

## **A SURVEY ON THE USE OF STRATEGIC MANAGEMENT IN ISLAMIC REPUBLIC OF IRAN'S FOOTBALL FEDERATION**

**Majid Ghaffar Khorzane<sup>1</sup>, Dr.Morteza Mousakhani<sup>2</sup>, Dr.Hamid Ghasemi<sup>3</sup>**

*<sup>1</sup>Department of Management, Faculty of Management and Accounting, Qazvin Branch, Islamic Azad University, Qazvin, Iran*

*<sup>2</sup>Assistant Professor, Department of Management, Faculty of Management and Accounting, Qazvin Branch, Islamic Azad University, Qazvin, Iran*

*<sup>3</sup>Assistant Professor, Department of Management, Faculty of Management and Accounting, Karaj Branch, Islamic Azad University, Karaj, Iran*

### **Abstract**

This study aims to study use of Strategic Management in Football Federation Islamic Republic of Iran. Statistical population consists of senior managers as well as staffs working in football federation, the reporters, coach and professors, mentioned that all the ones who developed the statistical population engaged in this study. Two questionnaires were used to collect data, distributed among the sample group chosen among the statistical population, regarding that 1157 individuals developed the statistical population of whom 289 individuals using Cochran formula chosen as the sample group, so that the first three groups were asked the questions, and the fourth groups consisting of six people interviewed so as to receive information from them. Validity of questionnaires was approved by experts, so that the reliability of questionnaire was reported acceptable as well. Descriptive statistics including frequency tables and descriptive diagrams used to study data, and the inferential statistics method including Pearson correlation coefficient and etc used to analyze research hypotheses. Results from findings indicate that people in the football area across Iran are in a proper level of awareness and strategic programs. The strategic program belonged to the organization reported not conducted based on realistic and systematic analysis and scientific principles. Performing strategic management mentioned regardless of satisfaction. There exists a significant relationship between the obstacles in the

areas of communication, human forces, enterprise structure, and content of programs, organizational and cultural resources and performing strategic management.

**Keywords:** Strategic management, Organizational culture, Organizational resources, Organizational performing, Iran's Football Federation

### **Introduction**

In modern developing and growing world, sport isn't apart from other fields and most of the sport organizations are developing fast which in most cases strategic approach of relevant organizations is important. Competing for winning is the reason in most of the physical education and sports aspects for offering long-term, middle-term and short-term plans. Iran should move toward strategic management and planning in order to utilize the resources appropriately and to show its capabilities and superiorities in sports (Khosravi zadeh, 2011). Sport organizations are so complicated and diverse. Variety of sport organizations from schools and sport clubs to national federations is expanded and their complexity is because of the relations and interactions that they should have with foreign environments such as government, economy, politics and international and regional organizations. So, management in sport organizations is fundamental principle of progress and success in sports (Ramezannezhad, 2011). Amongst sport organizations, Football Federation is so important. Today, football in the most popular sport around the world with 209 members in Football International Federation, 207,000 professional football player, 245,000,000 amateur players and 3,400,000,000 fans (FIFA Official Website, 2011). Success of a management decision can be evaluated and there were many decisions that although they were planned well and intelligently, their implementation was failed (Miller, 2002). Identification of the main factors related to failure of strategic decisions seems necessary in Football Federation of Islamic Republic of Iran in order to prevent from unpleasant consequences of incorrect implementation of such decisions. Application of strategic management is an inevitable necessity in football because of its optimum utilization and use. It is obvious that after a decision is made, it is implemented and then evaluated and lack of attempts in each level can make the decisions ineffective (David, 2011).

### **Problem Statement**

Today's strategic management in official and commercial sciences is less organizations which can survive without application of strategic management and comprehensive planning. Strategic management is the art of science and compilation, performance and evaluation of multiple task decisions which make organization capable of achieving its long-term goals (David, 2011). Strategic management is really important in sports. Most of the sport organizations use

compilation of strategic plans according to confirmation on plan-orientation. Due to his, strategic document of comprehensive system for development of sports and physical education was approved by government in 2003. In addition, sport federations started to compile strategic plans. As strategic management is consisted of 4 elements, environmental study, compilation, implementation and evaluation of plan (David, 2011) unfortunately some sport organization only compile strategic plans and researcher studies indicate that no report indicates implementation of strategic management in these organizations. Amongst sport organizations, Football Federation is really important. Today, football is not only a recreational and simple sport; also it has industrial, commercial, political, social and cultural aspects. In Football Federation, role of management is so important that with strategic and plan-orientation approach, it can lead this sport to success and makes it a lucrative industry. The Asian Football Confederation emphasizes on re-organizing professional sports clubs in Iran because this league couldn't use existed capacities for providing income. Also, Football Federation cannot solve all problems in this way and needs institutes, professionals, media, officials and people's help. However, Football Federation has the most important role and establishment of strategic management in this federation leads organization to analyze its internal and external environment, recognize them better and due to this, plan for its strategic pathway. As a result, it can adopt strategies for achievement of determined goals. This research studied how strategic management is applied in Football Federation?

### **Research Necessity**

Strategic management principles utilization lead organization to external environment and analyze and familiarize with internal, better and due to this, determine their strategic pathway and so, adopt those strategies that help organization to achieve its determined goals. Totally, strategic management is effective on organizing and designing complicated organizations such as Football Federation and due to effects of football on each aspect of society, it should be discussed as an important issue. In some countries Football Federation is more important than a ministry. Some countries consider sports development as development of an industry and use it as an economic prosperity. Also, in Iran there isn't any research done on evaluation of strategic management application in Football Federation. In addition, reasons of indicate necessity of this research are provision of necessary feedback to officials and policy-makers of Football Federation about compilation and implementation of organization strategic plan, necessary reformations in present plans if it is essential and essentiality of compilation of guidance and logical principles for utilization of strategic management principles in Football Federation, now and later. Also, provision of a report from strategic management application in Football Federation as a pattern

for fair criticism of Football Federation and identification of problems related to strategic management in Football Federation and

### **Research Goals**

Main goal: Determination of strategic management application in Football Federation of Iran.

Subsidiary goals:

- Determination of familiarization of effective individuals on Football of Iran with strategic plan in Football Federation.
- Determination of utilization of realistic, systematic and scientific principles and analyses in compilation of Football Federation strategic plan according to perception of effective individuals on football of Iran.
- Studying implementation of strategic management in Football Federation affairs.
- Determination of relationship between communications' problems and implementation of strategic management in Football Federation affairs.
- Determination of difference between opinions of various groups by gender, education and responsibility about implementation of strategic management in Football Federation.

### **Research Hypotheses**

1. Effective individuals on Football of Iran are at desirable level by their knowledge of strategic plan in Football Federation.
2. Organization strategic plan is based on realistic, systematic and scientific principles and analyses.
3. Implementation of strategic management in Football Federation affairs is desirable.
4. There is significant (inverse) relationship between communications' problems and implementation of strategic management in Football Federation affairs.
5. There is significant relationship between human force's problems and implementation of strategic management in Football Federation affairs.
6. There is significant relationship between problems of organizational structure and implementation of strategic management in Football Federation affairs.
7. There is significant relationship between problems of plans and implementation of strategic management in Football Federation affairs.

8. There is significant relationship between problems of organization resources and implementation of strategic management in Football Federation affairs.
9. There is significant relationship between cultural problems and implementation of strategic management in Football Federation affairs.
10. Different groups (by gender, education and responsibility) have similar opinion about implementation of strategic management in Football Federation.

### **Research Background**

Seyed Kalali, Akhavan Anvari, Dastjerdi and Pour Ezzat (2010) in their researches for ranking implementation problems in strategic decision, attempted to recognize problems related to strategic decisions implementation in treatment services organizations and finally they found 16 variables as problems of strategic decisions implementation. In addition, main problems were selected from 16 ones by means of statistical analysis.

Hosseini and Hamzeian (2010) in their research about identification of problems related to implementation of strategic plans with interpretive structural modeling concluded that these problems can be classified into 6 groups: communications, human force, organizational structure, plans, organization resources and cultural problems.

Naderi Nasab (2011) concluded that football of Iran isn't in good situation and it states that weaknesses and threats overcome strengths and opportunities, respectively which has caused weakness-threat strategic situation for football of Iran. Studying of growing football of competitors such as New Zealand and China indicated that in comparison with us they are in better situation and it is necessary for us to compile defensive strategy for preventing from worsening the situation.

Cockes (2010) is researcher at Business School of Melbourne University in Australia. In his research, he considers 3 important factors as necessities of successful implementation of strategy:

- A. Leadership focus on selection of appropriate individuals.
- B. Communications by transparent management system
- C. Utilization of project management techniques

In this research, in addition to explaining structure of successful and winner organizations in business, he considers some factors such as fast compatibility, flexible strategy, modern attitude to leadership (leadership instead of a leader), expanded attitude to inside and outside of organization, utilization of appropriate people, managing workers, balancing everything, providing regulations and complete coordination, that lead to compilation of a framework for best performance.

Sounders and Smith (2008) recognized the most important limitations of successful implementation of strategy with their studies:

Financial factor: high financial risks in strategy implementation, negative situation of trading and etc.

Individuals (staff): staff resistance in implementation, defensive behaviors, lack of capability in researching, transformation of leadership in implementation duration, weakness in employment of capable staff.

Thibault and Slack (1994) reported in their study that sport organizations due to their internal and external environment and by means of strategic planning, used innovative, inventive and strengthening strategies according to plans attraction and competitive situation for facing with transformations and achieving their goals.

Machado (2004) concluded that strategic planning is key strategic element for organizational superiority. He states that this procedure focuses on strategic and operational goals, goals and strategies based on organizational policies, plans and compiled activities for achieving expected goals and results and this is really important for organizational efficacy.

Krimadiss (1997) reports in his research that sport sections face with problems such as reduction periods, state regulations and rules, financial problems and competitive environment from environmental changes especially in sort services sections. Strategic planning makes it easier to achieve organization strategic goals.

### **Research Methodology**

This research is applicable by its goal because it attempts to solve problems operational problems related to real world. Also, it is descriptive by its nature and type as it determines studies and reports present situation. In another words, in this research, present situation of Football Federation is studied by mentioned variables. This study is combination of descriptive and qualitative research because of its strategy and method, i.e. survey (descriptive method) is used. This research considers present in studying time and is sectional in studying period of time (May & June, 2013). Also this study is field and library research by data collection method and it is qualitative and quantitative because of type of data collected.

### **Statistical Population**

Statistical population in this research includes Football Federation managers and staff, sports reporters and photographers and special football reporters in sports newspapers, Iranian football coaches (whom have at least one year coaching or coach assistance experience in Pro or Azadegan League or were coaching at national levels), university professors and football professionals.

From three first statistical population (Football Federation managers and staff, sports reporters and photographers and special football reporters in sports newspapers, Iranian football coaches), data was collected by questionnaire. These groups were consisted of 1157 individuals. The fourth group (university professors and football professional) include 6 individuals that were selected targeted and non-random and data was collected by interview.

### **Statistical Sample and Sampling Method**

Sample size was determined by means of Cochran's formula (with 5% accuracy and 95% confidence). Sampling method was stratified with proportional allocation that according to population of each studied group, required sample size in each group is determined 289 individuals whom are given questionnaires. The fourth group (university professors and football professionals) answers questions by a regular and semi-structuralized interview.

### **Data Collection Methods**

In this research, library and field methods will be used for data collection. In library method, required data were collected by means of library documents such as textbooks, theses, internal and external papers and searching in internet. In field method used in this research, for collecting information questionnaires were distributed and individuals were interviewed.

### **Data Collection Tool**

In this research, data collection tools were: a questionnaire designed by researcher, arranged and semi-structuralized interview and note-taking from library information. Questionnaire includes 3 parts. It should be mentioned that questionnaire which is designed by research is taken from these references:

- Naghavi strategic management questionnaire
- Dastjerdi, Akhavan Nouri, Seyed Kalali and Pour Ezzat, "ranking of problems in implementation of strategic decisions". The questionnaire is consisted of 32 questions.
- Hosseini, Hamzeian, "identification of problems in implementation of strategic plans which interpretive structural modeling method".

#### **Description and Analysis of Individual and Demographic features**

- Amongst respondents, 19% were women and 81% were men.
- Amongst respondents, 21.8% were football coach, 12.8% were football federation staff and 65.4% were sport reporter.

- Amongst respondents, 18.3% had diploma and lower, 8.3% had foundation degree, 55.4% had bachelor's degree, 13.8% had master's degree and 4.2% had PhD.

### **Inferential Analysis of Research Hypotheses**

Inferential analysis of data is important for testing hypotheses especially when sample group is used for data collection. In this part, research hypotheses are analyzed by means of relevant statistical tests.

First Hypothesis: effective individuals on Football of Iran are at desirable level by their knowledge of strategic plan in Football Federation.

As significance level is 0.000 which is lower than error, 0.05( $t$  statistics equals with 5.2 and greater than 1.64), we conclude that effective individuals on Football of Iran are at desirable level by their knowledge of strategic plan in Football Federation. So, the first hypothesis is confirmed.

Second Hypothesis: organization strategic plan is based on realistic, systematic and scientific principles and analyses.

As significance level is 1.000 which is greater than error, 0.05( $t$  statistics equals with -3.50 and lower than 1.64), we conclude that compilation of organization strategic plan based on realistic, systematic and scientific principles and analyses is not desirable. So, the second hypothesis is rejected.

Third Hypothesis: implementation of strategic management in Football Federation affairs is desirable.

As significance level is 1.000 which is greater than error, 0.05( $t$  statistics equals with -10.05 and lower than 1.64), we conclude that implementation of strategic management in Football Federation affairs is not desirable. So, the third hypothesis is rejected.

Fourth Hypothesis: there is significant (inverse) relationship between communications' problems and implementation of strategic management in Football Federation affairs.

As significance level is 0.000 which is lower than error, 0.05, we conclude that there is a relationship between these variables. Correlation coefficient is -0.683 which indicates inverse (negative) correlation between communications' problems and implementation of strategic management. So, it is concluded that there is significant (inverse) relationship between problems of communications and implementation of strategic management in Football Federation affairs. Thus, fourth hypothesis is accepted.

Fifth Hypothesis: there is significant relationship between human force's problems and implementation of strategic management in Football Federation affairs.

As significance level is 0.000 which is lower than error, 0.05, we conclude that there is a relationship between these variables. Correlation coefficient is -0.788 which indicates inverse (negative) correlation between human force's problems and implementation of strategic management. So, it is concluded that there is



significant (inverse) relationship between problems of human forces and implementation of strategic management in Football Federation affairs. Thus, fifth hypothesis is accepted.

Sixth Hypothesis: there is significant relationship between problems of organizational structure and implementation of strategic management in Football Federation affairs.

As significance level is 0.000 which is lower than error, 0.05, we conclude that there is a relationship between these variables. Correlation coefficient is -0.741 which indicates inverse (negative) correlation between organizational structure problems and implementation of strategic management. So, it is concluded that there is significant (inverse) relationship between problems of organizational structure and implementation of strategic management in Football Federation affairs. Thus, sixth hypothesis is accepted.

Seventh Hypothesis: there is significant relationship between problems of plans and implementation of strategic management in Football Federation affairs.

As significance level is 0.000 which is lower than error, 0.05, we conclude that there is a relationship between these variables. Correlation coefficient is -0.751 which indicates inverse (negative) correlation between problems of plans and implementation of strategic management. So, it is concluded that there is significant (inverse) relationship between problems of plans and implementation of strategic management in Football Federation affairs. Thus, seventh hypothesis is accepted.

Eighth Hypothesis: there is significant relationship between problems of organization resources and implementation of strategic management in Football Federation affairs.

As significance level is 0.000 which is lower than error, 0.05, we conclude that there is a relationship between these variables. Correlation coefficient is -0.283 which indicates inverse (negative) correlation between organization resources problems and implementation of strategic management. So, it is concluded that there is significant (inverse) relationship between problems of organization resources and implementation of strategic management in Football Federation affairs. Thus, eighth hypothesis is accepted.

Ninth Hypothesis: there is significant relationship between cultural problems and implementation of strategic management in Football Federation affairs.

As significance level is 0.000 which is lower than error, 0.05, we conclude that there is a relationship between these variables. Correlation coefficient is -0.397 which indicates inverse (negative) correlation between cultural problems and implementation of strategic management. So, it is concluded that there is significant (inverse) relationship between cultural problems and implementation of strategic management in Football Federation affairs. Thus, ninth hypothesis is accepted.

Tenth Hypothesis: different groups (by gender, education and responsibility) have similar opinion about implementation of strategic management in Football Federation.

As significance level is 0.000 which is lower than error, 0.05, we conclude that there isn't variance similarity between opinions of individuals (men and women) about implementation of strategic management in Football Federation. So, we use mean comparison related to heteroscedasti city.

### **Analysis of Interview with Football Professionals and University Professors**

In order to ask football professionals and university professors for their opinions, semi-structuralized and regular interviews were done. In these interviews, application of strategic management in Football Federation was discussed and they expressed their opinions.

### **Conclusion**

First hypothesis: Results from descriptive statistics indicate great knowledge and perception of effective individuals on football from strategic plan of Football Federation. Also, according to results of inferential statistics and significance level, with 95% confidence it is concluded that knowledge of effective individuals on football from strategic plan of Football Federation is desirable.

Second hypothesis: Study and interpretation of test result: for studying this hypothesis, a question from questionnaire was selected which had 14 items and was in part B of questionnaire. Relevant data was used and analyzed descriptively and inferentially. Results from descriptive statistics indicate that Football Federation strategic plan is less than average compiled according to realistic, systematic and scientific principles and analyses. Also, according to inferential statistics result and significance level, with 95% confidence it is concluded that organization strategic plan is less than average compiled according to realistic, systematic and scientific principles and analyses.

Third hypothesis: Study and interpretation of test result: for studying this hypothesis, a question from questionnaire was selected which had 13 items and was in part C of questionnaire. Relevant data was used and analyzed descriptively and inferentially. Results from descriptive statistics indicate that strategic management is implemented in Football Federation affairs, less. Also, according to inferential statistics result and significance level, with 95% confidence it is concluded that strategic management is implemented in Football Federation affairs, less.

Fourth hypothesis: According to inferential statistics result and significance level, with 95% confidence it is concluded that there is a significant relationship between these variables. Correlation coefficient is -0.683 which shows inverse correlation between communications' problems and strategic management implementation and this correlation coefficient indicates strong correlation between these variables.

Fifth hypothesis: According to inferential statistics result and significance level, with 95% confidence it is concluded that there is a significant relationship between these variables. Correlation coefficient is -0.788 which shows inverse correlation between

human force's problems and strategic management implementation and this correlation coefficient indicates strong correlation between these variables. In addition, by more analysis and study of regression relation between human force's problems and implementation of strategic management in Football Federation, it is determined that human force's problems has significant effect on implementation of strategic management in Football Federation, which this effect is about 45.1% . This amount is negative and amongst 6 mentioned problems, this one has greater effect on decreasing implementation of strategic management in Football Federation.

Sixth hypothesis: According to inferential statistics result and significance level, with 95% confidence it is concluded that there is a significant relationship between these variables. Correlation coefficient is -0.741 which shows inverse correlation between organizational structure's problems and strategic management implementation and this correlation coefficient indicates strong correlation between these variables.

Seventh hypothesis: Study and interpretation of test result: for studying this hypothesis, 5 questions are considered in fourth part of third part in questionnaire which studies problems related to plans. According to inferential statistics result and significance level, with 95% confidence it is concluded that there is a significant relationship between these variables. Correlation coefficient is -0.751 which shows inverse correlation between problems related to plans and strategic management implementation and this correlation coefficient indicates strong correlation between these variables. In addition, by more analysis and study of regression relation between problems related to plans and implementation of strategic management in Football Federation, it is determined that these problems have significant effect on implementation of strategic management in Football Federation, which this effect is about 19.2% . This amount is negative which means that this problem leads implementation of strategic management in Football Federation faces with other problems.

Eighth hypothesis: According to inferential statistics result and significance level, with 95% confidence it is concluded that there is a significant relationship between these variables. Correlation coefficient is -0.283 which shows inverse correlation between organization resources' problems and strategic management implementation and this correlation coefficient indicates that there isn't strong correlation between these variables. In addition, by more analysis and study of regression relation between organization resources' problems and implementation of strategic management in Football Federation, it is determined that these problems don't have significant effect on implementation of strategic management in Football Federation.

Ninth hypothesis: According to inferential statistics result and significance level, with 95% confidence it is concluded that there is a significant relationship between these variables. Correlation coefficient is -0.397 which shows inverse correlation between cultural problems and strategic management implementation and this correlation coefficient indicates that there isn't strong correlation between these variables. In addition, by more analysis and study of regression relation between cultural problems and implementation of strategic management in Football Federation, it is determined that cultural problems have significant effect on implementation of strategic management in Football Federation, which this effect is about 11.9% that is positive.

Tenth hypothesis: According to result of independent two-sample *t*-test, there isn't any significant difference between opinions of respondents about strategic management by gender. Due to result of ANOVA test, there isn't any significant difference between opinions of respondents about strategic management by education. According to result of ANOVA test, there isn't any significant difference between opinions of respondents about strategic management by responsibility.

### **Suggestions**

Football Federation is suggested to explain role and duties of decision-makers and organization staff to effective individuals on football for effective implementation of plans, strategies and policies of Football Federation. Also, it is suggested to attempt more for compilation of strategic plan of Football Federation according to realistic, systematic and scientific principles and analyses and in this way it is necessary for Football Federation to identify weaknesses and strength of Football Federation resources and organization, opportunities and threats of factors out of Football Federation, clearly and comprehensively. Compile Football Federation policies according to basics of strategic plans and determine role of effective individuals in optimum implementation of strategies and Football Federation plans. Football Federation is suggested to do necessary actions for application of strategic management in Football Federation and in this way, Football Federation should essentially use strengths and strategic advantages of organization, reduce weaknesses and solve problems. Another side predicts appropriate plans for utilizations of opportunities, fighting against threats and dangers of factors out of organization and conducts all organization affairs in order for achieving determined and certain targets.

According to results of relation between problems of strategic management implementation and application of strategic management, Football Federation is suggested to prioritize solving problems related to human force and then attempts to solve problems related to plans, communications and organizational structure, respectively. It can also ignore cultural problems because results of multiple linear regressions indicate that amongst all problems, cultural ones aren't considered as a problem. Football Federation Board and especially Football Federation Chief, should be decisive and according to opinions of football professionals and scholars, select a strong and appropriate group responsible for compilation of strategic plan for Football Federation; so, weaknesses will be exploited and strengths will be reinforces. Clearly, someone responsible for implementation of strategic plan will be determined and of course, all managers should believe that this action is necessary.

With regard to analysis and completion of compiled strategic plan, a group should be formed to identify all positive indexes of developed countries in football according to indexes in our own country, localize them and bring them in to strategic plan of organization. As an example, according to situations in our country and indexes, privatization of football is really hard.

### **Reference**

1. Osborne, A. S., (1996), "Public innovation and creativity talent training", (Ghasem zadeh, H.), Tehran: Nilufar pub., 3<sup>rd</sup> Ed.

2. Aston, R. J., (1996), "Humanities management dictionary", (Afzar Kanjin, Z., Ozgoli, M., Gholami A. R), Tehran: Sena Pub., 1<sup>st</sup> Ed.
3. Ansef, H. E., McDonnel, E., J., (1996), "Strategic Management Establishment", (Zandiyeh, A.), Tehran: Samt Pub., 1<sup>st</sup> Ed.
4. Piers, J., Robinson, R., (2010), "Strategic management and planning", (Khalili Shourini, S.), Tehran: Yadvareh Pub., 6<sup>th</sup> Ed.
5. Chopman, S., (2011), "Strategic planning in sports", (Tejari, F.), Tehran: Sport and Physical Education Pub., 1<sup>st</sup> Ed.
6. Hosseini, Y., Hamzeian, K., (2010), "Identification of strategic plans problems by interpretive structural modeling", 5<sup>th</sup> International Conference of Strategic Management, Tehran: Nab Group, Partow Bina Group.
7. Hamidi, M., (2011), "Designing strategic plan for national federation of university sports of Islamic Republic of Iran", Master Thesis, University of Tehran.
8. Khosravi zadeh, E., Hamidi, M., (2011), "Strategic management in sport organizations", Tehran: Sport and Physical Education Pub., 1<sup>st</sup> Ed.
9. Khosravi zadeh, E., (2008), "Study and design of strategic plan of national committee of Islamic Republic of Iran", PhD Thesis, University of Tehran.
10. Rahman Seresht, H., (2004), "Strategic management from scholars' point of view", Tehran: University of Allameh Tabatabayi Pub., 1<sup>st</sup> Ed.
11. Ramezani Nezhad, R., Hakimi, I., (2011), "Management and leadership styles in sports", Tehran: Sport and Physical Education Pub., 1<sup>st</sup> Ed.
12. Ghafarian , V., Kiani, Gh. R., (2010), "Order of strategic thought", Tehran: Fara Pub., 4<sup>th</sup> Ed.
13. Ghasemi, H., Kashkar, S., (2012), "Thesis guidance by confirming sport management", Tehran: Bamdad Pub., 2<sup>nd</sup> Ed.
14. Coffman, R., Herman, J., (2008), "Strategic planning in educational system", (Mashayekh, F., Bazargan A.), Tehran: Madreseh Pub., 2<sup>nd</sup> Ed.
15. Karimi Dastjerdi, D., Pourezzat, A. A., Seyed Kalani, N., Akhavan Anvari, M. R., (2010), "Ranking problems in implementation of strategic decisions", Strategic Management Studied Pub., 1<sup>st</sup> Ed., No. 2, pp: 31-49.
16. Gambel, J. E., Arthur, E. T., (2011), "Strategic management", (Abdolvand, M. A., Nikoo maram, H.), Tehran: Moballeghan Pub., 1<sup>st</sup> Ed.
17. Monavarian, A., (1990), "Strategic planning", State Management Quarterly, 3<sup>rd</sup> Ed., No. 10, p: 67.
18. Naderi Nasab, M., Ehsani, M., Khabiri, M., Amiri, M., Ghare Khani, H., (2011), "Study of present situation of Islamic Republic of Iran football and determination of strategic situation for football", Tehran: Sport Management of University of Tehran Pub., 3<sup>rd</sup> Ed., No. 9, pp: 5-27.
19. Virich, H., Contz, H., (2009), "Management Principles", (Parsayan, M. A.), Tehran: Termeh Pub., 2<sup>nd</sup> Ed.
20. Hunger, J. D., Villen, T. L., (2012), "Strategic management basics", (Arabi M., Rezwani, H. R.), Tehran: Cultural Researches Pub and Sama Research Center, 3<sup>rd</sup> Ed.
21. Australian Sports Commission (2000). Club/Association Management Program, [www.ausprt.gov.au](http://www.ausprt.gov.au)

22. Cokes, G. (2010), "Emerging Concepts for Implementing Strategy", The TQM Journal, vol.22, No.23, pp.260-266
23. Kriemadis, A. (2002), "Strategic Sport Management", International Sports Law Review, 4
24. Kriemadis, A. (1997), "Strategic Planning in Higher Education Athletic Departments", International Journal of Educational Management, vol. 11, No. 6
25. Heacliceous, L. (1998), "Strategic Thinking or Strategic Planning?", Long Range Planning, vol. 31, No. 3, pp.481-487
26. Machado (2004), "The Status of Strategic Planning in Portuguese Higher Education Institutions", Education Institutions, Higher Education Policy, vol. 170
27. McDonald, M. (1996), "Strategic Marketing Planning: Theory Practice and Marketing Research Agendas", Journal Management, Vol. 12, No. 3, pp.5-22
28. McNamara, C. (2008), "Strategic Planning in Nonprofit or for-Profit Organizations", Adapted from the Field Guide to Nonprofit Strategic Planning and Facilitation.
29. Mintzberg, H. (1994), "The Fall and Rise of Strategic Planning", Harvard Business January-February, pp.107-114
30. Mintzberg, H.; Quinn, J.B. (1987), "Five PS for Strategic and Strategy Process/3rd (Eds)", Readings in Prentice Hall, Engel Wood Cliffs, pp.10-17
31. Moses, M. S. (2000), "The Human Resource Planning National and Regional Approach Benchmarking and Re-Engineering."
32. Miller, D. (2002), "Successful Change Leaders: What Makes Them? What Do They Do That Is Different?", Journal of Change Management, Vol. 2, No. 4, pp.359-368
33. Nutt, P. C.; Backoff, R. W. (1995), "Strategy for Public and Third-Sector Organizations", Journal of Public Administration Research and Theory, Vol. 3, No. 2, pp.209-231
34. Saunders, M.; Smith, R. (2008), "Implementing Strategic Initiatives: a Framework of Leading Practices", International Journal of Operation and Production Management, vol. 28, No. 11, pp.1095-1123
35. Slack, T. (1997), "Understanding Sport Organizations: The Application of Organization Theory", First Edition, Human Kinetics.
36. Thibault, L.; Slack, T. (1994), "Strategic Planning for Nonprofit Sport Organizations: Empirical Verification of a Framework", Journal of Sport Management, Vol.8
37. Wilson, I. (1994), "strategic planning isn't dead+ It Changed", Long Range Planning, Vol. 28, No. 4, pp.2-12.

Reproduced with permission of the copyright owner. Further reproduction prohibited without permission.