary 1988	57	17 (11)	30
Albertville 1992	64	20 (14)	30
Lillehammer 1994	67	22 (14)	33
Nagano 1998	72	24 (15)	33
Salt Lake 2002	77	24 (18)	31
Turin 2006	80	26 (18)	32

In 2007, Olympic Solidarity was running around 20 programs that can be divided into 6 major categories below (Chappelet and Mabbott, 2008):

1. Courses for athletes, coaches, administrators, sport physicians, journalists, etc. (to train such individuals in a given country with a view to enhancing the practice and administration of sport, ideally and if applicable in co-ordination with the IFs concerned.

2. Individual scholarships for athletes and coaches in order to improve their skills. The scholarships are generally spent outside the participants' countries in recognized centers and universities, notably with a view to taking part in the Games.

3. Subsidies for the administrative activities of an NOC and assistance regarding its management, in the form of higher training for their executives (for example, the MEMOS program) or consulting by foreign experts.

4. Payment of travel and equipment expenses for six to eight athletes and officials at the Summer or Winter Games if they qualify for such aid (the accommodation expenses at the Olympic Village are paid for by the OCOG).

5. Contribution towards the organization of sports events recognized by the IOC such as the Olympic Day Run or the establishment of a national Olympic academy or museum.

6. Travel and accommodation expenses for various NOC delegate at Olympic conferences and meetings such as the ANOC General Assemblies, the continental forums and training sessions held at the International Olympic Academy in Olympia.

**The Learning Capability of Modern Olympic Organization: International
Olympic Academy (IOA)**

“I have not been able to carry out to the end what I wanted to perfect. I believe that a center of Olympic studies would aid the preservation and progress of my work more than anything else, and would keep it from the false paths which I fear.”

--Pierre de Coubertin, 1927.

Of Coubertin’s effort and idea on Olympism for fifty consecutive years with approx., 15,000 pages of papers, Muller (2000) summarizes with three main saying as followings:

1. “To celebrate the Olympic Games is to appeal to history”;
2. “Olympism is not a system, but a spiritual and moral attitude”;
3. “My unshakable faith in youth and the future has been and remains the principle that gives life to my work.”

Coubertin’s emphasis on history (Muller, 2000) as “the first of all the sciences in terms of significance and education effectiveness” brings in an idea of retrospective on history of sports and of Greek in particular in order to appropriately appreciate the far-sighted vision of Coubertin in the revival of modern Olympic Games.

One of the latest pieces of work for Coubertin's Neo-Olympism, the Unfinished Symphony in 1936 stated that Olympism is the only part of his work (Muller, 2000). Coubertin even emphasizes that "The future of civilization rests at this moment neither on political nor on economic bases. It depends solely on the direction which will be given to education." (IOA, 2012). To reform the education or even better considered as the social reform, Coubertin accepted to use "Athletes" as means and "Olympism" as the object. He had no hope for any country heading to "Utopia" and saw no one wanting to give it a thought.

The term "Olympic education", according to Muller (2010), has not been used until 1970s and it is so doubtful at the beginning among researchers that the aim of this subject is to really look at the educational ideals of the ancient Greece or is merely a marketing campaign of the Games. For Coubertin himself, "Sporting education" rather than "Olympic education" is championed and is in fact the title of his book published in 1922, *Pedagogie sportive* (Muller, 2010).

It is so obvious that Coubertin put great effort on the education side of sports, but why? Three kinds of relationship between sport and education can be proposed:

1. Sport drives education as Latin Juvenal saying "mens sana in corpore sano";
2. Education drives sport: education will lead people towards sport in a proper way against commercialism and corruption;

3. Sport and education are undivided and unified as one to enhance human being.

Should the Olympic Motto “Citius, Altius, Fortius” be explained far beyond the world of sport to the domain of education as “Mental, Moral, Physical”; then, what Coubertin called himself as an educator will be as closed as his will. Literally, Citius means Swifter or Faster, Altius the Higher or Further, Fortius the Stronger as they are all related to traditional sports like foot race, long jump, weight lifting, wrestling, and diskobolus. Educationally, Citius comes very close to swifter/faster in mind (Mental Education). Altius well represents higher/further in moral (Moral Education). Fortius is then stronger in physical (Physical Education). One important but always overlooked point is the eurhythmy of Citius, Altius, Fortius as the harmonious and well-rounded development of human which is not dividable and is not simply the sum of each one.

Table 4.9. Comparison of Human Development, Ancient Greek, Ancient Olympia, Neo-Olympism, Contemporary Education, and Bloom’s Taxonomy of Educational Objectives.

Domain of Human Development	Ancient Greek/Antiquity	Ancient Olympia	Neo-Olympism	Modern Education	Bloom’s Taxonomy
Body	Kalos (Beauty)	Athletics	Fortius	Physical Education	Psychomotor Domain
Will	Agathos (Virtue)	Religion	Altius	Moral Education	Affective Domain

Mind	Paideia (Knowledge)	Art	Citius	Mental Education	Cognitive Domain
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The vision to cultivate body, will, and mind as Olympic Ideal is inspired by the ancient Gymnasium and is the origin of the International Olympic Academy which is the multicultural interdisciplinary center that aims at studying, enriching and promoting Olympism (IOA, 2012). Nikolaos NISSIOTIS, the IOA president from 1977 to 1986, shares his view on the IOA that “Those who serve the Olympic Idea share in the most beautiful cultural heritage of the people; i.e. in classical education, born in a country to become the property of the world.” (IOA, 2012)

Establishment of the IOA can be traced back to 1927 when Coubertin was invited by the Greek government to preside “Coubertin Grove and Commemorative Stele” at the Olympia. Discussion of the need for a study center of Olympism and Olympic Movement was done between Coubertin and Ioannis Chrysafis at the beginning; however, it were John Ketseas and Carl Diem whose draft of then called “the Academy” was submitted to the 41st IOC Session at Stockholm in June 1947 and later approved during the 44th IOC Session in Rome, 1949. The commencement of IOA is on 14th June 1961 with the 1st annual International Session for Young Participants; Ioanis Ketseas chaired the first presidency of the IOA. Otto SZYMICZEK becomes the first Dean serving from 1962 to 1990 and Konstantinos GEORGIADIS the second until the present time (IOA, 2012).

*Table 4.10.*List of presidents of IOA and years of services. (IOA, 2012)

Name of IOA President	Years of Services
Ioanis KETSEAS	1961-1965
Theodossios PAPATHANASSIADIS	1965-1966
Prince GEORGE of Hannover	1966-1969
Epaminondas PETRALIAS	1970-1974
Athanassios TZARTZANOS	1974-1976
Nikoloas NISSIOTIS	1977-1986
Fernandos SERPIERIS	1993-1996
Nikos FILARETOS	1986-1992, 1997-2005
Minos X. KYRIAKOU	2006-2008
Isidoros KOUVELOS	2009

Governance of IOA is called “Ephoria” and done by a Board of Trustee of 9 members with 4-year term in the office. In addition to being under the patronage of the IOC, IOA is also a legal entity supervised by the Ministry of Culture of Greek government. Working closely together with the Olympic Solidarity and the Olympic Movement in general, a unique “IOC Commission for the International Olympic Academy and Olympic Education” is created especially in 1967 to recognize and to support missions of the IOA as followings (IOA, 2012):

1. To functions as an International Academy Center for Olympic Studies, Education and Research.

2. To act as an International Forum for free expression and exchange of ideas among the Olympic Family, intellectuals, scientists, athletes, sport administrators, educators, artists and the youth of the world.
3. To bring together people from all over the world, in a spirit of friendship and cooperation.
4. To motivate people to use the experiences and knowledge gained in the IOA productively, in promoting the Olympic Ideals in their respective countries.
5. To serve and promote the Ideals and principles of the Olympic Movement.
6. To cooperate with and assist the National Olympic Academies and any other institutions devoted to Olympic Education.
7. To further explore and enhance the contribution of Olympism to humanity.

To serve such challenging missions, the Hellenic Olympic Committee invites the IOA to the sacred site of ancient Olympia with a second-to-none premise of 225 acres. Starting from 1967 with non-stop expanding, the present IOA premise consists of so many facilities to serve all guests around the world with following key features:

- Single storey guest houses accommodating 250 guests in single and double guestrooms and dormitories.
- An in-house restaurant.
- An office building.
- An Otto Szymiczek Lecture Hall with capacity of 200 persons offering simultaneous interpretation in four languages.
- A new Conference Center of 1,800 square meters.

- An amphitheater for 450 persons, with simultaneous translation in 8 languages and full audio visual equipment.
- Two conference rooms for 50 persons with simultaneous interpretation in 4 languages.
- A library/reading room and sorting room of 350 square meters covering all sports sciences of the Olympic Movement. The collection includes more than 16,000 volumes (80% international, 20% Greek), 250 magazine titles, 95 CD-ROM, 350 video tapes, 110 films, dissertations and doctoral theses, sport dictionary and encyclopedia, publication, collection of Olympic education programs, collection of bid books for the Olympic Games, complete collection of Olympic torches, collection of sports posters, and special shelves collecting 500 volumes of rare editions donated by Ioannis Ketseas, the founder and the first president of IOA.
- An internet room with PCs and free internet access.
- A cafeteria and lobby.
- A soccer field.
- A 25 m. swimming pool.
- A 250 m. running track.
- 2 basketball courts.
- 2 volleyball courts.
- 2 tennis courts.

Figure 4.23. Facilities at the IOA, Olympia, Greece.



Apart from above facilities, IOA is also linked itself to the Olympic Archaeological Museum and the Modern Olympic Games Museum locating within a walking distance. Coubertin Grove together with John Ketseas and Carl Diem Monument are to honor the most respected sportsman in the world.

Outside the ancient Olympia, the IOA is connected to the world with its branches of National Olympic Academies in 144 countries (out of 205 NOCs) in 5 continents as “transmitters and amplifiers of the Academy’s ideas by means of the National Programs of Olympic Education” with the updated list below (IOA, 2012).

Table 4.11. Foundation of NOAs as Per Decade

60's	70's	80's	90's	2000
Spain.	Egypt, Japan, Republic of Korea, Chinese Taipei, USA.	Argentina, Australia, Austria, Belgium, Benin, Bolivia, Brazil, Bulgaria, Canada, Chile, Costa Rica, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Estonia, Finland, Germany, Great Britain, Guatemala, Hong Kong, Hungary, Iceland, India, Israel, Italy, Kyrgyzstan, Latvia, Lithuania, Malta, Mexico, Netherlands, Norway, Peru, Poland, Portugal, Russian Federation, Saudi Arabia, Serbia, Sweden, Turkey, Uruguay.	Albania, Angola, Armenia, Aruba, Azerbaijan, Belarus, Burundi, Cameroon, Central African Republic, China (mainland), Colombia, Congo, Croatia, Cuba, Dominica, El Salvador, France, FYROM, Georgia, Grenada, Guam, Honduras, Iran, Ivory Coast, Kazakhstan, Kenya, Kuwait, Malaysia, Maldives, Mali, Mauritius, Moldova, Mongolia, Mozambique, New Zealand, Niger, Nigeria, Panama, Paraguay, Puerto Rico, Romania, St. Kitts & Nevis, St. Vincent & the Grenadines, Sao Tome & Principe,	Algeria, Andorra, Barbados, Belize, Burkina Faso, Cambodia, Chad, Comores, Ghana, Greece, Guinea, Guinea-Bissau, Haiti, Indonesia, Iraq, Lesotho, Lebanon, Libyan Jamahiriya, Madagascar, Malawi, Nepal, Philippines, Qatar, Rwanda, St. Lucia, Sri Lanka, Swaziland, Switzerland, Tajikistan, Tanzania, Thailand, Trinidad & Tobago, Zambia, Zimbabwe.

			Senegal, Seychelles, Sierra, Leone, Singapore, Slovakia, Slovenia, South Africa, Sudan, Syrian Arab Republic, Togo, Tunisia, Uganda, Ukraine, Uzbekistan, Venezuela, Vietnam.	
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The education programs at the IOA are what Mohamed ZERGUINI, the IOC Honorary Member asserts that “Olympic education is a priceless investment in the construction of a better and more peaceful world. It is the most useful and valuable endeavor of the Olympic Movement within the framework of the Olympic Ideal.” (IOA, 2012). The programs are universal, inclusive, and comprehensive with three official languages as English, French, and Greek. These programs include:

1. **International Session for Young Participants.** This special program dedicated for participants aged between 20-35 is so educational and emotional as Avery BRUNDAGE, the IOC President 1952-1972 has on his own words that “For a fortnight you will have the privilege of living here at the Mecca of the Olympic Movement, in the sacred precincts where Pindar and the other great Hellenic poets, orators, sculptors and artists gained inspiration.” (IOA, 2012). The Program features Olympism, Track and Field Coaching, Foundation of the Olympic Idea from ancient sources,

Analysis of the work of Pierre de Coubertin, Philosophical, social and moral aspects of the Modern Olympic Games. Sports Psychology, Physical education in antiquity, Olympic Movement, Olympic Idea, Information on actual problems of sport and science, Olympism and Fine Arts, Women, and Sports, History of Ancient and Modern Olympic Games, Psychological problems in competitive sports, Drawing the youth's attention to the Olympic Idea and its dissemination, the Athlete, Competition and Education, Modern Olympic Games, Olympic preparation, Future perspectives of the Olympic Movement as well as sports in general, the environment of Olympic Standard Athletes, Contribution of the intellectual world to the Olympic Movement, Younger generations and Olympism, the problems of Olympism, Olympism and Society, Olympism and Civilization, From the Olympic Games to Olympism, Contribution of Olympism to international understanding, the ethics of the Olympic Athlete, Olympism against Violence, the Past, Present and Future of the Olympic Games, Olympism and Art, Youth and the future of Olympism, Olympism at the beginning and the end of the 20th century, the concept of the IOC on doping as a counter point to the Olympic Spirit, Women in the Olympic Movement, "Sport for All" and the Olympic Philosophy, Commercialization in sport and the Olympic Movement, the different applications of Olympism in the major cultural zones of the world, 100 years from the Foundation of the IOC, the Commitment of the International Olympic Movement towards the modern society of the 21st century, the IOC Centennial Congress—the Congress of Unity, Analysis and

Reflections, Athens 1896-Atlanta 1996, the Olympic Movement today, following the Centennial Olympic Games, Some aspects of the Olympic Games, the Olympic Ideal and Culture in the global age, Olympic Games: Athletes and Spectators, Olympic Games: an overview of the Sydney Olympic Games and “Athens 2004”, the Cultural Olympiads and the Olympic Movement, Education through Sport, Olympic Games: Cultural and Ethical Parameters, the Olympic and Paralympic Games of Athens 2004, Sports and Ethics, From Athens to Beijing, Humanism and Olympic Movement, the Olympic Games as a celebration: Evaluation of the Olympic Games of Beijing and the Course towards the Olympic Games of Vancouver.

2. **International Post Graduate Seminar on Olympic Studies** held in May and June in the field of Ancient Olympic History, the Revival of the Olympic Games, the Olympic Movement, Sociological Aspects of Olympism, Philosophical Aspects of Olympism, Olympic Education, International Relations, Business Studies, Media and Communications, Special Issues.
3. **Joint International Session for Directors of NOAs, Members and Staff of NOCs and IFs:** representatives are invited to prepare speeches on such topics as the role of the NOCs, Olympism facing Violence and Fair Play, Olympic Education through the NOCs and IFs, the activities of NOA within the framework of National Education Systems to be presented at the seminar.

4. **Joint International Session for Educationists and Staff of Higher Institutes of Physical Education** is the bi-annual session with a special subtopic discussed including the contribution of education to the Olympic Movement, Olympism and Education, Methods of teaching the Olympic Idea in schools, the contribution of Olympic education to general education, the role of Olympic education in the education of youth, Olympism in schools, Olympism in the curriculum of the higher institutes of Physical Education, Olympism as an independent subject in the curricula of the higher institutes of Physical Education, Olympism: fair play and youth training in schools and universities, the pedagogy of sport: implications of the IOC Centennial Congress—the Congress of Unity, Ethics in sport and the Olympic Games, the relevance of sport education on the threshold of the third millennium, the Greek Olympic and Cultural Heritage and the Olympic Games of Athens 2004, the social role of the athlete, Ethics and the Olympic Movement, Youth Olympics: Children and sports.
5. **International Session for Sports Journalists:** participants in this session are selected by respective National Association of Sports Journalists for the discussion and presentation of various topics including the role of media in sports, contemporary Olympic issues, organizational aspects of the Games, the relationship of the Olympic Movement with the media in the past and the present.
6. **International Session for Olympic Medalists** has been included to the IOA program since 2007 due to the fact that the Olympic Medalists are

among the champion of the Olympic Movement for the promotion of the Olympic Ideal. The training program involves the trainee to practical theory on Olympism and Olympic Education, i.e. the social and professional life of athletes during and after elite competition.

7. **Special Sessions for institutions related with Olympism: NOC, NOA, IF, F.I.E.P., Sport Medical Societies, Unions of Coaches, Referees, Sports Administrators, etc.**
8. **Special Sessions for Institutions indirectly related with Olympism (C.I.S.M., Teachers, etc.) aiming to promote Olympic Ideal**
9. **Educational visits of groups from various institutions (Universities, Graduate Schools, Schools, Sports Clubs)**
10. **Visits of Researchers of Olympic objects**
11. **Conferences on Sports**

Figure 4.24. The 17th International Seminar on Olympic Studies for Postgraduate Students of the International Olympic Academy from 1-30 July 2009, in Olympia, Greece.



When all is said and done, IOA is to move the Olympism with its vision, missions, physical facilities and, above all, competence on seminar and session as the effective way to let the whole Modern Olympic Organization walk through the learning process together. Juan Antonio SAMARANCH, the IOC Honorary President for Life, expresses his admire towards the IOA that “I feel that this is the ideal place to reflect on the evolution of our society. We are in a haven of peace and balance, where centuries remain engraved on the stones, the meanders of the Alpheios river, the beauty of the vegetation and the serenity which pervades this unique place, Olympia, where sport started on its most glorious and finest course.” (IOA, 2012)

The Power of Will of Modern Olympic Organization: The IOC Executive Board

“Strength does not come from physical capacity. It comes from an indomitable will.”

Mahatama Gandhi.

The IOC Executive Board consists of 15 executive board members. One is the President with a service term of eight years renewable once for four years. Maximum years of services are therefore twelve years. There are four vice-president and other eleven executive members with a service term of four years and a maximum of two terms. Therefore, the vice-president and executive member shall serve the IOC Executive Board not exceeding eight years.

Table 4.12. Chronological List of the IOC Presidents by Chappelet and Mabbott (2008).

Name	Nationality	Years of Services
Demetrius Vikelas	Greek	1894-1896
Pierre de Coubertin, Baron	French	1896-1925
Henri de Baillet-Latour, Count	Belgian	1925-1942
Sigfrid Edstrom	Swedish	1942-1952
Avery Brundage	American	1952-1972
Michael Morris, Lord Killanin	Irish	1972-1980
Juan Antonio Samaranch, Marquess	Spanish	1980-2001
Jacques Rogge, Count	Belgian	2001-present

The IOC President is non-paid official with expense covered by the IOC. There is however a per diem of USD 1,400 for IOC member and USD 3,000 for the IOC Executive Board members during the IOC meeting (Chappelet and Mabbott, 2008).

As of 31.03.2008, the IOC Executive Board is named under the IOC Commission with following members:

President	Jacques ROGGE
Vice-Presidens	Gunilla LINDBERG
	Lambis V. NIKOLAOU
	Chiharu IGAYA
	Thomas BACH
Members	Denis OSWALD
	Mario VAZQUEZ RANA
	Ottavio CINQUANTA
	Sergey BUBKA
	Zaiqing YU
	Richard L. CARRION
	Ser Miang NG
	Mario PESCANTE
	Sam RAMSAMY
	Gerhard HEIBERG
Director General	Urs LACOTTE

The IOC Executive Board as a whole assumes overall responsibility for all related activity to Olympism and Olympic Movement. According to Chappelet and Mabbott (2008), IOC Executive Board is the real government of the IOC as Sessions (General Assembly by IOC) is held only once a year whereas the IOC Executive Board meets four or five times a year.

Followings are particular roles and responsibilities of the IOC Executive Board stipulated on the Olympic Charter (International Olympic Committee, 2007):

1. It monitors the observance of the Olympic Charter.
2. It approves all internal governance regulations relating to its organization.
3. It establishes an annual report including annual accounts, which it submits to the Session, together with the auditors' report.
4. It submits a report to the Session on any proposed change of Rule or By-law.
5. It submits to the Session the names of the person whom it recommends for election to the IOC.
6. It establishes and supervises the procedure for accepting and selecting candidatures to organize the Olympic Games.
7. It establishes the agenda for the Sessions.
8. Upon the proposal of the President, it appoints-or dismisses-the Director General. The President decides on his compensation and may take sanctions.

9. It provides for the safe keeping of all minutes, accounts and other records of the IOC in compliance with the law, including minutes of all Sessions, IOC Executive Board and other commission or working group meetings.
10. It takes all decisions, and issues regulations of the IOC, which are legally binding, in the form it deems most appropriate, such as, for instance, codes, rulings, norms, guidelines, guides, manuals, instructions, requirements and other decisions, including, in particular, but not limited to, all regulations necessary to ensure the proper implementation of the Olympic Charter and the organization of the Olympic Games.
11. It organizes periodic meetings with the IFs and with the NOCs at least once every two years. Such meetings are chaired by the IOC President, who determines the procedure and the agenda after consultation with the relevant bodies.
12. It creates and confers the honorary distinctions of the IOC.
13. It exercises all powers and performs all duties not attributed by law or by the Olympic Charter to the Session or to the President.

Apart from role and responsibility according to the Olympic Charter, the IOC Executive Board is also governed and abided by the IOC Ethics ensuring that the Power of Will as performed by the IOC Executive Board is and will be unadulterated, unanimous, and unbreakable.

Olympic Games as Strategy of Modern Olympic Organization

“The Olympic Games are not able to force peace, a supreme gift to which all aspire, but in the youth of the entire world brought together is the opportunity to find that all men of the earth are brothers.”

--Sigfrid EDSTROM, IOC President 1946-1952 (IOA, 2012).

Strategy of Organization is the way an organization best uses its Competence to achieve the Vision. Strategy is to move oneself towards the vision on one hand and is to response or adapts oneself to the environment including all stakeholders concerned to the organization on the other hand. Environment covers both nature and human and it is crucial to the survival of organization as Charles Darwin, on his renowned Theory of Revolution, argued that “it is not the strongest of the species that survive, not the most intelligent, but the one most responsive to change.” (Alland, 1981)

Merit of strategy is, in general, composed of two aspects—effectiveness and efficiency. The first determines how good an organization can do right thing whereas the later reflects how good an organization can do thing right. Strategy has to address the Vision of Organization both effectively and efficiently. Without vision, strategy is pointless, leads an organization to nowhere, and most of the time brings in a fallacy prematurely to organization as a Japanese proverb saying “Vision without action is a daydream. Action without vision is a nightmare.”

After a 39-year career of guru on Competition, Porter (2012) entrusts the definition of competitiveness, for the U.S. firms in particular, as “The U.S. is competitive to the extent that firms operating here can compete successfully in the global economy while supporting high and rising standards for the average American. Doing one without the other means we aren’t really competitive.” The U.S. business has to be keen on both doing the right thing and doing the thing right at the same time.

Contemporarily general strategy stems from the economics notion of “Maximizing Profit” as a Vision of Organization with a simple but powerful Mathematic equation below:

$$\mathbf{Profit = Price - Cost}$$

Value or profit to organization is a derivative of price and cost. There are therefore three key variables (Price, Cost, and Profit); of which, Price and Cost are independent variables whilst Profit the dependent variable. There is also a set of decision making rules underlined to increase profitability to the organization.

First is to increase the Price to the optimal point possible. Organization shall offer products or services with a unique selling point of ‘quality’ in terms of features and time, right time as needed. Pricing can be done in such many ways as following:

- Cost Plus Pricing by calculating the cost of production including distribution, marketing and financial expense plus an agreed margin of

profit. Maybe or not the Cost Plus will bring in the optimal margin should the “Cost Plus” price is far below what the customer is willing to pay.

- Market Pricing by pairing the price to the level of other prices within the same sector of the market. Maybe or not the Market Price will cover the cost of production (as it is always excused to be the cost of “introduction” or “launch” of new product) or will reflect the real value of product or service in the customer’s mind.
- Value-based Pricing by considering what the real value of product or service is for whom at what possible price level. The key point of this pricing scheme is searching “who” would really care of this product and service. Maybe not the actual user of product be the one who really care to purchase at first, i.e. mother cares for educational products for her children.

Although the way of pricing is actually complicated with such multiple stakeholders as supplier (cost of raw material), customer (purchasing power), competitor (market or competitive price), market sentiment (confidence to spend), and government (regulating the price), strategy of pricing is to maximize the profit to the organization through the effective negotiation to the customer who will eventually pay for the value either in short- or long-term.

An organization that better serve the market is more effective than others. Sale is quite a universal measurement of effectiveness for manufacturing industry as customer satisfaction is for service industry. The more valid of products and services

to serve customer, the better effectiveness of organization will be. Serving the right product to the right market is among the best wishes for organization. Effectiveness means validity in deed. The mainstream strategy for effectiveness is “Differentiation” (Like No Other) that positions product and service on the mind of consumer and distinguished among other competitors’. Price, in sum, indicates the effectiveness of organizational strategy in terms of value (features and benefits of product and service) and validity (of customer or market sector).

The second rule to increase profitability is to make the cost a competitive advantage to the organization. To reduce the cost to the bottom rock and no others can follow through will give an edge on ‘Cost Leadership’ to organization as “Every Day Low Price” strategy for Wal-Mart. To avoid the myopia of cost, it is better to broaden the concept of efficiency covering not only the cost of product and service (as the bottom line) but also process and operation of both supply and value chain of organization.

With a limited resource as always, organization with more outputs is more efficient than organization with fewer outputs. On the other hand, with the same numbers of outputs organization that uses fewer resources or inputs is more efficient than that exploits greater resources or inputs. Apart from “input” and “output” measurement, time or duration of process is also the key of efficiency. The shorter the time required for a job done, the higher the efficient of the process. The importance is to design all the process to be the most efficient possible—flow analysis, debottlenecking, seamless process, Kaizen (continuous improvement), Kanban Card

of Toyota (a scheduling system for lean and Just-in-Time production), Economy of Scale, Economy of Scope, and Process Reengineering are among strategies to acquire 'Cost Leadership'. Cost, in deed, reflects efficiency in terms of standardization, reliability, and generalization.

The third rule, as the last but not least, is to achieve both effectiveness and efficiency at once as eurhythmy resulting in a greater outcome than the sum of each one combined as Sun Tzu teaches his general that "...in battle, there are not more than two methods of attack—the direct and the indirect. Yet these two in combination give rise to an endless series of maneuvers. The direct and the indirect lead on to each other in turn. It is like moving in a circle—you never come to an end. Who can exhaust the possibilities of their combination?" (Sun, 1996)

This is all what Porter (1980, 1987, 1990, 1996, 1998) summarizes, through the Diamond Model, the available strategy for business correspondent to five forces (the existing rivalry, bargaining power of customer, bargaining power of supplier, threat of new comers, and threat of substituted products or services) that are "achieving lowest cost", "differentiating its products and services", and "dominating niche".

Value in terms of profit will be created when effectiveness (or price) is strategic or efficiency (or cost) is competitive. The value will be only maximized and sustained if and only if both effectiveness and efficiency achieve harmony. This is a unique positioning of organization that no one can either comprehend or copy.

Such particular equation of “Profit = Price – Cost” will be more universal if considered under the form of “Value \geq Effectiveness + Efficiency” as the concept would and could be utilized for other areas other than ‘business’ or ‘for –profit organization’ especially Modern Olympic Organization which is not only ‘Not-for-Profit’ but also ‘Non-Government’ organization.

As an educationist, Coubertin entitles ‘Athletes’ as means and ‘Olympic’ an object to reform the social through ‘sport education’. Olympic Movement is in overall the grand strategy of Olympism that is ‘the concerted, organized, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entitles who are inspired by the values of Olympism...’ (IOC, 2007)

Olympic Games are strategic to the Olympic Movement as it helps the IOC to achieve the Olympism both effectively and efficiently as measured and evaluated by numbers of participants (athletes, countries, volunteers, and media), numbers of sports (official, recognized, and events), new Games (Winter Games in 1924 at Chamonix, France, Paralympic Summer Games in 1960, Paralympic Winter Games in 1976 and Youth Games in 2010 at Singapore), new schedule (alternating years of Winter Games since 1994 at Lillehammer of Norway), internationalism of the Games by the host city (relocating to other parts of the world, not fixing at the Olympia, Greece as in the ancient), ever-breaking records of sports (citius, altius, fortius), Torch Relay (Olympic Torch and Flame from Greece to several cities around the globe), and peace (Olympic Truce, a concept of Greek’s ekecheiria—laying down of arms, as adopted

by United Nations on 25 October 1993). All of these are to “...cover the five continents. It reaches its peak with the bringing together of the world’s athletes at the great sports festival, the Olympic Games.” (IOC, 2007)

Tables and figures below display how the Games address the Olympism with eurhythmy.

Table 4.13. Effectiveness and Efficiency of the Summer Olympic Games.

Olympic Summer Games						
Olympiad	NOCs	Men Athletes	Women Athletes	Events	Volunteers	Media
I (1896)	14	241	-	43	-	-
II (1900)	24	975	22	95	-	-
III (1904)	12	645	6	91	-	-
IV (1908)	22	1,971	37	110	-	-
V (1912)	28	2,359	48	102	-	-
VI (1916)						
VII (1920)	29	2,561	65	154	-	-
VIII (1924)	44	2,954	135	126	-	-
IX (1928)	46	2,606	277	109	-	-
X (1932)	37	1,206	126	117	-	-
XI (1936)	49	3,632	331	129	-	-
XII (1940)						
XIII (1944)						
XIV (1948)	59	3,714	390	136	-	-
XV (1952)	69	4,436	519	149	-	-
XVI (1956)	72	2,938	376	145	-	-
XVII (1960)	83	4,727	611	150	-	-
XVIII (1964)	93	4,473	678	163	-	-
XIX (1968)	112	4,735	781	172	-	-
XX (1972)	121	6,075	1,059	195	-	-
XXI (1976)	92	4,824	1,260	198	-	-
XXII (1980)	80	4,064	1,115	203	-	5,615
XXIII (1984)	140	5,263	1,566	221	28,742	9,190
XXIV (1988)	159	6,197	2,194	237	27,221	11,331
XXV (1992)	169	6,652	2,704	257	34,548	13,082
XXVI (1996)	197	6,806	3,512	271	47,466	15,108
XXVII (2000)	199	6,582	4,069	300	46,967	16,033
XXVIII (2004)	201	6,296	4,329	301	45,000	21,500
XXIX (2008)	204	6,305	4,637	302	100,000	24,502

Table 4.14. Effectiveness and Efficiency of the Winter Olympic Games

Olympic Winter Games						
Olympiad	NOCs	Men Athletes	Women Athletes	Events	Volunteers	Media
I (1896)						
II (1900)						
III (1904)						
IV (1908)						
V (1912)						
VI (1916)						
VII (1920)						
VIII (1924)	16	247	11	16	-	-
IX (1928)	25	438	26	14	-	-
X (1932)	17	231	21	14	-	-
XI (1936)	28	566	80	17	-	-
XII (1940)	28	592	77	22	-	-
XIII (1944)						
XIV (1948)						
XV (1952)	30	585	109	22	-	-
XVI (1956)	32	687	134	24	-	-
XVII (1960)	30	521	144	27	-	-
XVIII (1964)	36	892	199	34	-	-
XIX (1968)	37	947	211	35	-	-
XX (1972)	35	801	205	35	-	-
XXI (1976)	37	892	231	37	-	-
XXII (1980)	37	840	232	38	6,703	-
XXIII (1984)	49	998	274	39	10,450	7,393
XXIV (1988)	57	1,122	301	46	9,498	6,838
XXV (1992)	64	1,313	488	57	8,647	5,894
1994	67	1,215	522	61	9,054	6,633
1998	72	1,389	787	68	32,000	8,329
2002	77	1,513	886	78	22,000	8,730
2006	80	1,548	960	84	18,000	9,408

Figure 4.25. Map of Olympic Host Cities from 1886 to 2012.
(www.mapoftheworld.com)

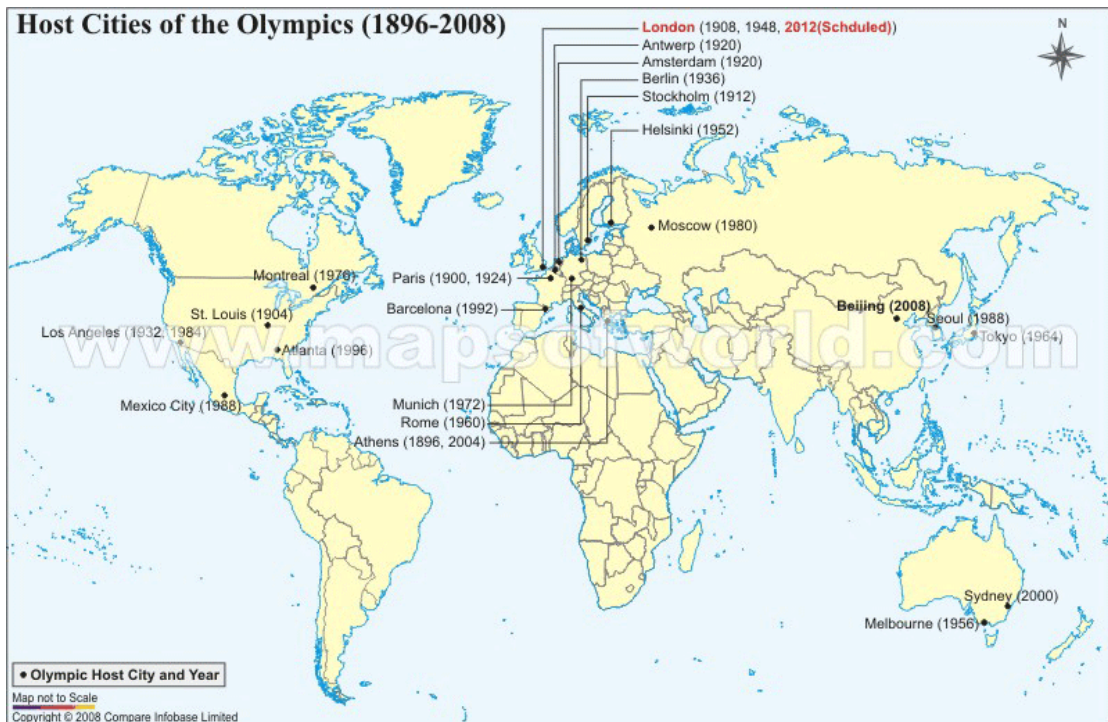


Figure 4.26. Route of Olympic Torch Relay, Beijing Olympic Summer Games in 2008. (www.wikipedia.com)

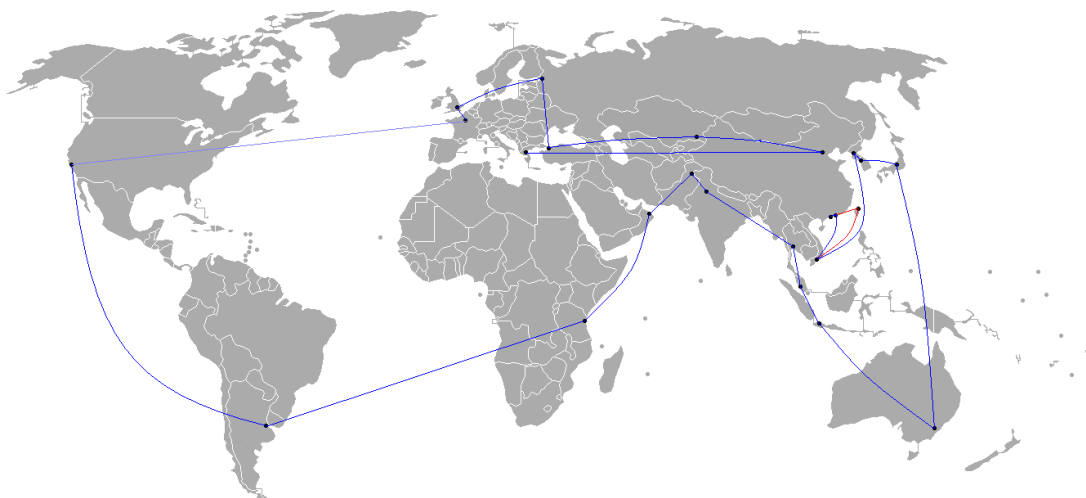
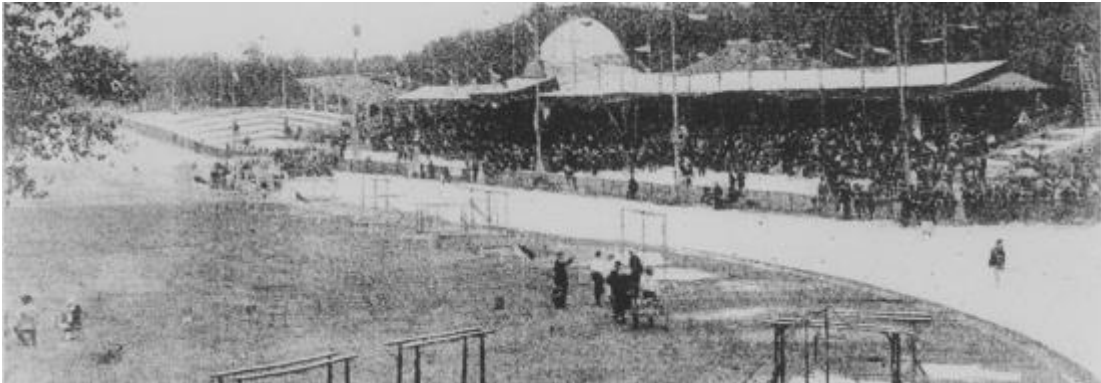


Figure 4.27. Athens Olympic Summer Games: I Olympiad in 1896



- Opening date on 06 April 1896 and Closing date on 15 April 1896.
- The first celebration of the modern Olympic Games attracted athletes from 14 nations, with the largest delegations coming from Greece, Germany, France and Great Britain.
- On 6 April 1896, the American James Connolly won the triple jump to become the first Olympic champion in more than 1,500 years.
- Winners were awarded a silver medal and an olive branch. The German athlete Carl Schuhmann finished in the top five events of three different sports.
- Their support was rewarded when the Greek Spyridon Louis won the most popular event, the marathon. By surprise of Greek mythology, the word “egine Louise” means “run quickly”. (IOC, 2011)

Figure 4.28. Paris Olympic Summer Games: II Olympiad in 1900



- Opening date on 14 May 1900 and Closing date on 28 October 1900.
- The Games of 1900 were held in Paris as part of the Exposition Universelle Internationale - the Paris World's Fair.
- Women made their first appearance in the modern Games. The first to compete were Mme. Brohy and Mlle. Ohnier of France in croquet.
- The first female champion in tennis was Charlotte Cooper of Great Britain. She wore the ankle-length dresses of the time and was three times Wimbledon champion.
- Tennis was one of five sports in which athletes from different nations competed on the same team. The others were football, polo, rowing and tug of war.
- Alvin Kraenzlein won four athletics events in three days.
- Ray Ewry from Lafayette (U.S.A.) as nicknamed "the Human Frog", overcame childhood polio and won three championships of the long, the high, and the triple, in both 1900 and 1904 as well as the standing high jump and the standing long jump in 1908. (IOC, 2011)

Figure 4.29. St. Louis Olympic Summer Games: III Olympiad in 1904



- Opening date on 01 July 1904 and Closing date on 23 November 1904.
- The 1904 St. Louis Olympics organizers repeated all of the mistakes of 1900. The Olympic competitions, spread out over four and a half months, were lost in the chaos of a World's Fair.
- Of the 94 events generally considered to have been part of the Olympic program, only 42 included athletes who were not from the United States. The 1904 Olympics did have a few highlights. They were the first at which gold, silver and bronze medals were awarded for first, second and third place. Boxing and freestyle wrestling made their debuts. Marathon runners Len Tau and Jan Mashiani, Tswana tribesmen who were in St. Louis as part of the Boer War exhibit at the World's Fair, became the first Africans to compete in the Olympics.
- One of the most remarkable athletes was the American gymnast George Eyser, who won six medals even though his left leg was made of wood. Chicago runner James Lightbody won the steeplechase and the 800m and then set a world record in the 1,500m.

Figure 4.30. London Olympic Summer Games: IV Olympiad in 1908



- Opening date on 27 April 1908 and Closing date on 31 October 1908.
- The 1908 Olympics were originally awarded to Rome, but were reassigned to London.
- Archers William and Charlotte Dod became the first brother and sister medalists.
- Oscar Swahn, aged 60, was the oldest ever competitor to earn an Olympic gold medal, winning the running deer shooting, single shot.
- 1908 marked the first appearance of diving and field hockey.
- In the spirit of sportsmanship, the final in middleweight Greco-Roman wrestling between Frithiof Martensson and Mauritz Andersson was postponed one day to allow Martensson to recover from a minor injury. Martensson won.
- After 42 kilometres (26 miles) of running, the first man to enter the stadium was Dorando Pietri of Italy, but he collapsed on the track five times and was disqualified when officials carried him across the finish line. The queen summoned him the day after the even to receive a gold cup. (IOC, 2011)

Figure 4.31. Stockholm Olympic Summer Games: V Olympiad in 1912



- Opening date on 05 May 1912 and Closing date on 27 July 1912. Held in Stockholm, the 1912 Olympics were a model of efficiency. The Swedish hosts introduced the first Olympic use of both automatic timing devices for the track events and a public address system. The modern pentathlon was added to the Olympic program. Women's events in swimming and diving were also introduced.
- The course for the cycling road race was 320km (199 miles), the longest race of any kind in Olympic history. In Greco-Roman wrestling, the middleweight semifinal match between Russian Martin Klein and Finland's Alfred Asikainen lasted eleven hours.
- Hannes Kohlemainen of Finland "Flying Finns" won three gold medals in long-distance running. (IOC, 2011). The most popular hero of the 1912 Games was Jim Thorpe of the United States. Thorpe won the pentathlon and shattered the world record in the decathlon.
- Herschmann, the president of the Austrian Olympic Committee, is the only sitting national Olympic committee president to win an Olympic medal—team sabre fencing event.

Figure 4.32. Antwerp Olympic Summer Games: VII Olympiad in 1920



- Opening date on 20 April 1920 and Closing date on 12 September 1920.
- The Opening Ceremony was notable for the introduction of the Olympic flag and the presentation of the Athletes' Oath.
- In a performance unequaled in Olympic history, Nedo Nadi of Italy earned gold medals in five of the six fencing events. Ethelda Bleibtrey of the United States won gold medals in all three women's swimming contests. Including preliminary heats, she swam in five races and broke the world record in every one. France's Suzanne Lenglen dominated women's tennis singles so completely that she lost only four games in the ten sets she played. At age 72, Swedish shooter Oscar Swahn earned a silver medal in the team double-shot running deer event to become the oldest medalist ever.
- The 1920 12-foot dinghy sailing event was the only event in Olympic history to be held in two countries. The first race was staged in Belgium, but the last two races took place in the Netherlands because both entrants were Dutch.

Figure 4.33. Chamonix Olympic Winter Games: First Games in 1924



- In 1921, the International Olympic Committee gave its patronage to a Winter Sports Week to take place in 1924 in Chamonix, France. This event was a complete success and was retroactively named the First Olympic Winter Games.
- The first event to be decided in Chamonix was the men's 500m speed skating where the first gold medal went to Charles Jewtraw of the United States. A. Clas Thunberg of Finland earned medals in all five speed skating events: three gold, one silver and one bronze. Norway's Thorleif Haug dominated Nordic skiing, winning both cross-country races and the Nordic combined.
- The Canadian ice hockey team won all five of their matches, outscoring their opponents 110 to 3.

Figure 4.34. Paris Olympic Summer Games: VIII Olympiad in 1924



- Opening date on 04 May 1924 and Closing date on 27 July 1924.
- Women's fencing made its debut as Ellen Osiier of Denmark earned the gold medal without losing a single bout.
- Johnny Weissmuller of the United States won two gold medals in swimming on 20 July alone. That same day he earned a bronze medal in water polo. He later went to Hollywood and starred as Tarzan in twelve movies.
- American swimmer Gertrude Ederle won a bronze medal in the 100m freestyle. Two years later she caused a sensation by becoming the first woman to swim across the English Channel (La Manche) - and in a time almost two hours faster than any man had ever achieved.
- Finnish runner Paavo Nurmi, won five gold medals to add to the three he had won in 1920. His most spectacular performance occurred on 10 July. First he easily won the 1,500m. Then, a mere 55 minutes later, he returned to the track and won the 5,000m. Nurmi's teammate, Ville Ritola, did not do badly either in 1924: he won four gold medals and two silver.
- The last Games for Coubertin attending as the IOC President.

Figure 4.35. St. Moritz Olympic Winter Games: Second Games in 1928



- The 1928 Winter Games, hosted by St. Moritz, Switzerland, were the first to be held in a different nation than the Summer Games of the same year.
- A new event was contested: the skeleton, which is like luge except that the athletes descend headfirst.
- Speed skater A. Clas Thunberg added two more gold medals to the three he had won in 1924. Johan Grøttumbråten of Norway won the 18km cross-country event and the Nordic combined. Another Norwegian, Sonja Henie, caused a sensation by winning the women's figure skating at the age of fifteen. Her record as the youngest winner of an individual event stood for 74 years.
- In men's figure skating, Gillis Grafström of Sweden won his third straight gold medal.
- Canada again dominated the ice hockey tournament, winning their three matches 11-0, 14-0 and 13-0.

Figure 4.36. Amsterdam Olympic Summer Games: IX Olympiad in 1928



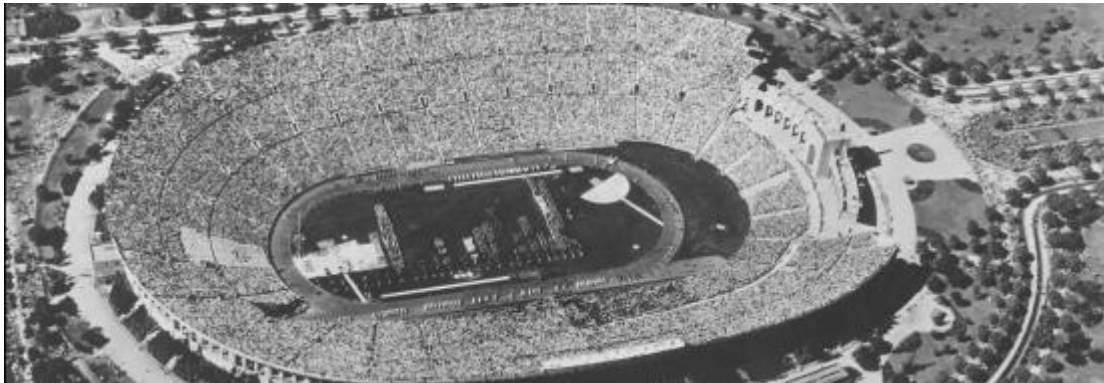
- Opening date on 17 May 1928 and Closing date on 12 August 1928. At the Opening Ceremony, the team from Greece led the Parade of Nations and the host Dutch team marched in last. Greece first, hosts last would become a permanent part of the Olympic protocol.
- Athletes from 28 different nations won gold medals in Amsterdam, a record that would last for 40 years. The number of female athletes more than doubled as women were finally allowed to compete in gymnastics and athletics.
- For the first time, Asian athletes won gold medals. Mikio Oda of Japan won the triple jump, while his teammate, Yoshiyuki Tsuruta, won the 200m breaststroke.
- Meanwhile the team from India swept to victory in field hockey. Between 1928 and 1960, Indian teams won six straight gold medals. Another winning streak began in 1928.
- Hungary earned the first of seven consecutive gold medals in team sabre fencing. Medal designed by Giuseppe Cassioni was selected to use for the Olympic Games until 2000. (IOC, 2011)

Figure 4.37. Lake Placid Olympic Winter Games: Third Games in 1932



- The third Winter Olympics, in 1932, were held in Lake Placid, New York State, a town of fewer than 4,000 people.
- Faced with major obstacles raising money in the midst of a depression, the president of the organizing committee, Dr. Godfrey Dewey, donated land owned by his family to be used for construction of a bobsleigh run.
- Sonja Henie defended her figure skating title, as did the French pair of Andrée and Pierre Brunet. However Gillis Grafström was thwarted in his attempt at winning a fourth gold medal, placing second behind Austrian Karl Schäfer. Billy Fiske of the United States won a second gold medal in the four-man bobsleigh.
- One member of Fiske's team was Eddie Eagan, who had won the light-heavyweight boxing championship at the 1920 Antwerp Olympics.
- Eagan remains the only person in Olympic history to earn gold medals in both Summer and Winter Games.

Figure 4.38. Los Angeles Olympic Summer Games: X Olympiad in 1932



- Opening on 30 July 1932 and Closing date on 14 August 1932.
- Despite in the middle of the Great Depression, the level of competition was extremely high and 18 world records were either broken or equaled. 100,000 people attended the Opening Ceremony.
- The 1932 Olympics were the first to last 16 days. The duration of the Olympics has remained between 15 and 18 days ever since.
- For the first time, the male athletes were housed in a single Olympic Village whereas women stayed in a luxury hotel.
- At the victory ceremonies, the medal winners stood on a victory stand and the flag of the winner was raised.
- Official automatic timing was introduced for the track events, as was the photo-finish camera.

Figure 4.39. Garmisch and Partenkirchen Olympic Winter Games: Fourth Games in 1936



- The 1936 Games were held in the twin Bavarian towns of Garmisch and Partenkirchen. An efficient bus service allowed 500,000 people to attend the final day's events.
- Alpine skiing events were included for the first time, and this led to a major controversy. The IOC, overruling the International Ski Federation (FIS), declared that ski instructors could not take part in the Olympics because they were professionals. Incensed, the Austrian and Swiss skiers boycotted the events with the exception of a few Austrians who decided to become Germans and take part. The dispute carried on after the Games and it was decided that skiing would not be included in the 1940 Olympics.
- Great Britain upset Canada in ice hockey, but it should be noted that some of the British players, while living in Canada, still had British passports.

Figure 4.40. Berlin Olympic Summer Games: XI Olympiad in 1936



- Opening on 01 August 1936 and Closing date on 16 August 1936.
- The most popular hero of the Games was the African-American sprinter and long jumper Jesse Owens who won four gold medals and discouraged Adolf Hitler's "Nazi Olympics". (IOC, 2011)
- The 1936 Games saw the introduction of the torch relay, in which a lighted torch is carried from Olympia to the site of the current Games.
- The 1936 Olympics were also the first to be broadcast on a form of television. Twenty-five large screens were set up throughout Berlin, allowing the local people to see the Games for free.
- Basketball, canoeing and team handball made their first appearances, while polo was included in the Olympic programme for the last time.
- Thirteen-year-old Marjorie Gestring of the United States won the gold medal in springboard diving. She remains the youngest female gold medalist in the history of the Summer Olympics.
- Inge Sorensen of Denmark earned a bronze medal in the 200m breaststroke at the age of 12, making her the youngest medalist ever in an individual event.

Figure 4.41. St. Moritz Olympic Winter Games: Fifth Games in 1940



- The 1940 Winter Olympics were scheduled for Sapporo, Japan.
- War with China forced the Japanese to admit, in July 1938, that they would be unable to host the Games. St. Moritz was chosen as an alternative site, but the continuing dispute about ski instructors led the Swiss to withdraw as well.
- Germany and Japan were barred from competing, but everyone else took part eagerly, and it was clear that the Winter Olympics had successfully survived the 12-year hiatus.
- For the first time, North Americans won gold medals in figure skating. Barbara Ann Scott of Canada took the women's title and Dick Button of the United States the men's. In general, athletic success was evenly divided. Although 22 events were contested, only French Alpine skier Henri Oreiller and Swedish Nordic skier Martin Lundström were able to win two gold medals.

Figure 4.42. London Olympic Summer Games: XIV Olympiad in 1948



- Opening date on 29 July 1948 and Closing date on 14 August 1948.
- The London Games were the first to be shown on home television, although very few people in Great Britain actually owned sets.
- A women's canoeing event was held for the first time - and won by Karen Hoff of Denmark.
- 17-year-old American Bob Mathias won the decathlon only four months after taking up the sport. He is the youngest athlete in Olympic history to win a men's athletics event.
- Concert pianist Micheline Ostermeyer of France won both the shot put and the discus throw.
- Karoly Takacs was a member of the Hungarian world champion pistol shooting team in 1938 when a grenade shattered his right hand - his pistol hand. Takacs taught himself to shoot with his left hand and, ten years later, he won an Olympic gold medal in the rapid-fire pistol event.

Figure 4.43. Oslo Olympic Winter Games: Sixth Games in 1952



- In 1952, the Olympic Winter Games were finally held in Norway, the birthplace of modern skiing.
- A flame was lit in the hearth of the home of Sondre Nordheim, the first famous skier, and relayed by 94 skiers to Oslo.
- Speed skater Hjalmar Andersen starred for the home team, winning three gold medals. His winning margins in the 5,000m and the 10,000m were the largest in Olympic history.
- In Alpine skiing, the combined event was dropped and replaced by the giant slalom. Andrea Mead Lawrence won both the giant slalom and the slalom even though she was only nineteen years old.
- Canada won the ice hockey tournament for the fifth time, bringing their cumulative Olympic record to 37 wins, 1 loss and 3 ties. In those 41 games they scored 403 goals while conceding only 34.
- For the first time, a cross-country skiing event was held for women. The winner was Lydia Wideman of Finland.

Figure 4.44. Helsinki Olympic Summer Games: XV Olympiad in 1952



- Opening on 19 July 1952 and Closing date on 03 August 1952.
- Emil Zatopek of Czechoslovakia became the only person in Olympic history to win the 5,000, 10,000 and marathon at the same Olympics.
- The Soviet Union entered the Olympics for the first time. Although their athletes were housed in a separate “village”.
- One of the first women allowed to compete against men in the equestrian dressage was Lis Hartel of Denmark. Despite being paralyzed below the knees after an attack of polio, Hartel, who had to be helped on and off her horse, won a silver medal.
- Robert “Bob” Mathias won Olympic gold in London 1948 and another Olympic gold in Helsinki 1952, becoming the first man to defend his Olympic decathlon title. (IOC, 2011).

Figure 4.45. Cortina d'Ampezzo Olympic Winter Games: Seventh Games in 1956



- The 1956 Winter Olympics, held in Cortina d'Ampezzo, Italy, were most notable for the first appearance by a team from the USSR. The Soviets immediately won more medals than any other nation. Their speed skaters won three of the four events, while their ice hockey team ended Canada's domination.
- Pavel Kolchin became the first non-Scandinavian to earn a medal in cross-country skiing.
- Anton Sailer won all three men's races in Alpine skiing - the first clean sweep in Olympic history.
- Madeleine Berthod celebrated her birthday by winning the downhill by an amazing 4.7 seconds.
- The United States began to emerge as a definite power in figure skating as Tenley Albright won the women's title and Hayes Alan Jenkins led an American medal sweep on the men's side.
- The Cortina Games were the first to be televised and the last at which the figure skating competitions were held outdoors.

Figure 4.46. Melbourne and Stockholm Olympic Summer Games: XVI Olympiad in 1956



- Opening date on 22 November 1956 and Closing date on 08 December 1956.
- Melbourne won the right to host the 1956 Olympics by one vote over Buenos Aires. Australian quarantine laws were too severe to allow the entry of foreign horses, so the equestrian events were held separately in Stockholm in June.
- The Melbourne Games were the first to be held in the southern hemisphere.
- Laszlo Papp of Hungary became the first boxer to win three gold medals. American Pat McCormick won both diving events, just as she had in 1952.
- Two athletes dominated the gymnastics competition. On the men's side, Ukrainian Viktor Chukarin earned five medals, including three gold, to bring his career total to eleven medals, seven of them gold. Agnes Keleti of Hungary brought her career total to ten medals by winning four gold medals and two silver.

Figure 4.47. Squaw Valley Olympic Winter Games: Eight Games in 1960



- The 1960 Squaw Valley Games were preceded by a controversy when the organizing committee refused to build a bobsleigh run because only nine nations had indicated an intention to take part. This was the only time that bobsledding was not included in the Olympic programme.
- As the Games were held in California, it seemed fitting that the chairman of the Pageantry Committee in charge of the Opening and Closing Ceremonies was none other than Walt Disney.
- A new sport, biathlon (a combination of cross-country skiing and shooting) was added to the Olympic programme. The first race was won by Klas Lestander of Sweden.
- Women competed in speed skating for the first time.
- Male speed skater Yevgeny Grishin gained victories in the 500m and the 1,500m, just as he had in 1956.
- The United States ice hockey team won an unexpected championship, upsetting both Canada and the USSR.

Figure 4.48. Rome Olympic Summer Games: XVII Olympiad in 1960



- Opening date on 25 August 1960 and Closing date on 11 September 1960.
- Paul Elvstrom of Denmark won the gold medal in the single-handed dinghy class yachting - for the fourth consecutive time.
- Hungarian fencer Aladar Gerevich earned his sixth consecutive gold medal in the team sabre event.
- In canoeing, Sweden's Gert Fredriksson won his sixth gold medal.
- Yugoslavia, which qualified for the final by winning a coin toss, won the football tournament after losing in the final three times in a row.
- Sante Gaiardoni of Italy became the only cyclist in Olympic history to win both the time trial and the match sprint events.
- By winning the silver medal in light-welterweight boxing, Clement "Ike" Quartey of Ghana became the first black African Olympic medalist.
- Five days later in the marathon, Abebe Bikila, running barefoot, outlasted Rhadi Ben Abdesslem of Morocco to become the first black African Olympic champion.

Figure 4.49. Innsbruck Olympic Winter Games: Ninth Games in 1964



- The 1964 Winter Olympics in Innsbruck were threatened by a lack of snow. The Austrian army rushed to the rescue, carving out 20,000 ice bricks from a mountain top and transporting them to the bobsled and luge runs. They also carried 40,000 cubic meters of snow to the Alpine skiing courses. When rain caused further havoc ten days before the Opening Ceremony, the army packed down the slopes by hand and foot.
- Lydia Skoblikova won all four women's speed skating events to become the first athlete to win four gold medals in one Winter Olympics.
- Klavdiya Boyarskikh earned three gold medals in cross-country skiing and, on the men's side, Eero Mäntyranta won two.
- Sisters Christine and Marielle Goitschel finished first and second in both the slalom and the giant slalom.
- Ski jumping gained a second event, and the sport of luge made its Olympic debut.

Figure 4.50. Tokyo Olympic Summer Games: XVIII Olympiad in 1964



- Opening date on 10 October 1964 and Closing date on 24 October 1964.
- The 1964 Tokyo Games were the first to be held in Asia. The Japanese expressed their successful reconstruction after World War II by choosing as the final torchbearer Yoshinori Sakai, who was born in Hiroshima the day that that city was destroyed by an atomic bomb.
- Judo and volleyball were introduced to the Olympic programme. American swimmer Don Schollander won four gold medals.
- By winning two medals of each kind, Larysa Latynina of the Ukraine brought her career medal total to an incredible 18. She is also one of only four athletes in any sport to win nine gold medals.
- Abebe Bikila of Ethiopia became the first repeat winner of the marathon - less than six weeks after having his appendix removed.
- Russian rower Vyacheslav Ivanov won the single sculls for the third time, and Australian swimmer Dawn Fraser won the 100m freestyle for the third time. Another Hungarian, Greco-Roman wrestler Imre Polyak, finally won a gold medal after finishing second in the same division at the previous three Olympics.

Figure 4.51. Grenoble Olympic Winter Games: Tenth Games in 1968



- At the 1968 Grenoble Games, sex tests for women and doping controls for both men and women were introduced.
- French hero Jean-Claude Killy swept the men's Alpine events, but only after the greatest controversy in the history of the Winter Olympics.
- Killy's rival, Karl Schranz, claimed that a mysterious man in black crossed his path during the slalom race, causing him to skid to a halt. Given a restart, Schranz beat Killy's time. However, a Jury of Appeal disqualified Schranz and gave the victory to Killy.
- There was also controversy in the women's luge when the three East German entrants, who had finished first, second and fourth, were disqualified for heating their runners. Toini Gustafsson starred in women's cross-country skiing, winning both individual races and earning a silver medal in the relay.
- Lyudmila Belousova and Oleg Protopopov, an elegant married couple, successfully defended their pairs figure skating title. Eugenio Monti piloted his two-man and four-man bobsleighs to gold medals.

Figure 4.52. Mexico City Olympic Summer Games: XIX Olympiad in 1968



- Opening date on 12 October 1968 and Closing date on 27 October 1968.
- The choice of Mexico City to host the 1968 Olympics proved to be a controversial one because of the city's high altitude, 2,300m, which meant that the air contained 30% less oxygen than at sea level. Sure enough, the rarefied air proved disastrous to many athletes competing in endurance events. On the other hand, the high altitude led to world records in all of the men's races that were 400m or shorter, including both relays, and in the 400m hurdles, in the long jump and triple jump as well.
- Bob Beamon's spectacular long jump of 8.90m would last as a world record for 22 years.
- The Mexico City Olympics, the first Summer Games to include sex testing for women, were blessed with many outstanding heroines.
- The 1968 Games also saw the first drug disqualification, as a Swedish entrant in the modern pentathlon, Hans-Gunnar Liljenwall, tested positive for excessive alcohol.

Figure 4.53. Sapporo Olympic Winter Games: Eleventh Games in 1972



- The 1972 Sapporo Games in Japan were the first to be held outside Europe or the United States.
- The subject of amateurism stirred controversy when skier Karl Schranz was declared ineligible to compete because he had allowed his name and photo to be used in commercial advertising, but full-time ice hockey players from Communist nations were allowed to compete.
- Galina Kulakova of the USSR won all three cross-country skiing events for women. Ard Schenk of the Netherlands took three golds in speed skating.
- In Alpine skiing, little-known Marie-Thérès Nadig of Switzerland won both the downhill and the giant slalom.
- Norway's Magnar Solberg won the 20km race to become the first repeat winner in an individual biathlon event.
- Before the Sapporo Games, Japan had never won a gold medal in the Winter Olympics, but in the normal hill ski jumping event, three Japanese jumpers, led by Yukio Kasaya, swept the medals.

Figure 4.54. Munich Olympic Summer Games: XX Olympiad in 1972



- Opening date on 26 August 1972 and Closing date on 11 September 1972.
- They were supposed to celebrate peace and, for the first ten days, all did indeed go well. But in the early morning of 5 September, eight Palestinian terrorists broke into the Olympic Village, killed two members of the Israeli team and took nine more hostage. In an ensuing battle, all nine Israeli hostages were killed, as were five of the terrorists and one policeman.
- Archery was reintroduced to the Olympic programme after a 52-year absence and handball after a 36-year absence.
- Whitewater (or slalom) canoeing and kayaking was included for the first time.
- The 1972 Games were also the first to have a named mascot: Waldi the dachshund.
- U.S. swimmer Mark Spitz won an incredible seven gold medals to go with the two he had earned in 1968.

Figure 4.55. Innsbruck Olympic Winter Games: Twelfth Games in 1976



- The 1976 Winter Olympics were awarded to the U.S. city of Denver, but the people of the state of Colorado voted to prohibit public funds from being used to support the Games. Innsbruck was subsequently selected by the IOC Executive Board to take over.
- By updating some facilities and building others they were able to host the Games on short notice, just 12 years after Innsbruck had first hosted an edition of the Winter Games.
- Rosi Mittermaier won two of the three Alpine skiing events and almost became the first woman to sweep all three events. But in the final race, Kathy Kreiner beat her by 12 hundredths of a second.
- The ice hockey team from the USSR won its fourth straight gold medal. A new figure skating event, ice dancing, was added to the programme and, like the pairs, it was dominated by Russian couples.
- The most memorable image of the Games was Franz Klammer flying wildly down the downhill course, barely keeping control, on his way to a gold medal.

Figure 4.56. Montreal Olympic Summer Games: XXI Olympiad in 1976



- Opening date on 17 July 1976 and Closing date on 01 August 1976.
- The 1976 Montreal Games were marred by an African boycott.
- Women's events were included for the first time in basketball, rowing and team handball.
- Fourteen-year-old gymnast Nadia Comaneci of Romania caused a sensation when, for her performance on the uneven bars, she was awarded the first-ever perfect score of 10.0. She eventually earned seven 10.0s.
- Miklos Németh of Hungary won the javelin throw to become the first son of an athletics gold medalist to win a gold of his own. His father, Imre, had won the hammer throw in 1948.
- Clarence Hill of Bermuda earned a bronze medal in boxing's super-heavyweight division to give Bermuda the honor of being the least populous nation (53,500) ever to win a medal in the Summer Olympics.

Figure 4.57. Lake Placid Olympic Winter Games: Thirteenth Games in 1980



- The 1980 Winter Games, held in Lake Placid, New York, were filled with impressive performances.
- The great Swedish skier, Ingemar Stenmark, won both the giant slalom and the slalom.
- Hanni Wenzel did the same in the women's races and her nation.
- Liechtenstein, became the smallest country to produce an Olympic champion.
- Ulrich Wehling won the Nordic combined for the third time and pairs skater Irina Rodnina did the same in her event. In the biathlon relay, Aleksandr Tikhonov earned his fourth straight gold medal.
- Nikolay Zimyatov earned three gold medals in cross-country skiing.
- In an unprecedented achievement, Eric Heiden of the United States won all five speed skating races, from 500m all the way up to 10,000m.
- Nonetheless, for the home crowd, the highlight was the unexpected victory of the US ice hockey team.

Figure 4.58. Moscow Olympic Summer Games: XXII Olympiad in 1980



- Opening date on 19 July 1980 and Closing date on 03 August 1980.
- A U.S.-led boycott reduced the number of participating nations to 80, the lowest number since 1956.
- Aleksandr Dityatin earned medals in every men's gymnastics event to become the only athlete ever to win eight medals in one Olympics.
- Cuban Super-heavyweight Teófilo Stevenson became the first boxer to win the same division three times, cementing his place as one of the great Olympic boxers. (IOC, 2011)
- Gerd Wessig became the first male high jumper to break the world record at the Olympics.
- Swimmer Vladimir Salnikov broke the 15-minute barrier for the 1,500m.
- In a dramatic confrontation, runners Steve Ovett and Sebastian Coe split the 800 and 1,500m.

Figure 4.59. Sarajevo Olympic Winter Games: Fourteenth Games in 1984



- In 1984, the Winter Games took place in a Socialist country for the first and only time. The people of Sarajevo gained high marks for their hospitality, and there was no indication of the tragic war that would engulf the city only a few years later.
- Skier Jure Franko brought joy to the host nation by earning Yugoslavia's first Winter Olympics medal: a silver in the giant slalom.
- Marja-Liisa Hämäläinen won all three individual cross-country races for women.
- In speed skating, Gaétan Boucher and Karin Enke each won two gold medals.
- Biathlete Eirik Kvalfoss earned a complete set of medals. Twin brothers Phil and Steve Mahre took first and second place in the slalom.
- The highlight of the figure skating competitions was the free dance performance of Jane Torvill and Christopher Dean. Their interpretation of Ravel's Bolero earned across-the-board perfect scores for artistic impression.

Figure 4.60. Los Angeles Olympic Summer Games: XXIII Olympiad in 1984



- Opening date on 28 July 1984 and Closing date on 12 August 1984.
- Although a revenge boycott led by the Soviet Union depleted the field in certain sports, a record 140 nations took part. Joan Benoit won the inaugural women's marathon and Connie Carpenter-Phinney the first women's cycling road race. Carl Lewis won both sprints and the long jump and earned a fourth gold in the 4x100m relay.
- Pertti Karppinen won single sculls rowing for the third time.
- Archer Neroli Fairhall was the first paraplegic athlete to take part in a medal event. She competed in a wheelchair.
- The record on the Olympian is Sebastian “Seb” Coe of Great Britain. Coached by his father, Seb won two Olympic gold medals in 1,500 meters and two silver medals in the 800 meters. After the retirement on sport, he became a Member of Parliament for five years and is the chair of the London 2012 Organizing Committee. (IOC, 2011)
- In addition to the achievement in sport events, the Los Angeles Games also became known of financial success—spinning off over USD 200 million.

Figure 4.61. Calgary Olympic Winter Games: Fifteenth Games in 1988



- Calgary was notable for a number of firsts beginning with the fact that the Winter Games were extended to 16 days, including three weekends. The Alpine events were expanded from three to five with the inclusion of the super giant slalom and the Alpine combined. Team events were added in Nordic combined and ski jumping. Jumper Matti Nykänen took advantage of this new programme to win three gold medals.
- The speed skating races were held indoors. Yvonne van Gennip surprised the favourites with three victories. Christa Rothenburger won the 1,000m. Seven months later she earned a silver medal in cycling to become the only athlete ever to win medals in the Winter and Summer Olympics in the same year.
- Other notable sporting performances included figure skater Katarina Witt defending her Olympic title and Brian Boitano edging out Brian Orser in an extremely close decision in the men's competition. Charismatic skier Alberto Tomba made his first Olympic appearance, winning both the giant slalom and the slalom.

Figure 4.62. Seoul Olympic Summer Games: XXIV Olympiad in 1988



- Opening date on 17 September 1988 and Closing date on 02 October 1988.
- Although the drug disqualification of sprinter Ben Johnson was the biggest story of the 1988 Olympics, the Seoul Games were highlighted by numerous exceptional performances.
- Steffi Graf concluded her Grand Slam tennis season by winning Olympic gold.
- Greg Louganis repeated victories in both diving events.
- Florence Griffith-Joyner dominated the sprints.
- For the first time, all the medalists in dressage were women.
- The Olympic medal inscribed the Namdaemun “Southern Gate”, one of the Korean masterpiece architecture built in the 14th century. (IOC, 2011)

Figure 4.63. Albertville Olympic Winter Games: Sixteenth Games in 1992



- The 1992 Albertville Olympic Games were the last Winter Games to be staged in the same year as the Summer Games.
- Only 18 of the 57 events were held in Albertville itself, while nearby resorts hosted the rest.
- Freestyle skiing and short-track speed skating made their debuts as medal disciplines, as did women's biathlon.
- Norwegian skiers won every cross country skiing race, as Björn Daehlie and Vegard Ulvang each won three gold medals.
- Speedskater Bonnie Blair won the 500m and 1,000m events, while Gunda Niemann took both of the longest races.
- At age 16, ski jumper Toni Nieminen became the youngest male winner of a Winter event.
- Alpine skier Petra Kronberger won both the combined event and the slalom.
- Ki-hoon Kim earned gold medals in both short track events.

Figure 4.64. Barcelona Olympic Summer Games: XXV Olympiad in 1992



- Opening date on 25 July 1992 and Closing date on 09 August 1992.
- Men's basketball was open to all professionals, and the US sent a "Dream Team" that included Magic Johnson, Michael Jordan and Larry Bird. They won the gold by beating Croatia in the final 117-85.
- Gymnast Vitaly Scherbo won six gold medals, including a record four in one day.
- Derartu Tulu of Ethiopia won the 10,000m run to become the first female black African Olympic champion. Her victory lap with silver medallist Elana Meyer, a white South African, symbolised hope for the future of the Olympic Movement.
- Of only 1.49 meters in height, Deng Yaping of People's Republic of China won gold in both the women's doubles and singles events and also other 18 world champion titles. She was named later the Chinese female athlete of the century and served the IOC's Athletes Commission since 1997.
(IOC, 2011)

Figure 4.65. Lillehammer Olympic Winter Games: Seventeenth Games in 1994



- In 1986 the IOC voted to change the schedule of the Olympic Games so that the Summer and Winter Games would be held in different years. To adjust to this new schedule, the Lillehammer Games were held in 1994, the only time that two Games have been staged two years apart.
- The 1994 Games were extremely well organised and the Norwegian host's natural love of winter sports added a refreshing purity of spirit.
- Local hero Johann Koss won three speed skating events and set a world record in every one.
- Vreni Schneider won a complete set of medals in alpine skiing and Manuela Di Centa earned medals in all five cross-country events.
- Myriam Bedard won both women's individual biathlon races.
- Gustav Weder and Donat Acklin became the first repeat winners of the two-man bobsled.
- Pairs skaters Ekaterina Gordeeva and Sergei Grinkov returned to repeat their Olympic victory of 1988.

Figure 4.66. Atlanta Olympic Summer Games: XXVI Olympiad in 1996



- Opening date on 19 July 1996 and Closing date on 04 August 1996.
- The 1996 Games were given a dramatic start when the cauldron was lit by Muhammad Ali. On 27 July during a concert held in the Centennial Olympic Park, a terrorist bomb killed one person and injured a further 110 people, but the Atlanta Games are best remembered for their sporting achievements.
- A record-setting 79 nations won medals and 53 won gold.
- Carl Lewis became only the third person to win the same individual event four times and the fourth person to earn a ninth gold medal.
- Naim Suleymanoglu, a Bulgarian-born Turk, became the first weightlifter to win a third gold medal.
- Michael Johnson smashed the 200m world record to complete a 200m and 400m double.

Figure 4.67. Nagano Olympic Winter Games: Eighteenth Games in 1998



- In 1998 the Winter Olympic Games returned to Japan after 26 years.
- Snowboarding debuted as an official discipline. Curling was returned to the Olympic Winter the men's ice hockey tournament was opened to all professionals and women's ice hockey was introduced to the Olympic programme.
- The inspired team from the Czech Republic scored a surprise victory. Björn Dählie won three gold medals in Nordic skiing to become the first winter athlete to earn eight career olympic gold medals and twelve total medals.
- Tara Lipinski won the women's figure skating title to become, at 15, the youngest champion in an individual event in the history of the Winter Olympics.
- The spirit of the Games was exemplified by Alpine skier Hermann Maier. Maier survived a spectacular fall in the downhill, recovered and earned gold medals in both the super-G and the giant slalom.

Figure 4.68. Sydney Olympic Summer Games: XXVII Olympiad in 2000



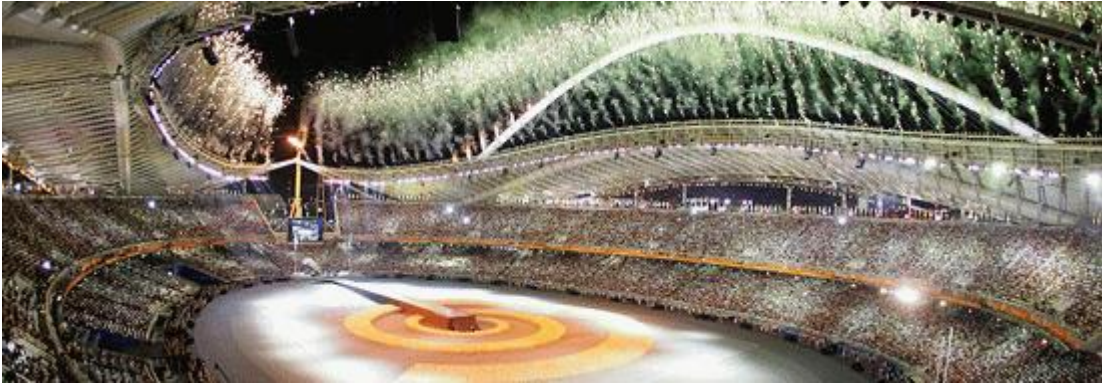
- Opening date on 05 September 2000 and Closing date on 01 October 2000.
- The Sydney 2000 Games were the largest yet, with 10,651 athletes competing in 300 events. Despite their size, they were well organised, renewing faith in the Olympic Movement.
- Birgit Fischer earned two gold medals in Kayak to become the first woman in any sport to win medals 20 years apart.
- Judoka Ryoko Tamura lost in the final in both Barcelona and Atlanta, but came back to win the gold medal in Sydney.
- Steven Redgrave became the first rower to win gold medals at five consecutive Olympics.
- The US softball team won in stirring fashion, losing three games in a row and then coming back to defeat each of the teams they had lost to.
- The Games emblem's main elements are the Sydney Opera House as well as the selection of colors evoking the Australian landscape. (IOC, 2011)

Figure 4.69. Salt Lake City Olympic Winter Games: Nineteenth Games in 2002



- The Salt Lake City Olympic Winter Games saw the expansion of the Olympic programme to 78 events, including the return of skeleton and the introduction of women's bobsleigh. Ole Einar Bjoerndalen earned gold medals in all four biathlon events and Samppa Lajunen in all three Nordic combined competitions. Alpine skier Janica Kostelic won three gold medals and one silver.
- Simon Ammann scored unexpected victories in both individual ski jump events. Speedskater Claudia Pechstein earned her third straight gold medal in the 5,000m race and also won at 3,000m.
- By taking the silver medal in singles luge, Georg Hackl became the first person in Olympic history to earn a medal in the same individual event five times in a row.
- Short track speedskater Yang Yang (A) became the first Chinese athlete to win a gold medal at the Winter Games.
- Competing in the women's bobsleigh, Vonetta Flowers became the first black athlete to earn winter gold, while ice hockey player Jarome Iginla followed as the first black male winner.

Figure 4.70. Athens Olympic Summer Games: XXVIII Olympiad in 2004



- Opening date on 13 August 2004 and Closing date on 29 August 2004.
- Popularity in the Games reached soared to new highs as 3.9 billion people had access to the television coverage compared to 3.6 billion for Sydney 2000.
- Women's wrestling was included in the program for the first time.
- Swimmer Michael Phelps won 6 gold medals and set a single-Games record with 8 total medals.
- Leontien Ziljaard-van Moorsel became the first female cyclist to earn 4 career gold medals and 6 total medals, while canoeist Birgit Fischer became the first athlete in any sport to win two medals in each of 5 Olympics.
- Runner Hicham El Guerrouj won both the 1,500m and the 5,000m, while on the women's side Kelly Holmes triumphed in both the 800m and the 1,500m. In team play, Argentina won the men's football tournament without giving up a goal, and the U.S. softball team won by outscoring their opponents 51-1.

Figure 4.71. Turin Olympic Winter Games: Twentieth Games in 2006



- Austrians dominated Alpine skiing, gaining 14 of the 30 medals awarded.
- South Korea displayed equal success in short-track speed skating (gaining 10 medals of the 24 awarded).
- On the women's side, Sun-Yu Jin earned three gold medals, and for the men Hyun-Soo Ahn won three golds and one bronze.
- The other triple-gold winner was Michael Greis in biathlon. Cindy Klassen earned medals in five of the six women's speed skating events.
- Claudia Peschstein, won a gold and a silver to become the first athlete in her sport to earn nine career medals.
- With his victory in the Super G, Kjetil Andre Aamodt became the first Alpine skier to earn four medals in the same event and the first to win four gold medals in total.
- At the age of 39, skeleton specialist Duff Gibson became the oldest athlete in the history of the Olympic Winter Games to win a gold medal in an individual event.

Figure 4.72. Beijing Olympic Summer Games: XXIX Olympiad in 2008



- Opening date on 08 August 2008 and Closing date on 24 August 2008.
- The capital of the Middle Kingdom hosted the Games of the XXIX Olympiad. After Tokyo 1964, Sapporo 1972, Seoul 1988 and Nagano 1998, for the fifth time the Games went to Asia, the most populated continent in the world.
- The Games began with the amazing Opening Ceremony in the symbolic National Stadium, nicknamed the “Bird’s Nest”, which delighted almost 90,000 spectators, as well as several hundreds of millions of people worldwide watching on TV.
- In Beijing, more than 40 world records and over 130 Olympic records were broken, illustrated in particular by the phenomenal US swimmer, Michael Phelps, and the incredible Jamaican sprinter, Usain Bolt; but also the astounding South African, Natalie du Toit, a leg amputee, who competed in the 10km swimming marathon.
- There were more and stricter anti-doping tests than ever before: nearly 5,000, of which 30 per cent were unannounced.

Value of Modern Olympic Organization

“Everything that can be counted does not necessarily count;

Everything that counts cannot necessarily be counted.”

Albert Einstein.

Value of Organization is and overall result of vision, competence and strategy of organization combined. Although it seems to come later, value of organization best justify the origin, existence and purpose of organization. As mentioned, maximization of shareholder's value is the axiom for organization as maximization of one's value for human. Still, the point is not the word “maximization” but “value”. Not until the value is well defined the way to maximize it will be vague and void. So, to what value a human being is to die for. Is it for oneself and for the others? Is it for happiness or for something else? Is it for the beauty or for the likes? Is it, with Plato' jargon, a particular or a form? Is, at the end, it objective (positive) or subjective (normative)?

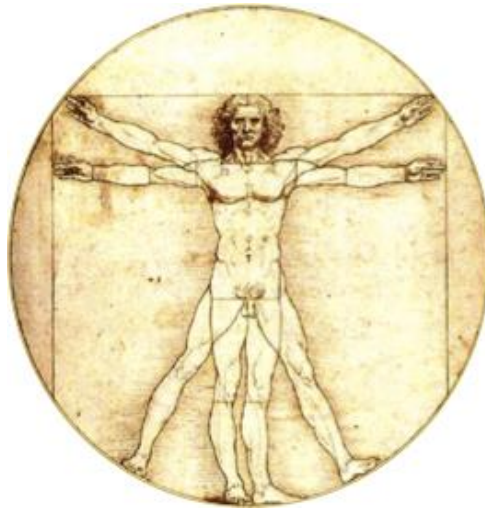
Assuming human organism, an organization is to practice for perfection. Although human consists of body, mind, and soul, life actually emerges as a whole and can't be traced back to its elements otherwise its meaning is nullified. Perfection is a wholly balanced development of body, mind, and soul which in reality can be neither deductible nor separated for once deductible and separated, there is no meaning of life as it is not human anymore. Balance in perfection is exactly the mean of the middle and nothing is excess. Given such perfection, all deeds and words will

absolutely be knowledgeable, beautiful and virtuous, not only to one but also to others.

To oneself, perfection makes life beautiful and virtuous. Through and with the practice, body is trained with agony, mind is sharpened with stone, and soul is tamed with freedom. Healthy, wisdom, and nobility all take place at once and in whole to oneself.

To others, perfection consistently contributes the great to society. The Enlightenment of Siddhartha Gautama has since the 6th century BCE touched the light to the world of Buddhism. Pythagoras' deductive reasoning and application of mathematics to philosophy and science are considered the forefather of rationalism which "regards mathematics as the paradigm of genuine knowledge and deductive reasoning as the key to metaphysical truth" (Law, 2007). To name a few, Lao Tzu, Confucius, Heraclitus, Parmenides, Socrates, Aristotle, Plato, David Hume, Jean-Jacques Rousseau, Immanuel Kant and Bertrand Russell are the proximate to perfection. Works and achievements of these so-called philosophers are against all odds and do not know the time. In modern time, the perfect man is proposed by Leonardo da Vinci in 1487 as below figure.

Figure 4.73. The Vitruvian Man



Value, with or without physical existence, surpasses time. Time erodes everything but value. Time in economics and finance affects the value of money “time value of money” in the sense that one dollar today is worth less for tomorrow in terms of real value. Perception of risk in terms of inflation is the factor to multiply the nominal value of money against time. One dollar as nominal, for instance, can buy a liter of gasoline today. With higher price of gasoline tomorrow, the same one dollar will buy less than a liter of gasoline.

Life of human or organization can be better quantified in the sense of “time value of life” as well. Progression of health science and of technology make lifespan much longer at present and in the future compared to the past. Lifespan of ancestors should therefore be adjusted with time in order to correctly number years of living. Although without any accepted multiple factors of lifespan, it is sound to say that one year in the past is greater than one year at present in nominal terms. 80 years of Siddhartha Gautama in the 6th century BCE is so much longer than 80 years of anyone at the present time.

Before Christ Era, lifespan among the great people around the world are chronically recorded (Law, 2007): Siddhartha Gautama (563-483 BCE): 80 years (India), Pythagoras (570-495 BCE): 75 years (Greece), Confucius (551-479 BCE): 80 years (China), Parmenides (515-445 BCE): 70 years (Greece), Democritus (460-371 BCE): 89 years (Greece), Socrates (469-399 BCE): 70 years (Greece), Plato (427-347 BCE): 80 years (Greece), Aristotle (384-322 BCE): 62 years (Greece), Diogenes of Sinope (400-325 BCE): 75 years (Greece), Pyrrho of Elis (360-272 BCE): 88 years (Greece), Epicurus (341-270 BCE): 71 years (Greece), Zeno of Citium (332-265 BCE): 67 years (Greece), Han Feizi (280-233 BCE): 67 years (China). Of these 13 great people, the average lifespan is 75 years. It has to be echoed that 75 years of lifespan is the world-recorded today among developed countries and that this record takes place 2,500 years ago.

Perfection of Life makes one able to live healthier, wiser, more virtue and gives so many reasons for one to stay longer with or without physical existence. By physical existence, years of lifespan distinguish life with perfection from without. By non-physical existence of itself, embedded value to others and society proves its real, not nominal, existence and eternity. Longevity as a function of time and life is proposed with below model.

Figure 4.74. The Pursuit of Longevity



For a typical man, life does not exist without recognition or influence by one's society. A perception of self comes and moves fast-forwards to a stage of "Life without Time". A person serves oneself and public with jobs, products, and services; still, there is no time available for either leisure or even oneself. The first two stages seems to have a negative relationship between Life and Time. A person has a chance to have only one, either not both. Then, it comes for a period of Time with Life making one's life better in living and more meaningful in life. However, at the end of the day, Time erodes Life without exception following Heraclitus' famous quote of "Nothing endures but change." Time, as a good friend of change, governs everything natural including Life. Howsoever, there is a phenomenon of having no Time and Life also but exclusively for a person with perfection. Longevity does not depend upon Time and Change but a crystallization of Kalos (efficiency, beauty, aesthetic), Agathos (effectiveness, virtue, ethics), and Paideia (knowledge and wisdom).

Olympic begins its life with the so-called Ancient Olympic Games since 776 B.C. and, after the cease by A.D. 394, is revived under the name of Modern Olympic Games since 1896 as the first Olympiad. No such other organizations on earth can surpass the 2000+ years old (Ancient and Modern Olympic Games combined) of Olympic with a few exceptions of world religions as Hindu and Buddhism.

Legacy of the Olympic Games has to be noted with the history of Greece itself. Although civilization of Greece can be traced so long as the Paleolithic Period (approx., 60,000-8,000 B.C.), the Olympic Games embarked in 776 B.C. is to put the entire Greek fully aware of their national identity of commonly shared language, ancestors and religious beliefs. The spirit of Olympic Games has continuously journeyed through the never-ending war from internal states and external enemies battling Greek. By 432-404 B.C., the country is permanently divided into military camps led by Athens and Sparta. From 146 B.C. to 1453 A.D., Greece is subjugated to Roman Empire. Greece is then conquered by Turkish in 1456 A.D. and is able to declare its independence long after, in 1830 A.D. (Mavromatakit, n.d.)

History of Greece remarkably witnesses Greek philosophy in reality. Greek loves and enjoys to compete and practice for the perfection of Gods. Although the country has under seized for 1,976 years (from 146 B.C. to 1830 A.D.), the spirit of Olympic Games is not encaged but lively incardinated into every Greek and, to say, others around the world.

The Olympic, both ancient and modern, perfectly portraits that above all, organizational longevity, not financial figure, best validates and reflects the value of organization. The most valuable organization shall live longer whereas the organization entrapped so deeply with profitability myopia will have no sound reason to lengthen its life.

Chapter V

Conclusions, Discussions, and Recommendations

Conclusions

To address key questions and objectives of dissertation, Model of Human Organism, which is derived from Ontology, Epistemology, and Axiology, and theories and concepts of Human Development, Organization and Management, and Sports, Recreation, and Olympic together with empirical proof of Olympic Movement from 1896 to 2008, reveals the nature of organization to its truest form-- a eurhythmy of vision, competence, strategy and value under a dynamic environment.

Organization is not merely an instrument of a group of people to achieve goals or objectives set forth by founders, shareholders, or stakeholders. Rather, organization emerges with such a great vision that no individual can make it happen singlehandedly but a group of people who share and dream of one same passion. Achievement takes place if and only if all four key variables (vision, competence, strategy, and value) are set in as they are interdependent, inseparable, and whole.

To be human, organization by theoretical justification and empirical truth uncovers how beautifully its key elements be compared to human' soul, mind, and body. These characteristics are in addition to what organization is managed and treated in reality. Organization is a legal persona in every country and state. Words and vocabulary used for organization is the same as for human being or more closed compared to animal and other creatures. Learning, culture, and moral that are

basically reserved for human are also expected from organization. Organization is therefore comfortable to be referred and deserved to be named as “Human Organism”.

To be a good model, Human Organism can be characterized as valid, reliable, comprehensive, clear, and simple. Key variables and elements of Human Organism purely describe organization as the validity of a clock measuring time. Of the truest form of organization, Model of Human Organism can safely be applied to other kinds of organization without any biases and prejudices on time and place. As long as all men are equal, organization shall remain the same and model of Human Organism be flawlessly generalized. Model of Human Organism covers comprehensively all variables and elements of organization. Apart from that, Model of Human Organism explicitly defines each variables and elements and clearly shows the relationship among these variables and elements. Above all, Model of Human Organism is so simple that it contains only four key variables governing all kinds of organization regardless of sizes. A partnership of a few people, a company, a corporation, an SME (small and medium enterprise), a MNC (multi-national corporation), a conglomerate, an NGO (non-government organization), a state enterprise, a municipality, a government or state all can be explained with variables of Vision, Competence, Strategy, and Value. These are the least numbers of variables that governs the largest numbers of organization.

Discussions

1. Sport organization, the Olympic in particular, discloses its legend and secret nicely to the eyes of the world in many aspects. First of all, vision of organization emerges even before the establishment of organization. Vision is the priori. This somehow contradicts to the orthodox of what organization and its vision is. For ordinary organizations, it is common that vision comes basically from the board room for it follows the mainstream concept of management “Strategy-Structure-System” which derives from Chandler’s proposition of “Structure follows Strategy” (1962) together with another management precept of “System supports Structure”. Sport organization however redirects what it should be—Strategy, Structure, and System are dependents variable and have to follow Vision of organization strictly.

The importance of vision for an organization is what philosophy for life, industry, and science. Vision is everything an organization needs to study and clearly understand before any strategy to be pursued. Ultimately, with or without sport organization, the vision of sport does exist and will not be affected by any existence or behavior of sport organization. The sport organization that recognize and respect the vision of sport shall sustain its existence and success. The one that envisions nothing shall follow the cycle of life without knowing how to prolong its lifespan or why it should exist. Vision is the Tao of organization and it is the one that organization shall envision, the earlier the better.

Steve Jobs of Apple also shares his view and experience on the vision. Job asserted that he sees the dots and does everything to connecting the dots for the digital industry. Jobs had so long envisioned digital industry as “digital ecology” since he co-founded Apple with Stephen Gary Wozniak and Ronald Wayne in 1970s’. No one really comprehends how he makes it because no one sees what he saw, let alone his epistemology. Jobs simply explained to the world that he just sees the dots and connects them. So, by the time Apple and Jobs continue revolutionizing music and movie industry (iTunes), portable Walkman (iPod), tablet PC (iPad), telephone (iPhone), TV (iTV), and book (iBook) and continually make Apple the biggest market capitalized value in the world (approaching USD 1 trillion at the present), their such counterparts as Sony, Panasonic, Toshiba, IBM, HP, Dell, Microsoft, Amazon, Google, and Nokia can’t do anything but free falling in sales and incomes. Vision can only be envisioned through the naked eyes or mind’s eyes in the other word.

2. Sport organization proves that the vision is not merely a statement of plain vanilla desire of the board of director representing shareholders on the annual report of organization. It is strategic for the vision to be shared and understood to all members of organization; still, it is “Plato’s Cave” alike as it is difficult to project the vision among others. Without a great effort, time, and communication skill, it is next to impossible for a man who envisions explaining to the man who does not.

Although written several places on the Olympic Charter, the Olympism is also necessary to be explained in varieties of such forms as symbol (Olympic Ring, five rings represent five continents), flag (Olympic Flag, six colors of blue, yellow, black,

green, red, and white represent color on NOCs' national flag), anthem or hymn (Olympic Hymn, Ancient Immortal Spirit), flame (Olympic Torch and Flame from Greece to various sites of the Games), and truce (Olympic Truce as "laying down of arms") is all what Baron Pierre de Coubertin does his best to portrait what he and his colleague at the IOC share the same vision of sport on education and on social reform. Coubertin shows that vision is better presented in such an articulated fashion as it allows him to unwrap the complexity of vision layer by layer and degree by degree to avoid the "ten blind men and an elephant" entrapment. To envision is extraordinary; still, to explain it is not less excruciating.

3. As Coubertin confirms his Neo-Olympism to reform social through sport by using "Athletes" as means and "Olympic" as object; Olympic is truly not sport for the sake of sport but human development through such particular strategy, for now, on sport. Knowing this is to understand that strategy, not the vision, can be and actually necessary to be revisited, reviewed, and revised from time to time to fit and integrate itself into an ever-changing or evolution of surrounding, environment, and context. The fact that sport contributes not only to physical but also to mental and moral domain of human may validate sport as strategy of the Olympic for a foreseeable time; still, it doesn't mean that strategy is fixed and mandated. Opting for sport as strategy of the Olympic is truly genius of Baron Pierre de Coubertin thanks to its effectiveness (to the point of human development) and efficiency (reaching out widest in the cheapest way possible).

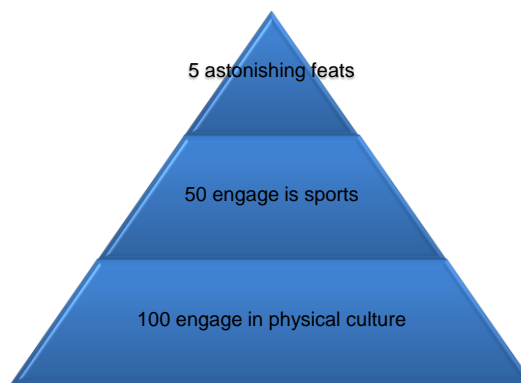
4. Considering the Games as strategy of the Olympic in particular and one shall see that category of the Games can be grouped into age group of athletes (adult and youth), condition of terrain (summer and winter), and physical need of athletes (normal and special needs). The IOC inaugurated the Games with one in 1896 and five at the present namely Olympic Summer Games, Olympic Winter Games, Paralympic Summer Games, Paralympic Winter Games, and Youth Games. Mathematically, combination of three groups of two conditions results in eight possible Games (2 X 2 X 2). What's strategy of the Games left for the IOC and to see if these would be the choice for the IOC in the future are Winter Youth Games, Paralympic Youth Summer Games, and Paralympic Youth Winter Games.

5. Olympic is travelling so far for sport but too short for education. At the present, Olympic education is the study of Olympic—knowing Olympic better for the sake of Olympic itself, not the way Olympic is taught and integrated into any form of education namely Formal, Non-Formal, and Informal Education. Of which, the latter should in fact be the actual aspiration of the father of Modern Olympic to revive the Olympic legacy at the first Congress on 12-26 June 1894 in Paris and be the force to sustain the Olympic Movement as a whole.

6. Another dimension of Olympic education is how it can be used as a model not only to develop sport but also to make an organization (of sport, of other sectors, and of different levels) more effective, more efficient, and more intelligent. Being Homer's Iliad & Odyssey of Mega Sport Event, the Olympic Games is the number one among others such as FIFA World Cup and NBA Basketball. The

organization of the Games shall be the model of all other world competition, match and games from the recruitment of sport (recognized Olympic sport to official Olympic Sport) to the post management of the Games as Olympic Legacy. The “Elite Model” of sport, as Coubertin himself convinced the world that “For every one hundred who engage in physical culture, fifty must engage in the sports. For every fifty who engage in sports, five must be capable of astonishing feats. All this holds together and is interrelated. That is why theoreticians’ campaigns against specialized athletes are puerile and without effect” (Muller, 2000), is among the best lesson for sport organization from club to international federation (IFs). His idea is simply that having 5 elite athletes would bring in 100 enthusiasts as modeled below.

Figure 5.1. The Elite Model of Sport

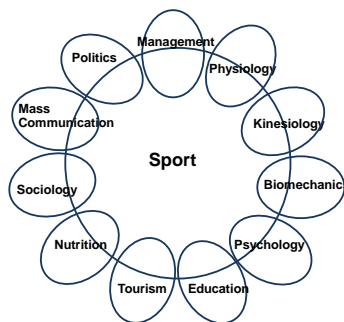


Of organization, Olympic can also be used as a model for organization not only sport but also in other sectors or levels. Sport organization which share the same vision of sport and governed by the international federation (IFs) should benefits directly from the prototype of the Olympic (Charter, Ethics, organization of the Games, and so on.) and find no much difficulty to benchmarking.

For organization in other sectors, the fact that the Olympic is non-profit and non-government may seem to be unique among others. However, the underlying variables of Vision, Competence, Strategy, and Value are not exclusive to the Olympic. The model of Human Organism has theoretically proved that these variables are universal for all kinds and sectors of organization and further researches of the generalization of the model is greatly welcomed and recommended.

7. Relationship between Sport Science and Sport Management seems to be clearer when viewed from the Human Organism Model. Traditionally, Sport Science is the Science related to, improving sport, and can be modeled as following figure.

Figure 5.2. Sport and Science



The point for management is if it is true that Sport Management is a subgroup of Sport Science? Like Physiology, Kinesiology, and Biomechanics among others, Management does itself exist and is not derived or a subset of Sport. An interesting

question towards Management is not if it is a subset of Sport or not but why management can partake, contribute to, and be welcomed by virtually all kinds of organizations? Generally accepted, management is to manage everything including Sport Science to achieve what sport is for. This is also true for other sectors such as manufacturing (engineering VS management) and health care (medical doctor VS management). Looking into the Human Organism Model and one shall see that the only space for management to justify its unique position is the variable of “strategy”. As strategy is to use organizational competence in a proper way and fit to the context of organization at a given period of time to achieve the vision. Management is therefore strategy by nature. From this argument on Model of Human Organism, Sport Science therefore fits into the “Learning Capability” Competence of Sport Organization whereas (Sport) Management the Strategy of Sport Organization.

8. It is not surprise to learn that it is a dream for every single city in the world to bid for and to become the host city the Olympic Games and that the city wishing-to-be-applicant cities spend the majority of the time and resources on funding the Games, if granted. Grandiose venue and billions of dollars spending for the opening ceremonies are nevertheless illusive and of great barrier. No Money, No Games.

The Human Organism of Olympic however offers a different way to prepare the bidding for the Games. It starts not from the readiness of the financial resources but the vision of sport of the city wishing to be an applicant, a candidate, and a host city of the Games. Vision of sport and of Olympic is not for sale on shelf but an

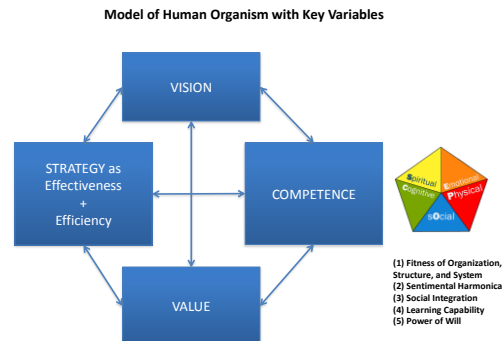
educational reform through sport. Using sport to cultivate physical culture through learning domains of cognitive, affective, and psychomotor (Bloom's Taxonomy) is what the Olympic is about. Physical education in kindergarten and elementary school is the key towards the Games. The most challenge is the propaganda of vision of sport throughout the Ministry of Education. This is what Coubertin hardly succeeded; thus, turning his compass to the IFs.

Competence involving structure & system, learning capability, social integration, sentimental harmonica, and the power of will is then needed to be incubated, fostered, and cultivated to ensure that whatever the strategy is proposed and proceeded will be effectively and efficiently supported by the competence. Strategy is to best use competence towards the vision set forth; may it be the organizing of competition, match, and games in school, community, or city level. Value coming out will be feedback if vision is achieved, and also, competence is corresponding to strategy, and strategy is effective and efficient or not. The wishing-to-be city will also gain support from its citizen should the implementation of Human Organism be successful, maybe not perfect.

Recommendations

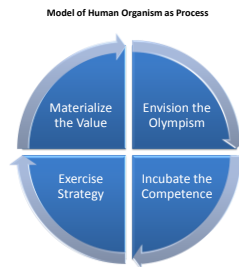
1. Putting the Model of Human Organism into practice can be achieved via two paths. Path I is to view the model with Structuralism or static view of key variables as Vision, Competence, Strategy, and Value. The wishing-to-be city can be analyzed according to the variables of model if there are some measurements or variables are lacking of or insufficient; then, work is to incubate, foster, and improve the inferior up to what it should be.

Figure 5.3. Implementing Model of Human Organism with a Structural/Static Approach



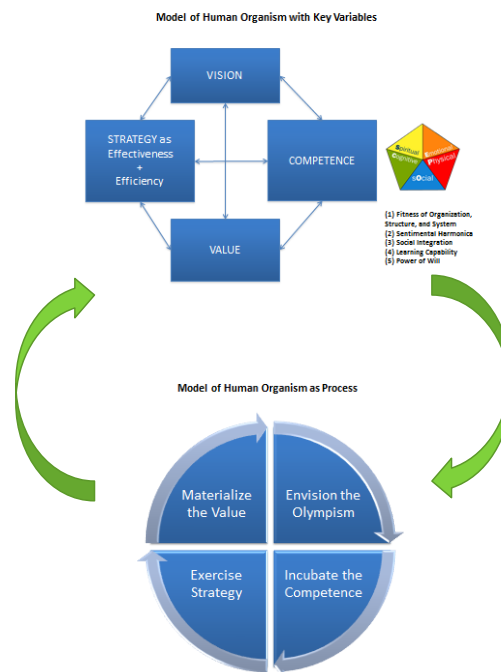
Path II is to view the model in a kinesthetic fashion with a process rather than static variables. Work is to follow each process to ensure that the loop is perfectly created.

Figure 5.4. Implementing Model of Human Organism with a Process/Kinesthetic Approach



As a matter of fact, Path I and Path II can be implemented in a sequence and complimentary of each other. Path I follows by Path II and then Path I and Path II as Kaizen (continuous improvement).

Figure 5.5. Implementing Model of Human Organism with a Structural/Static Approach and a Process/Kinesthetic Approach as a Sequence and Complimentary of Each Other as Kaisein (Continuous Improvement)



2. It is also interesting to study if the host city of the Olympic Games needs to be a single city in one state and if several cities in different states can cooperate for bidding and being host cities of the Games or not. This is an economical means and an escalating way to host the Games as well. ASEAN countries, for example, of Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam with a total of population approx., 600 millions can be united for the Games. No one single state or country of ASEAN will be able to host the Games; still, a united can do.

3. To develop sport and its industry is to encounter and to overcome an anchoring heuristic of nature of sport in relation with physical activity and popularity of sport. Firstly, physical activity (and physical education) is said to be the foundation of sport—good physical activity from young shall bring in popularity of sport at adolescence. Physical activity is learned at kindergarten to elementary, middle school, high school, and higher education. Sport is not only a subset but a dependence of physical activity. A poor physical activity or education is a good excuse of failure in sport development of a country.

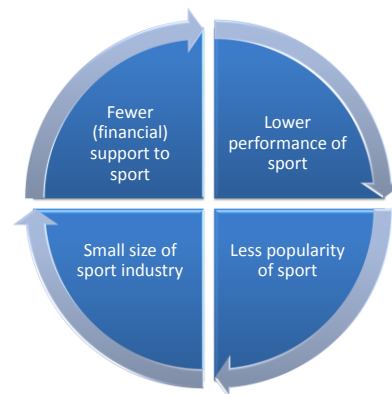
Secondly, sport has generally accepted hierarchy of mass, elite, and professional; of which, this notion is influenced by Coubertin's idea on specialized athletes (see figure 5.1). Mass sport is the repertoire for elite whilst elite shall condition a good professional sport. Put it in a different way, one professional athlete will inspire hundreds of elite athletes and hundreds of thousands of sportsman. Mass,

elite, and professional are therefore reciprocated to each other. Combining pieces above together shall result in two conclusions below:

- (1) Professional sport can't be developed because of poor physical activity/education;
- (2) Physical activity/education can't be progressed due to the lack of professional sport (national sport hero/heroine).

What comes after is the under-developed sport industry as modeled below:

Figure 5.6. The Vicious Cycle of Sport Industry Development as Anchoring Heuristic



The usual way of reading this diagram is that sport needs (financial/monetary) support from industry and therefore sport has far less bargaining power than the industry. Following this cycle is a kind of dead-end and no way out. The solution is to understand which variable is independent and dependent. The question is if the success of sport really depends upon the support from industry or even the government. If sport is a commodity; then, it is the case. Sport is however not that case. Sport is not an ordinary product or service; it is not a demand but a need. Like

education and utility, sport is actually public goods. No one denies sport. It is fairly easy for sport to gain attention from the public and support from the government.

This is the time to turn away from the anchoring heuristic of vicious cycle, to have a correct understanding that sport precedes industry, and to have a simple but true logic of sport and industry as following:

- Industry needs people (as customers to buy products and services)
- People need sport (as for human development in a holistic way)
- Therefore, industry needs sport (for customers who do sports, are fans, and collect memorabilia)

Take Republic of Korea's Sport Industry and Samsung for an example. As a TOP (sponsor) of the Olympic Games, does Samsung take Republic of Korea sport team to the world or does Republic of Korea sport team take Samsung to the world? The evidence shows that Samsung is fully exposed to the world once it accompanied the Republic of Korea sport team to the Olympic Games since the Nagano Winter Games 1998 and the Sydney Summer Games 2000. As Republic of Korea sport team wins more medals, breaks more records, outnumbered Asian teams, and beats U.S.A. and European teams, Samsung's brand equity is coincidentally second to none.

Table 5.1. Rank of Top Ten States by Medal of Beijing Olympic Summer Games:

XXIX Olympiad in 2008; of which, Republic of Korea sport team ranks #7.

(Wikipedia)

Rank	NOC	Gold	Silver	Bronze	Total
1	China (CHN)	51	21	28	100
2	United States (USA)	36	38	36	110
3	Russia (RUS)	23	21	29	73
4	Great Britain (GBR)	19	13	15	47
5	Germany (GER)	16	10	15	41
6	Australia (AUS)	14	15	17	46
7	Republic of Korea (KOR)	13	10	8	31
8	Japan (JPN)	9	6	10	25
9	Italy (ITA)	8	9	10	27
10	France (FRA)	7	16	18	41

Table 5.2. Rank of Top Ten States by Medal of London Olympic Summer Games:

XXX Olympiad in 2012; of which, Republic of Korea sport team moves to ranks #5.

(Wikipedia)

Rank	NOC	Gold	Silver	Bronze	Total
1	United States (USA)	46	29	29	104
2	China (CHN)	38	27	23	88
3	Great Britain (GBR)	29	17	19	65
4	Russia (RUS)	24	26	32	82
5	Republic of Korea (KOR)	13	8	7	28
6	Germany (GER)	11	19	14	44
7	France (FRA)	11	11	12	34
8	Italy (ITA)	8	9	11	28
9	Hungary (HUN)	8	4	6	18
10	Australia (AUS)	7	16	12	35

It is interesting to study the development of sport of each nations and to have a comparative studies if above presumption is valid and accurate and if the model of Human Organism can be an appropriated guideline at what level. From this point of view, a model of national and regional (ASEAN, for instance) sport development is also in demand.

In fact, development of sport industry of Republic of Korea pioneered by Prof. Dr. Kim Chong of Han Yang University, President Kim Jong Wook, Ph.D. of Korea National Sport University (KNSU), and Korea Institute of Sport Science (KISS) is very much the showcase and benchmarking among Asian countries. KNSU has been established in 1977 right after the first gold medal acquired in the Montreal Olympic Summer Games in 1976 whereas KISS comes afterwards, in 1989, of the Seoul Olympic Summer Games in 1988 as the second city of Asia to host the Games.

Republic of Korea, a newly state since 1948, has consecutively amazed the world with its record of the Olympic Games and now ranks top five in the world. It is worthy to have a research uncovering the development model of sport industry of Republic of Korea.

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Appendix B

List of Participants' Presentation of the 17th International Seminar on Olympic Studies for Postgraduate Students of the International Olympic Academy from 1st to 30th July 2009.

Name of Participants	Country	Title of Presentation
Ms Olga KASIANENKO	UKRAINE	The History of the Olympic Games in the Period of Classic Greece.
Ms Cindy BURLESON	USA	Ekecheria revival: re-establishing the ancient Olympic Truce in Modern-day Peacekeeping.
Mr Yann HAFNER	SWITZERLAND	Sporting nationality in the ancient and modern Olympic Games.
Ms Lisa REITHMANN	GERMANY	Coubertin's Idea of <i>Mutual Respect</i> According to Immanuel Kant's Concept of Moral Philosophy.
Dr Joca ZURC (Ms)	SLOVENIA	Olympic Movement in the Aesthetic Sports – Past, Present and Future.
Mr Adam KANTANISTA	POLAND	The beauty of the human body : elitism or egalitarianism ? Pierre de Coubertin's idea of human body in the reality of the early 21st century.
Mr Rafal Krzysztof BIALY	POLAND	The modern high-performance Sport as a negation of the ideals of the ancient Olympic Games.
Dr Romina NESTI (Ms)	ITALY	Between play and sport: on the rediscovery of the educational importance of sports games and their importance in the contemporary society.
Ms In-Hae PARK	KOREA	Study on the

		understanding of Sport Diplomacy among Korean college students.
Mr Zoltan FACZAN	HUNGARY	Popularisation of the Olympic spirit in Hungary.
Mr Luís Henrique ROLIM SILVA	BRAZIL	The National Torch Relay in Porto Alegre City – Brazil (1938-1947): An Appropriation of the Olympic Torch Relay.
Ms Katherine GOULD	AUSTRALIA	The importance of long-term planning for Olympic facilities: an Australian focus.
Ms Alison Pei-Yi KAO	CHINESE TAIPEI	Lasting Operation Strategies and Legacy Lives Perspectives for Sport Facilities of Olympic Games.
Mr Mohammad AZIZI	IRAN	The status of women in the Olympic Movement.
Ms Kanyakamol BUAKEAW	THAILAND	The Olympic Games for Medals or the Spirit of Sportmanship?
Mr Daniel DE LA CUEVA	ARGENTINA	Values of Olympism : Pedagogical proposal
Mr Tornike GACHECHILADZE	GEORGIA	Globalisation and Olympism (Parallels)
Mr Karsten LIESE	GERMANY	Premises of Internationalism as an Olympic Idea and rational calculus at the International Olympic Academy in the social perspective of constructivism.
Mrs Steffie LUCIDARME	BELGIUM	Youth Olympic Games: Challenges and Impact on the Different Youth Sports Policies of the World.
Ms Natalie SZUDY	CANADA	Safe Places to Learn and Grow: An Examination of Egyptian Muslim Female Athletes.
Mr Jephthah Olaniyi OGUNSANYA	NIGERIA	Olympism for Conflict Resolution among the lightly prone ethnic

		militia in Nigeria.
Ms Raphaëlle PELTIER	FRANCE	Achieving Unprecedented Aboriginal Participation in the Olympic Movement, The Example of the Vancouver 2010 Olympic Winter Games.
Mr Hassan Mohamed SALAHELDEEN	SUDAN	Olympic Values and Multiculturalism.
Ms Eva PROKESOVA	CZECH REPUBLIC	Sport psychology in disability sport
Ms Dace RIMBENIECE	LATVIA	Health promoting schools in Latvia using schools opportunities, possibilities and physical activities in/out of schools' life.
Mr Fbedolo Arnauld Gabriel GBAGUIDI	BENIN	Olympic Education in Benin
Ms Helen CURTIS	GBR	Researching Gendered Identities in the British Media Representation and Audience Consumption of Athens 2004 Olympic Games.
Ms Dana ELLIS	CANADA	Protecting the Olympic Brand: Examining the mergence and future direction of anti-ambush legislation.
Mrs Itxasne SAGARZAZU	SPAIN	The influence of traditional gender values on female sport participation.
Ms Tone BERE	NORWAY	Video analyses of injuries in World Cup alpine skiing.
Ms Christiane JOB	CANADA	VANOC's The Cultural Olympiad's Digital Edition: Creating a Legacy and Celebrating Identity.
Mr Mohamed Ahmed MAHER	EGYPT	Spreading the Olympic Movement definitions as an educational movement.
Mr Nipat UNGPAKORNKAEW	THAILAND	Strategic Vision and Sustained Competency of Olympic Organization.
Ms Dimitria	GREECE	Statistical profile of

PALAIOTHODOROU		medals at Beijing 2008 Olympic Games: differences among geographic and gender trends.
Ms Ömür DUGAN	TURKEY	Organizational Ethics and the International Olympic Committee.
Dr Jing NIU (Ms)	CHINA	The Comparison Study of Different Live TV Broadcasting Versions of the Opening Ceremony of Beijing Olympic Games.
Mr Ioannis PAPAIOANNOU	GREECE	Olympic Education as a need to develop social and cultural principles to young people.
Ms Ivona-Beatrice POTZAICHIN	ROMANIA	...Beijing 2008 – The chance of clean athletes.

Appendix C

Members of Focus Group

- Professor Dr. Sombat Karnjanakit, Faculty of Sports Science, Chulalongkorn University;
- Associate Professor Dr. Supitr Samahito, Director of Thailand Olympic Academy;
- Mr. Somphong Chatavithi, Dean of Institute of Physical Education of Thailand;
- Mr. Nitipant Srapakdi, Institute of Physical Education, Thailand;
- Associate Professor Udon Ratanapak, Kasetsart University;
- Dr. Nonchai Santibutr, Sports Authority of Thailand;
- Dr. Issadee Kut-in, Kasetsart University

Appendix D

Lists of Experts

- Professor Dr. Kim Jong Wook, President of Korea National Sports University, Republic of Korea;
- Professor Dr. Kim Dong Whan, Dean of College of Sports and Arts, Hanyang University, Republic of Korea;
- Professor Dr. Kim Chong, Dean of College of Physical Education, Hanyang University, Republic of Korea.

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PROFESSIONS:

Dec 11 – Oct 12	FACULTY OF SPORTS SCIENCE, CHULALONGKORN UNIVERSITY <i>Lecturer of Recreation and Tourism Industry</i>	Bangkok, Thailand
2011 – 2012	SPORT MANAGEMENT ASSOCIATION OF THAILAND <i>Executive Board</i>	Bangkok, Thailand
Apr 05 – Present	CLUB ACADEMIA CO., LTD. <i>Managing Director</i>	Bangkok, Thailand
Oct 00 – Present	TANAPOL VANICH CO.,LTD. <i>Managing Director</i>	Bangkok, Thailand
May 99 – Sep 00	MICHELIN SIAM MARKETING AND SALES <i>Supply Chain Manager</i>	Bangkok, Thailand
Dec 98 – Apr 99	SIAM CEMENT GROUP <i>Marketing Trainee</i>	Bangkok, Thailand
Jun 98 – Nov 98	<i>Senior Analyst</i>	
May 95 – May 96	SCT CO., LTD. <i>Business Officer (Export)</i>	Bangkok, Thailand
Apr 93 – Apr 95	<i>Business Officer (Import)</i>	

EDUCATION:

CHULALONGKORN UNIVERSITY Faculty of Sports Science Ph.D Candidate of Management and Administrative Science in Sports and Recreation June 2008 – Present	Bangkok, Thailand
DUKE UNIVERSITY Fuqua School of Business Master of Business Administration, May 1998 Fuqua Ambassador to Rotterdam School of Management, Erasmus U., Jan – May 1998	North Carolina, USA
CHULALONGKORN UNIVERSITY Faculty of Political Science Bachelor of Arts, March 1993 Major: Public Finance Administration (1 st Class Honor)	Bangkok, Thailand

PUBLICATIONS:

- Ungpakornkaew, N. (2008). Strategic vision and sustained competency of spots and recreation organization. Proceedings of 4th Asian Association of Sport Management Conference, 382-388. Bangkok, Thailand: Chandrakasem Rajabhat University.
- Ungpakornkaew, N. (2009). Olympic legacy: A legendary achievement of organization. Proceedings of 17th International Seminars on Olympic Studies for Postgraduate Students. 392-415. Olympia, Greece: International Olympic Academy.
- Ungpakornkaew, N. & Karnjanakit, S. (2011). A proposed model of human organism of modern Olympic organization. International Journal of Asian Society of Physical Education, Sport and Dance, 9 (2), 10-25.
- Ungpakornkaew, N. (2011). The revival of Altius, Citius, Fortius: A model of Olympic education. Journal of Sport Management Association of Thailand. 1 (2), 8-18.
- Ungpakornkaew, N. (2012). The unfinished symphony: Is Olympic education the other half of Coubertin's work? Journal of Sport Management Association of Thailand. 1 (3), 1-12.

SEMINARS:

- 1-30 July 2009, 17th International Seminars on Olympic Studies for Postgraduate Students. Olympia, Greece: International Olympic Academy.
- 29-31 March 2011, 31 May-2 Jun 2011, 26-28 Jul 2011, 27-29 Sept 2011, 24-26 Jan 2012, Advanced Sports Management Course. Bangkok, Thailand: National Olympic Committee of Thailand and Thailand Olympic Academy.
- 17-18 September 2012, Pricing Excellence 2012. Sans Prix Pty Ltd.: Bangkok.