

T.R.N.C
NEAR EAST UNIVERSITY
INSTITUTE OF HEALTH SCIENCES

**EVALUATING THE ROLE OF SULAIMANIYAH CLUB MANAGERS
THROUGH THE OPINION OF CLUB ADMINISTRATION MEMBERS**

HANA MOHAMMED AHMED

PHYSICAL EDUCATION AND SPORTS

MASTER THESIS

NICOSIA

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ASSIST. PROF. DR. NAZIM BURGUL

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2017

This study has been accepted by the jury of Physical Education and Sports teaching program as Master Thesis.

Thesis committee:

(Signature)

Chair of committee:

Prof. Dr. CANER AÇIKADA
Near East University

(Signature)

Member:

Assoc. Prof. Dr. CEVDET TINAZCI
Near East University

(Signature)

Member:

Assist. Prof. Dr. NAZIM BURGUL
Near East University

Approval:

According to the relevant articles of the Near East University postgraduate study - education and Examinations Regulations, this thesis has been approved and accepted by the above-mentioned members of the jury and the decision of Institute Board of Directors.

(Signature)

PROF.DR.K.HÜSNÜ CAN BAŞER
Directorate of the institute of health science

ACKNOWLEDGEMENTS

Praise be to God, prayer and peace be upon the master of God's creation; Prophet Muhammad (peace be upon him and his family and companions best prayer) and after I extend my thanks and appreciation to the Assistant Prof. (CEVDET TINAZCI) Dean of the Faculty of Physical Education for his continued support for science and to all the members of the Faculty Council.

I also extend my sincere thanks and appreciation to Dr. (ARY KAMAL AJAAM) for helping me to complete the research and special thanks to Dr. (AIAD NURADIN) and Assistant Professor Dr. (NAZIM JABBAR) for their assistance in completing the statistical means.

I would also like to extend my sincere thanks and appreciation to my teacher and my supervisor in the Master Thesis Assistant Professor Dr. (NAZIM BURGUL), and special thanks to Prof. Dr. (CANER AÇIKADA) for helping me to complete the works, and i thank the work team, who helped me to complete the process, In conclusion, I thank and hopefully fulfill my gratitude to all the members of my family who have been credited with providing the appropriate atmosphere for the completion of this research.

Hana Mohammed Ahmed

DEDICATION

**DEDICATED TO MY PARENTS, MY BROTHERS AND SISTERS, MY WIFE AND
MY SON KOBANY**

ABSTRACT

HANA MOHAMMED AHMED. Evaluating the role of sulaimaniyah club managers through the opinion of club administration members, Near East University, Institute of Health Sciences, School of Physical Education and Sports, Master Thesis, Nicosia, 2017.

The purpose of the work presented here arose from the need that sport clubs worldwide have been exploring ways to improve the quality of gymnastic clubs to gain competitive edge. One of the most important tool to achieve this is have good planning and systematization.

The study evaluates the role of sport club managers in the Sulaimaniyah city from the standpoint of administrative members of the club. Thus, evaluating planning and systematizing basic elemental of sport management, qualitative research based that uses case study was adopted in eight different sport clubs in the city. The approach includes questionnaires as an instrument for the survey and the questionnaire composes of three sections that include demographic features of the respondents, the planning sections and the last section discusses on the systematizing. 109 subjects were administered the questionnaires and their response was used in generating the results of the study. SPSS statistical tool was used in generating the mean, standard deviation, Chronbach's Alpha reliability analysis and Anova. The reliability analysis shows a positive alpha value of 0.845 and the mean and standard deviation values show the difference of planning and systematization in among the clubs.

According to hypothesis H1 there is a difference in the value of planning between club managers is consistent with the statistical results, It is clear from the results obtained that Peshmerga club manager 36.00 ± 4.09 in terms of planning elements Slemania 27.00 ± 5.16 , Nawruz 33.20 ± 6.34 , New Sirvan 33.14 ± 5.09 , Ashty 35.16 ± 4.64 , Afroded 30.33 ± 4.33 , Sherwana 25.71 ± 3.49 and Chamchamal 34.30 ± 4.02 , there is significant differences between Peshmarga and Slemania, Afroded, Sherwana club managers in the planning elements ($9.00, p < 0.05$; $5.66, p < 0.05$; $10.28, p < 0.05$ respectively), there is a significant differences between Slemania and Nawruz, New Sirvan, Ashty, Chamchamal club managers in the planning elements ($6.20, p < 0.05$; $6.14, p < 0.05$; $8.16, p < 0.05$; $7.30, p <$

0.05 respectively), there is significant differences between Sherwana and Nawruz, New Sirwan, Ashty, Afroded, Chamchamal club managers in the planning elements (7.48, $p < 0.05$; 7.42, $p < 0.05$; 9.54, $p < 0.05$; 4.61, $p < 0.05$; 8.39, $p < 0.05$ respectively), there is significant differences between Chamchamal and Afroded club managers in the planning elements (3.97, $p < 0.05$ respectively).

According to hypothesis H2 there is a difference in systematizing between club managers. Peshmarga club manager 38.28 ± 4.39 , Slemania 30.40 ± 6.99 , Nawruz 36.73 ± 5.52 , New Sirwan 37.14 ± 3.46 , Ashty 37.58 ± 4.58 , Afroded 35.83 ± 2.79 , Sherwana 31.21 ± 4.07 and Chamchamal 38.61 ± 3.79 , there is significant differences between Peshmarga and Slemania, Sherwana club managers in the systematizing elements (7.88, $p < 0.05$; 7.07, $p < 0.05$ respectively), there is a significant differences between Slemania and Nawruz, New Sirwan, Ashty, Afroded, Chamchamal club managers in the systematizing elements (6.33-, $p < 0.05$; 6.74, $p < 0.05$; 7.18, $p < 0.05$; 5.43, $p < 0.05$; 8.21, $p < 0.05$ respectively), there is significant differences between Sherwana and Nawruz, New Sirwan, Ashty, Afroded, Chamchamal club managers in the systematizing elements (5.51, $p < 0.05$; 5.92, $p < 0.05$; 6.36, $p < 0.05$; 4.61, $p < 0.05$; 8.39, $p < 0.05$ respectively).

Key words: sport management, planning, systematizing, sport clubs, club manager, sport club members.

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CHAPTER 1

INTRODUCTION

1.1 Background to study

Sport has assumed a position of phenomenal importance in the lifestyle of Americans (Parkhouse, 1979). Participation in sports and physical activities is no longer restricted to schools and programs offered by the schools. Americans are turning to recreational centers, fitness centers, and athletic clubs for their physical and social needs. Americans are seeking a quality life, and they are willing to pay so that they can look and feel their best (Parkhouse, 1984).

Sport and sports related expenditures such as athletic shoes, equipment, and fitness centers surpassed the \$60 billion figure in 1984 and increased seven percent (7%) in 1985. Fitness and its related activities are not a fad; they are a trend (Naisbitt, 1986). The need for a specialist in the area of sport management has emerged from the growth of the sport industry. The need for a trained manager who can function in these complex sports-related areas has become increasingly important in today's society.

One of the problems of today's society is that multi-million dollar sports-related businesses are being managed by individuals with sports backgrounds who have little, if any, formal academic preparation for their job. The growing complexity of these jobs mandates skills in many areas such as management, marketing, financing and law (Lopiano, 1984).

The administration work is the most important element of any system or establishments and their guarantee to survive. It is one of the main branches among other establishments, and the relation in gaining aims exactly due to administration elements. Administration has several meanings such as a group of ideas dominant philosophical hypotheses in the community. Administration is a special activity that has guarantees to contain main components run by professional individuals who use available resources to direct the workers to gain limited aims (Hossa & Adel, 1997).

Management is a means for improving personal effectiveness and performance and for aligning and focusing all individual efforts throughout an organization. It provides a framework within which you may continuously improve everything you do and affect (Pal & Bansal, 1998). It is a way of leveraging your individual effort and extending its effect and its

importance throughout an organization and beyond. It is the process of organizing and directing the human and material resources to achieve the desired goals (Taylor 1991).

According to Administrative Management Theory is another well-known Classical Management Theory which was developed by Henry Fayol in 1916. It is also called Fayol Administrative Theory. Fayol was a famous manager. He tried to develop this theory on his personal experience. This theory is about business management as well as general management. Its main focus is management. He introduced six functions and fourteen principles of management in his theory (Shaik, 2008; Onkor, 2009). Primary six functions of management are as Forecasting, Planning, Organizing, Commanding, Coordinating and Monitoring. In our study we focus on two elements of planning and systematizing. Planning involves selecting missions and objectives and the actions to achieve them. It requires decision-making – i.e., choosing future courses of action from among alternatives. Plans range from overall purposes and objectives to the most detailed actions to be taken. No real plan exists until a decision – a commitment of human and material resources – has been made. In other words, before a decision is made, all that exists is planning study, analysis, or a proposal; there is no real plan. People working together in groups to achieve some goal must have roles to play. Generally, these roles have to be defined and structured by someone who wants to make sure that people contribute in a specific way to group effort. Systematizing, therefore, is that part of management that involves establishing an intentional structure of roles for people to fill in a systematizing. Intentional in that all tasks necessary to accomplish goals are assigned and assigned to people who can do those best. Indeed, the purpose of an organizational structure is to help in creating an environment for human performance. However, designing an organizational structure is not an easy managerial task because many problems are encountered in making structures fit situations, including both defining the kind of jobs that must be done and finding the people to do them (Baron and Cohen, 2009).

The club bosses or managers are administration persons, who have to earn high level of capacity in responsibilities organizing, planning and watch the works that in their charge, the successful administrator is someone who increase his capability in field working if he tries to develop his ideas, information by standing on knowing results, watching progressive ideas, observe the modern hypothesis in his working field, Moreover the administrator may be in continuous progress by doing evaluation and doings responsibilities on them, Evaluation show decision on persons, subjects and things (Allawi & Al- din, 1979). Also may have important information about their level of roles and discover their potential power that

will be an entrance to give responsibility and roles that support benefits in these powers and abilities. On the other hand discover the weakness aspects and work to develop and improve their roles according to limited administration elements. The sport clubs attempt to gain general and complete results to make a generation on a right sportive base, the managers who work in this aspect must ensure the important beliefs of administration elements. The progressing of sport working in establishments and centers connect to a sort of administration process in different aspects planning, systematizing or leading for the purpose of gaining aims according to community needs, extending the philosophy of the country in construction and make wanted concern to the educational sport establishments (Hossa & Adel, 1997).

According to previous researches and studies has been done before by researchers (Ajam, 2009) in his study founded the Sport activity managers do not have a good experience in Systematizing element, their own weaknesses point, and there are a deference in the performance of sport management elements of sport activity managers, (Adulla, 1999) he found the club managers they have a bad ability in Censorship and there is a difference in the value of management elements between sport activity managers, and (Thanoon, 2001) he found that the ability of the clubs' manager is in the point of the medium regarding the opinion of the clubs' members, And the findings of administration dimensions are the following: 1-Aims capacity ,2- Work managing capacity and 3- Planning capacity, there is a difference in the value of management elements between sport club managers. According to my study show that there are differences in the performance of planning and systematizing elements between sport club managers, The importance of the research occur in evaluating administration work that is a necessary order to know the progress conditions success and failure by evaluating bosses' roles in some elements that is planning, it is a thinking stage precedes work performance and know the wanted aims to do special steps to perform. According to (Koontz, 1980) Systematizing interests in distributing administration works among the members of the group in a vital sport system establishment which are sport clubs in Sulaymaniyah city try to identify strong and weak point, put solutions for the problems and obstruction that disable the gaining aims.

1.2. Statement of Research problem

Sport establishments involve the system of group of clubs to have an administration that works aimed at the growth and enforcement of sport bases, planning and organizing sport competitions through field visitations to the sport clubs in Sulaymaniyah Governorate and doing many meetings with administrative members and team supervisors in those clubs.

The research noticed through researcher's observations that were done before there is a kind of unclear interpretation and unknown administrative works in those clubs that show evaluation of administration in clubs, youth centers and reality administration works in Olympics.

1.3. Questions about the study

The research considers studying the problems according to some elements and possibly reaching the answers to these questions:

- What is the ability of planning element of club managers?
- What is the ability of the systematizing element of club managers?

1.4. Significance of the Study

- 1- The study will provide information about the role of Sulaymaniyah governorate club managers.
2. The result of this study will help to show ability of Sulaymaniyah club managers
- 3- This study will help to increase the information about sport management, sport clubs, planning, systematizing and club managers and management.
- 4- This research will help Iraqi sports federations in the areas of administration especially in choosing its club managers.

1.5. Objective of the study

1.5.1 Hypotheses

The research supposes that:

1. H1: There is a difference in the value of planning between club managers.
2. H2: There is a difference in the value of systematizing between club managers

1.5.2 The aim

The aim of this study is to identify:

- 1- Evaluation of (planning and systemizing) elements of sport club managers from the view point of administrating club members of Sulaymaniyah Governorate.
- 2- Differences in planning and systemizing elements of sport club managers from the viewpoint of administrators club members in the sports clubs of Sulaymaniyah governorate.

1.6. Study Limitations

Identified study limitations of this research are as follows:

1. Humanity: The study was limited to club managers, Administrators of clubs in Sulaymaniyah.
2. Spatial: The study on the sport club centers in Sulaymaniyah.
3. Temporal: this study is applied in August 2016 to February 2017.
4. Conceptual: limited to concepts and terminology in the study
5. Procedure: only study tool and the degree of sincerity and persistence and a sample survey and Statistical treatments used.

1.7. Study terms

Management: Management is an organized group activity, which is the integrating force in all organized activity. It is the specific organ of all kinds of organizations since they all need to utilize their limited resources most efficiently and effectively for the achievement of their goals (Pal & Bansal, 1998).

Planning: In its simplest form, the planning process consists of establishing where an organization is at present, where it is best advised to go in the future, and the strategies or tactics needed to achieve that position. In other words, the planning process is concerned with end results and the means to achieve those results (Cabrera, 2003).

Systematizing: Systemizing is the drive to analyze or construct systems. These might be any kind of system. What defines a system is that it follows rules, and when we systemize we are trying to identify the rules of the system, in order to predict how that system will behave (Choen, 2009).

Sport clubs: A Sport Club is comprised of a group of persons who voluntarily organize in order to further their common interests in a specified physical activity or sport. These physical activities may be recreational or competitive in nature. Sport Clubs are organized and managed by club manager and club members (Grey, 2005).

Club managers: means person who have the authority and the right to give orders and the power to exact obedience to developing club, there should be unity of command in organization so that workers should receive orders from only one person managers (Taylor & Doherty, 1988).

CHAPTER 2

REVIEW OF LITERATURE

2.1 The concept of planning

Planning is the basic element of administration elements and it has priority upon all the other administration elements. It means work cannot be performed correctly without planning. Planning is the thinking stage that precedes performing any task that ends with taking decisions related to the tasks to be done, how and when it is done, planning is a series of decisions related to the future. Fayol says “in fact planning involves prediction to what the future will be on and be ready with this future” (Taylor & Doherty, 1988).

Planning is the work of assuming what the conditions will be in the future, then put a plan that shows how the wanted aims are to be reached and the necessary elements to be used to achieve the aims and how these elements are used and walk on line with different stages required to be going on to, and the necessary time to perform the work, thereby making planning to be divided into five elements. Determine the aims that you want to reach with collective efforts, draw the rules that control subordinator’s behavior in them using the outlined elements, and declare the detailed procedures that follow the performing different operations, determine elements quality and quantity that are necessary to be used to achieve aims whether these elements are material (matters , machines , devices , currency) or human (officials , workers , artistic , technicians or not) and arrange time program i.e. arrange the work that is necessary to be done in a duration arrangement and connecting to each other (Kane, 1997).

The attempt to achieve growing aims will be vast in varieties so it should be planned with back up the plans to amend what suits alternating conditions and new variations, by this way many backings will be gotten of what is to be done. Administration planning is the operation of making decision of what we do achieve in the future and how to reach it spirited with the present condition. These decisions should take into consideration the provided resources in order to reach to the wanted condition in the future we should understand well our situation (where are we now), decide where we want to reach what are the aims we want to achieve more than others according to priorities and

decide what are the performing steps that are necessary to be taken to achieve the agreed aim.

The manager himself leads planning order in the light of general aims. The planning involves dealing with all possibilities that lead the project to reach its aims and study all these possibilities seamlessly and while comparing them with each other then choose the best possibility.

The manager first should decide what he wants to perform on, then after that he will set short term goals and long term goals, by doing so he is predicting the future – economic, social and political factors that the project works on in the light of provided necessary resources to achieve these plans. Planning can be defined as “the path that is drawn in advance so that the responsible person follows it during taking decisions and performing works” (Moroccan et.al. 1995). The well qualified manager does not wait till the problems appear but he tries to evaluate the works in the present time according to the circumstances that were in the past and those predicted to be availed in the future, and decides what he wants to happen, how it will happen and to connect the past with the present to measure the possibility of the aims in the future, this show the general shape of the term planning (Hassan et.al. 1988). It is wrong for an individual to think that administration functions can be separated from each other, these functions are always interacting with each other in a way that is impossible to separate one from the others or doing each other separately, they should be done in the same time instead of doing them in sequence, so the manager cannot do the tasks and performing them perfectly unless he practices all the administration elements in the same time (Moroccan et.al. 1995).

The purpose of planning to guarantee a work walking on the same line of the general aim and expands the politics of the project. It is the thinking in the future an attempt to give a shape that agreed with nations ‘prospective. Ahmed Rasheed sees that the administration activity is a planned activity in a maximum point and all administrative activity is a straight result of planning (Rashid, 1976).

Hassan Tofeeq defines planning as: The determination of the aims that the project attempts to achieve and draw plans to guarantee the program in achieves these aims and take in mind possibilities of obstructions that are surrounding it. Fayol says: planning in fact involves prediction to what the future will be and to be ready to this future (Darwish et.al. 1993).

Goerge Terry defines it in writing by Moroccan and others as: a set of connected choices with facts putting and using assignments related to the future during consideration and making proposals of activities that are believed to be necessary for achieving the aims (Moroccan et.al. 1995). Most administration scientists agreed that planning is an operation related to future, we predict it and expect it, compact and accuracy are the most important features of planning. Compactness is trying to know what unexpected changes might happen in the future, compactness is the guaranteed to achieve aims that planning tries to achieve (Sharaf, 1990).

The purpose of planning is characterized by getting each individual in the community a suitable physique of movement, social and mental growth in the light of future necessities and present capabilities that make him able to contribute in an active way to bring progress to the community. On the bases that community is of three different types the two gender share in it:

The normal people: who are the most officials, the professional: have distinct natural readiness in a type of work, and the disable: who the nature proscribed them any provided feature as in the normal ones (Sharaf, 1990).

2.1.1 Planning in sport education

The fast scientific and technical progress in different fields caused makes it easier to show the importance of planning as an element of administration elements. Planning has an important and vital role to aid the administration to achieve its aims in sport education fields, so it represents thoughts stage which precedes performing any work or project. Planning is related to determining aims that are necessary to achieve the goals and also determine politics and administration procedures that explain ways of using inputs according to a limited time and resources to be able to achieve aims through output (Badawi, 1985).

One of the most important leading functions is planning and early administration stages on its direction and according to its attachments to the performance of all (Badawi, 1985). Planning concerns the collection of facts and information and analyzes them then arranging work steps. Planning is connected to philosophy that the community believes in, social philosophy of the country, determine governmental administration zone. Also determines agendas and aims that the governmental administration is rooted in, and making sure the bases of this planning works in the same line not going out and does not

deviate. Working to achieve aims and sportive planning is a part of general nation planning and work to achieve parts of the goals that the general plan of the country attempts to achieve.

Sportive planning is a built operation on the basis of scientific studies to different predictions and considerations to the present and future and benefits from the past then putting a plan to achieve further (Badawi, 1985). Planning does not stop at the thinking level of the previous researches to take decisions but it expand to the procedures steps and arrangements that are used in performing every task, so we find out that planning in sport field especially in high administrative levels should be a strategic planning with great depth, putting plans and determining performing procedures details that enables to make progress that involves sportive organization components according to aims and dashing from direction and philosophy of the country through coordinating between organization's job and others as whole whether assistant or beneficiary and to watch present conditions and future prospective.

As the strategic planning in the end is making a decision that causes active role in prediction, means these types of decisions are done under conditions of uncertainty and the difficulty of prediction increases the duration of planning. So the operation of adding supervisions and observation along the planning stages is of utmost importance.

Planning is an entrance for solving economic and social problems so it means: Planning teaching system in the light of legal learned goals.

2.1.2 Planning features

The planning of any sports organization can achieve many advantages, including:

- To lead to a clear goal.
- To be based on sound performance rates.
- To be simple so that it is easy to understand and walk in its implementation.
- Be flexible until you maintain the necessary balance between the results of the work in the specified periodic periods and achieve the goal.
- To be inclusive of all possible natural, physical and human resources and resources that can be utilized, taking into account what is expected of the new resources.
- Be capable of follow-up and development at the implementation of the necessary flexibility and flexibility to meet the requirements of circumstances so as to facilitate the evaluation of work in terms of duration and quality (Al-Muniri, 1991).

2.2 The concept of Systematizing

There are numerous definitions and opinions about it, it is considered one of the management functions that represent a management activity, and on the other hand it is considered as the building block where the management works through.

Ralph Daus defines in writing that good systematizing is a cooperation of a group of persons whether small or large under strict leadership which have certain demands in achieving common economic goals and with enough care to human works (Darwish 1998). Joseph I. Massie as written by Ameen saati; organization is the skeleton and operation that lead to divide authority and coordination of relations among cooperative group of individuals attempting to achieve a common aim (Saati, 1997).

2.2.1 Features of good Systematizing

Achieving the basic aims of a project by organizing activities and internal components in a form that helps to optimize benefits from all productive human and non-human elements that work together,. The systematizing will be optimal if it has high rate of features that help to achieve those goals (Darwish et.al.1998). Responsibility is the author of ethic meanings that controls individual's behavior in the state of demands and challenges (Moroccan et.al. 1995).

Division of tasks means depending on specific tasks that everyone does and that agrees with the task handler's capacities. Selecting trainees: is what a well-qualified manager depends on besides himself and his own opinion, he decides as a result of his personal thinking after he takes into consideration social conditions and systematizing demands inside the establishment (Hawari, 2000).

2.2.2 The importance of Systematizing

According to (Qutb, 1984)

- Systematization is interested in the division of labor among its members, following the process of doing various tasks but employees are exempted from the burden of determining these procedures every time they are engaged a process.
- Laying out the decisions of the various administrative levels both lower and upper but provide the workers with the necessary information in the performance of their business.

- Creating formal and informal contacts between the various parts of the administrative unit, which facilitates the task of the exchange of information between the various levels in the administrative structure.
- Provides the appropriate atmosphere for the training of its members and the development of their talents.

The systematizing plan composed of many elements the important ones are:

Declaring the intention that the organization tends to achieve clearly and also declaring the services that they presently carry out, determine primary tasks that the systematizing does and secondary tasks, classifying the tasks that the systematizing will do in coordinated groups and putting tasks in order and procedures for every department of the organization, determine features and numbers of required individuals to supervise the tasks, determine authority and responsibility of those individuals then determine the exchanged relations among them, outline detailed plans on the systematizing map and prove the previous in books and organizing guidance and carrying out the plan i.e. continuous studying of the systematizing and adapting it according to changing circumstances and amend to guarantee continuous progress (Qutb, 1984).

2.2.3 Steps of systematizing

There are some steps that should be taken during putting organizational plans for an establishment or a body which are: Declare establishment's aim and belonging to (governmental or civil) and type of the workers that serve them, and the sectors that they serve, determine works and duties of the establishment and classify the works that coordinative groups do, determine departments and management that make up the organization's skeleton and necessary factors the establishment needs to achieve the goals and make it clear on an organized map, determine specification of these managements and departments and determine authority and responsibilities and relations among them, determine number of jobs and necessary workers needed for the work, and the preparation for the needed conditions, determine specific authority and responsibility of the officials and explain relationships among them, Put tables of the organized work like lists of the officials, finance lists, store lists and purchases lists, Put the system that determine ways and procedures of work in management and different departments of the establishment, Put internal supervising system and determine the sorts and components of periodical reports

that should be presented for the different management levels and continuous studying and observation of the systematizing of the establishment and amends of this organization that guarantee continuous progress (Qutb, 1984).

2.2.4 Principles of systematizing

There are some principles that should be taken into consideration in organizing any establishment or a body which are: Management arrangement: this is done on principles of dividing authority on different levels for the management pyramid with care in dividing the levels from bottom to top till the central point of management emerges at the top of the pyramid.

Unity in leading: means the subordinator should answer to only one boss that has the management responsibility and determining leading arrangements from top to bottom and increase activity of the person in the work place.

Zone of suitable capacity: means the range that enables the boss to coordinate between efforts of number of subordinators about their responsibility directly before them and connect to him continuously during work, the result of this coordination between efforts of these subordinators is taking suitable and appropriate decisions.

Non centric: it has two meanings in management, it may mean lack of authority concentration and negotiation and determining responsibility in a way that gives the subordinators freedom, by this it prevents gathering the work in a special point and it helps the high boss of the systematizing not to be over worked, or it means field organization.

Completion: means collecting works and of same functions in one unit, here should avoid dual performance making sure that different units perform the same task.

Balance of responsibility and authority: responsibility of special tasks need sufficient authority to perform them, there is no responsibility without authority, here negotiating specifications should be coupled with negotiating suitable authority to practice what is negotiated and the person in charge on a special program should have enough authority to carry out his duty.

Coordination is the organized arrangement for collective efforts to reach a desired goal. Coordination is done when agreement and coordination is found among working units of a body. Simplicity and compactness of the systematizing: the organization should be simple and compact without exaggeration in degrees which make them complex, the

organization should be dynamic in order to allow facing changes that may happen suddenly (Qutb, 1984).

Define responsibilities clearly it should be done by writing instructions and orders simply, easily and clearly without being cryptic, this helps to achieve two goals. First: avoid disorders during pointing out responsibilities. Second: understanding the nature of the functions and where they lead to. Zone of supervision: in all central management there are limited individuals who the manager could supervise and direct them passively (Qutb, 1984).

Governmental or domestic clubs are built by groups who have social and sportive connection that are intended to spread educational, social and youth sport. These type of clubs have a morale personality and independent finance and administration and practice legal rights to dispose moveable and immoveable property to gain its purposes which are detailed in laws stated in Facts of Iraq 1986. The club is a body or an organization which is built by a group individuals to make the youth personality a completed figure in spirit, psychology, health and social sides through spreading social and sport education and dissemination national spirit among members and give a suitable opportunity to development and possession of sporting capabilities, also preparing instruments, facilitating ways to fill free times of the members, all this according to plans that the central administration decide on (Robinson, 2010). Sport club is a revival sport establishment which aims to contribute in a positive role developing sport and social capabilities for individuals inside the framework of needs and demands that lead to gain country philosophy (Thanon, 2001).

2.3 Types of clubs

Pure sport clubs: limited and special type of games and competitions are practiced in.

Social sport club: involves sport activities and social fields.

Special clubs: belongs to specific establishment like horsemanship club and chess club (Hamadoun, 1999).

2.3.1 The component of sport club administration

The sport club should have work mechanics that enables it to do the mission in administrating the club through gaining aims which are:

General body: every club has a general body which is higher body composed of worker members that are paid subscription rate and are obedient according to rules.

Administrative body : represents performing body of the club and it is elected by the general body every four years , the number of members not less than five members and not more than ten members and three reserve members who are responsible for finance , administration , regulations and art affairs. A member should be educated with at least high school certification. The duration of membership in administration body lasts four years and a member is allowed to be reelected when the duration has ended, the membership will be erased or ended in the case of resignation, a crime or in violation of morality that is detailed in Iraqi club rules (Ahmed, 1986).

2.3.2 The features of sport club manager

The boss is the administration manager who takes rudder of riding a club through gaining aims that are intended and set out, should have features and specifications that enable him for a perfect treatment with human and finance resources and stimulates through more innovation to gaining and delivering club mission.

Respecting people, Understanding individual needs and differences with regarding to individual differences, loving to serve people and believe in life evaluations, Knowing growth and advances features and developing during aging stages, Aware and opened mind with set thinking and social drive, Democratic spirit in treating self and others, Loyalty and devotion to work, Ability and perseverance in persuading others, appropriate physique and mental health and observing internal and external development in different general fields, and especially in revival and sport education (Molokhia, 1981).

2.3.3 The duties of sport club administration body

Calling the administration body for meetings, leading general and administrative body sittings, representing the club before judges and other sides or assigning others in writing, Observing performance of administration body decisions and signing the sent messages or assigning others to do so in writing (Ahmed, 1986).

2.3.4 Administration duties of the sport club manager

The research mentioned there are duties for the club boss; they could be listed in intention to explain the size of administration charged on him as the leading the club:

- Determining club aims: Administration operation stands basically to achieve the aims, if these aims do not exist it disperse administration operation, and which means there won't be administration, if they are existent but imprecise, the administration will be humble, weak, aimless and eventually faces failure (Taylor et.al, 1988). The research sees that the club boss should do his best to work these aims and fulfill the needs of local environment of the club and the entire community, as he draws up these aims and makes them new and agreeable for the community, individuals generally and especially the club individuals. He should also put in his account all works he does and match them with club aims far and near trying to be close to his thoughts and continuously explain them to the members.
- Managing athlete affairs: concerning to athlete affairs one of the basic duties of the boss that play an active role to pave the suitable ground for gaining aims of the club, means the training method is not enough only to build athlete's personality and development because providing necessary conditions for the athlete is a helping factor that contribute development and innovation as it is needed to challenge sport gaining time (Bridges& Roquemore, 1996).
- Planning for the club activities and doings: The boss should put general plans for the sportive seasons by cooperating with the rest of the administration and organization members depending on old season results and compare it with the results of what has been done presently, and does his best to achieve the aims, it is preferable to be concerned with planning, revival of social and educational activities after watching the humanity side and concentrating on the player which comes first in life. Planning is the first step to success, and it is a feature of progressing, and a style for a stable life far from surprises (Beeson, 2000).
- Managing club administration: one of the duties of the club boss is managing finance of the club, instruments, sport equipment, and instruct their proper use with maintenance. From this, the manager should be a form of or an example that should be imitated, because an active administration boss in regulation means that the members of the group participate in different leading responsibility, a successful administration boss discovers special degrees of feelings , awareness, group needs, and ensures they are satisfied (Nouri, 1999).

- Concerning to social and human relations: The boss should observe enforcing bonds of relationships as a practice and as a style in daily work, and make efforts trying to understand players and coaches social problems, their causes and work out how to solve them, also solving what causes or affects their performance in gaining desired results , because moral spirit is the basic conscious that helps increase production and its quality without facing overstrain and tiredness, and prepare the individuals to participate with balanced and positive emotions (Gerrard, 2005).
- Evaluating individuals and their roles: The boss should have the ability to evaluate and the capacity on weighing evaluation and make decisions on administration of members, coaches the rest of the club with respect to the type of their role at work with the intention of improving the programs periodically and continuously using evaluation recordings that describe the rate of progress in activities fields in the club. Evaluation in the club determines negatives and deviation in practice and works out a means to treat the negatives and avoid losses which are faced. Most professionals in administrations and social fields see that the relationship between functioning and social trust is at its strongest possible to achieve common operative aims of the regulated sport (Nouri, 1999).
- Concerning functional growth: Sport establishments try hard to develop functional growth of its members by preparing them through training and informing them about what is renewed in their specialization and functions.

The research sees the concern to prepare coaches and administrators in the club as something which has importance in developing sport movement and education.

Concerning to functional aspect in preparing programs especially in approaching functional, training, refereeing and leading matches. The real resources of the nation is its human resources, who if it trained are preferred to finance resources because without human resources it is impossible to discover finance resources and benefit from it (Abdelhamid, 1999).

2.4 Earlier researches

According to the research information and after looking to the scientific resources in libraries it showed that management and scientific aspects, the research did not find similar one in sport field in Iraq, as well as Arabic foreign countries that relate to the

subject about evaluation of sport club managers, only two researches in education field, and two researches in sport field related to management capacity were found (Daud, 1995). Capacity of education supervisor in the assessment of managers, teachers and other supervisors: The study aimed to know the education of supervisors in ministry of education in Jordan through determining a list of important supervision capacity and importance of each field: Concerning the nature of the work, personal feature, supervision styles, leadership, human relation and evaluation in carrying out the tasks.

The study has been done on 552 teachers and managers, education supervisors represented five percent (5%) of the research community. The research used means of collecting data involving 50 sections divided on the mentioned areas.

The data have been treated statically by using average, standard deviation, percentage and analyzing variance of single and double. The result of the study showed that concerning the nature of the tasks got the first position, human relation the second was placed at second position. The research instructed to depend on supervision capacity list during evaluating education supervisors according to significance and requirement enforcing human relations in all figures and requisite to concern supervision of education on scientific and subjective bases to enable the education supervisor to carry out his tasks successfully and do many researches about supervisor's evaluation and follow new methodology. Fairness and subjective in evaluation of education supervision and avoid personal difference (Daud, 1995). (Meas, 1996) Leading capacity of secondary school managers in the view of the education superiors and other secondary school managers in Marfaq governorate (Jordan), The research aimed to study and discover important factors leading the capacity that a manager possess according to consideration of three factors outlined below:

- Education bureau organization.
- Education leaders in educational doctorate.
- Managers of secondary school themselves.

The study has been done on all secondary schools referring to the education bureau in Marfaq governorate studying the range of 1995 – 1996 they reached 240 education front-runners.

The approach of questionnaire is used to collect data of 80 sections divided into eight sections:

- Planning.

- Management of teachers' affairs
- Management of student affairs
- Relation with parents and local community
- Capacity managing finance resources
- Finance resource
- Managing time
- Make decisions

Treating the data statistically with average, standard deviation, analyzing single difference and T experiment, the results discovered that the managers of schools have managing control capacity carrying out tasks more than their concentration on art and social capacity. Also it appeared that the capacity that connects to parents and local community was the least of the capacities of the managers compared to the other capacities.

Managing student affairs and planning capacity in a medium position, also the result showed the lack of abstract differences to the factor of leading position. The research instructed the increase concerning art capacity with the concern of social and management capacity and train on it, as it enables communication capacity with local community (Meas 1996). Evaluation management of the capacity of the sport club managers who participated in first degree championship and Iraqi football team in 2000 – 2001, the research aimed to study the evaluation of managing capacity of sport club managers in first degree and participated the Iraqi team in the view of members of the managing organization and coaches to know the following: Ratio arrangement of the managing capacity of participating sport club managers in first degree and football team between trainees and members of managing body in evaluating their club managers (Thanoon, 2001).

The study has been done on 126 individuals whom are all members of the managing organization or sport club members. The questionnaire used was composed of 45 questions divided to 6 sections: Aims capacities, planning capacity, club managing capacity, social relation capacity, evaluation capacity and functional growth capacity, statistical means were used to analyze the data average, standard deviation, percentage, T experiment and correlation factor. The research pointed out that management capacity of sport club managers raised to the abstract sign level in all managing capacities in the view of managers and coaches with the exception of functional growth capacity in the view of

trainees and there is a difference in the value of management elements between sport club managers.

The arrangements of capacities of sport club managers in the view of manager's organization are as follows:

- Aims capacity
- Work managing capacity
- Planning capacity

The research instructed to find a balance in managing capacity especially the ones that got low ratio and do periodical evaluation for the capacities of managing sport club managers and open burnishing courses for the sport club managers to increase capacity (Thanon, 2001). Evaluation of management capacity of sport club bosses in Bahrein in the view of management organization members. The study aimed to evaluate management capacity of sport club managers in Bahrain in the view of members of managing organization and to know ratio of arrangement axis management capacity of sport club managers in Bahrain in the view of members of the management organization (Abdulla, 1999).

The study has been done on 130 club members of management organization individuals, used questionnaire were in the form that reached 59 questions divided into 3 sections: Planning capacity, systematizing capacity and censorship. To treat the data the research used statistical means correlation factor, average, standard deviation, percentage, and T experiment.

The research concluded scaling management capacity levels of sport club managers in Bahrain to the abstract sign level in all management capacities in the view of club members.

But the arrangement of management capacity of sport club managers in Bahrain in the view of club members:

- Planning capacity
- Systematizing capacity
- Censorship

It has been clear to the research there is no abstract differences in managing capacities of sport club managers in the view of members of organizations, there is a

difference in the value of management elements between sport club managers. The research instructions that are concerning the managing capacity of club managers and work to find balance in managing capacities especially those which got low ratios, and the research suggested to do same study involve Bahrain generally (Abdulla, 1999).

Evaluating the efficiency of sporting activity managers in the Kurdistan region, The study aimed to evaluate sport management capacity of sporting activity managers in the Kurdistan region in the view of Heads of the committees of sports activity and to know ratio arrangement axis management capacity of sporting activity managers in the Kurdistan region in the view of Heads of the committees of sports activity (Ajaam, 2009).

The study has been done on 100 heads of the committees of sports activity, used questionnaire in a form that reached 58 questions divided into four sections:

- Planning
- Organization
- Censorship
- Guidance

To treat the data the researcher used statistical means (correlation factor, average, standard deviation, percentage, and T experiment). The researcher concluded scaling management capacity levels of sporting activity managers in the Kurdistan region to the abstract sign level in all management capacities in the view of heads of the committees of sports activity. But the arrangement of management capacity of sporting activity managers in the Kurdistan region in the view of the heads of the committees of sports activity (Ajaam, 2009).

2.5 Discussion of the previous researches and studies

As the researches have been shown above:

Aims: some researches concerned the study of managing capacity according to the following fields:

- 1 - Managing work affairs
- 2 - Human relation
- 3 - Planning
- 4 - Evaluation

In a common shape, the items of the present research built to evaluate role and prepare measurements to evaluate management capacities according to purpose and planning in work field and work management capacities as social relation capacity and observing and evaluating work capacity and functional growth capacity (Daud, 1995; Myas, 1996; Thanoon, 2001; Abdulla, 1999).

2.6 Research instrument:

The research used special questionnaire about the subject, each research prepared according to nature of the study and questionnaire management capacity and different from number of sections: Dud study (1995) the questionnaire involved 50 questions in six sections:

- Cognizance to nature of the work.
- Supervision styles
- Human relations
- Personal features
- Leadership
- Evaluation in doing works

Myas study (1996): the questionnaire involved 80 questions in eight sections which are:

- Planning
- Teachers' affair management
- Student affair management
- Relation parents and local community
- Finance resource capacity
- Finance resource
- Managing time
- Decision make

Thanoon study (2001) involved 45 questions in 6 sections in management capacity, measuring:

- Aims capacity
- Work planning capacity
- 3-Club managing planning capacity

- Social relation capacity
- Evaluation capacity
- Functional growth capacity

While the present study the research built a measurement to evaluate the role involving five sections in preference to use managing capacity measurements that are amended containing six sections (Thanoon, 2001) to the nature of study of community. Abdulla study involved 59 questions in 3 sections in management capacity, measuring:

- Planning capacity
- Systematizing capacity
- Censorship

CHAPTER 3

STUDY METHODOLOGY AND PROCEDURES

3.1 Research design

The study is based on descriptive statistics such as mean to evaluate the role of Sulaimaniyah club managers through the opinion of club administration members. Standard deviations were computed so as to determine the response of the variables to a change in either a situation or strategy. This was coupled by the use of Cronbach's alpha which is a reliable measure. These methods are very significant in identifying patterns of association in data and SPSS will be used for this. In order to determine the views of each individual group of respondents, overall average values for each group of respondents were computed. This is to determine how each group ranks or expresses its sentiments towards the topic. Overall average values for each group of respondents were computed using excels.

3.2 Study Population

A population is described as a whole section or pool from which a study is constructed and a sample size is drawn. This study will focus on evaluating the role of Sulaimaniyah club managers through the opinion of club administration members. The research will administer questionnaires to Club Management in Sulaimaniyah. A total of 109 participants which comprise of 14 members from Peshmerga Clubs, Sleimania Clubs 15 members, 15 members of the Nowroz clubs, 14 members of new Sirvan clubs, 12 members of Ashty clubs, 12 members of Afforded clubs, 14 members of Sherwana clubs and 13 members of Chamchamal club. Thus the study population is a total of 109 respondents and sampling technique by Sachs (2012) recommends that 54 questionnaires be distributed to respondents which are a tenth of the total population for smaller populations. The questionnaires were retrieved after 5 workings days so as to allow convenience of the respondents in completing the questionnaires.

3.3 Data Collection method

The researcher used primary data to analyze the evaluation the role of Sulaimaniyah club managers through the opinion of club administration members. The

data collected by the researcher is referred to as the primary data. In addition, face to face interviews were used to collect the data. The researcher went further to use secondary data in order to gather the necessary information. Charts, tables and figures were obtained.

The research developed a questionnaire that would match the study objectives and questions for data collection purposes. The questionnaire incorporated closed and open questions. Closed questions denote to those that need a 'yes' or 'no' answer. On the other hand, open questions allow the respondent to express themselves fully. In this study the research will use both the open and closed questions. The questionnaire which was designed has 31 questions in total which are subdivided into two elements which are planning and systematizing, with 15 questions in planning and 16 in systematizing, using three scales for evaluation which were, agree 3, somehow 2, and disagree 1 show it in (Appendix 1).

3.4 Designing questionnaire

The main drive behind the questionnaire is to retrieve information pertaining evaluating the role of Sulaimaniyah club managers through the opinion of club administration members in sports with regards to Sulaimaniyah. The questionnaire format was adopted from a study conducted by (Abdulla, 1999), the study focuses on evaluating planning and systematizing elements of sport management. The research instrument will be composed of several questions, the first sections deals with the demographic features of the respondents and other questions that aim at providing information on the topic. Refinements to the questionnaire were however made so that the instrument can match the intended purpose. Likert scales where used for the purpose of this study these include, Disagree, Somehow, Agree were used.

3.4.1 Determine the Most Important Elements of Management:

To find the basic consistent administrative functions of this research, questionnaires distributed show the administrative functions which was a key function of the questionnaire that will be further studied in the course of the research which were given to experts in the field of research for vetting, in relation to management there were seven experts, as the chosen administrative functions achieved 75% and more, this percentage score was mentioned in (Bloom et al. 1983)

Table 1: The most important elements of the administration, which can be handled by heads of sports clubs

Elements management	Number of experts agreed	disagree	percentage
Planning	6	1	%85.71
Systematizing	7	0	%100
Censorship	2	5	%28.57
Connection	3	4	%42.85
Directing	1	6	%14.28
Coordinating	3	4	%42.85
Follow-up	2	5	%28.57
writing reports	1	6	%14.28

3.4.2 Determining a statement of the functions of selected

In order to evaluate the possibility of the work of the heads of sports clubs for some elements of the administration which are planning and systematizing, the researcher has comprehensive inventory of compiled sources of references and previous studies similar to this topic, The researcher was able to get close to the subject of his research form a tool used (Abdullah, 1999), And used (Ajam, 2009). Appendix 2. After that, the researcher got to amend this tool, According to the following steps: (Abdullah, 1999)

- 1- Add, delete and modify the questions of the questionnaire according to the elements in question which are planning and systematizing.
- 2- The Distribution of the questionnaire form to the experts and specialists in the field of administration and management and sports management, public administration, and a number of teachers from the faculties of physical education who have more than 15 years of service, For the purpose of having their opinions about the Statements in terms of clarity and appropriateness and validity as seen in Appendix
- 3- After collecting form has been taking for the researcher and the opinions of experts and specialists remarks in terms of deleting duplicate paragraphs linguistic correction and cancellation of paragraphs non appropriate.

- 4- Submit the form to the linguistic translator to make sure the validity of questionnaire in terms of Linguistic done by (Jebari, 2016).
- 5- Implementation of the preliminary test on the 16 person of the respondents who have been excluded from the original sample.
- 6- Find scientific basis of the questionnaire.

3.4.3 Scientific basis of the questionnaire

3.4.3.1 Validity

The notion of validity test is to determine if the respondents will be able to easily understand the purpose and requirements of the research instrument. Construct validity (translation validity) was used since the questions was translated to Kurdish language. Thus, validity tests were conducted with the main purpose of ensuring a high response rate with little or no errors prevailing. This was accomplished by the use of 16 questionnaires which were distributed for pretesting and the respondents were pleased with the questionnaire. The researcher went on to distribute the questionnaire to sport clubs in KRG\ Sulimanyah city.

3.4.3.2 Reliability

Cronbach's Alpha was employed so as to determine the internal consistencies of the research variables. Cronbach's Alpha estimations are centered on the idea that the variables must possess a high alpha value if they are to yield reliable estimates. Cronbach's Alpha values have values which range from 0-1 in which values below 0.60 are considered to be poor, above 0.70 are deemed to be good while those above 0.80 are considered to be excellent.

The use of Cronbach however attracts some negative sentiments. For instance, the alpha value is determined by the number of variables used, it can be conflicting when different scales are used and that a high alpha value sometimes implies that there is a problem of redundancy. Despite such criticism, most researchers still advocate the role and importance surrounding the use of Cronbach's Alpha estimates. For this reason, Cronbach's Alpha estimations were conducted and the results can be found in chapter four.

3.5 Problems encountered in gathering the data.

A lot of time was taken in answering the questions. Some of the respondents did not fill in the questionnaires. This resulted in a low level of response rate. This had a negative effect on the results and recommendations of the study.

3.6 Research findings

The data gathered from the designed questionnaire will be used for analysis purpose. The use of tables, charts and diagrams will be incorporated in order to present the data in an understandable way. These representations are useful tools in data analysis and presentation. The responses gathered are sufficient to make study recommendations and conclusions.

3.7 Statistical treatment

For statistical analysis of the gathered data the program Statistical packages for social science (SPSS) version 19.0 was used to find the following statistical parameters:

- Mean and standard deviation
- Alpha Cronbach for testing the validity and reliability of the questionnaire.
- Variance analysis ANOVA to know the differences between planning and systematizing elements for several sport club managers.
- Value of P to know less significant difference (LSD) between sport club managers in the planning and systematizing elements.

CHAPTER 4

RESULTS

A total of 109 subjects were administered questionnaires in the province of Sulaimaniyah and the respondents comprised of administration club members. All of the questionnaires were successfully retrieved and this translated to a response rate of 100%. A high response rate is essential as it aids in giving out a close resemblance of the population under study. This chapter therefore presents an analysis of the obtained results.

4.1 Respondents analysis

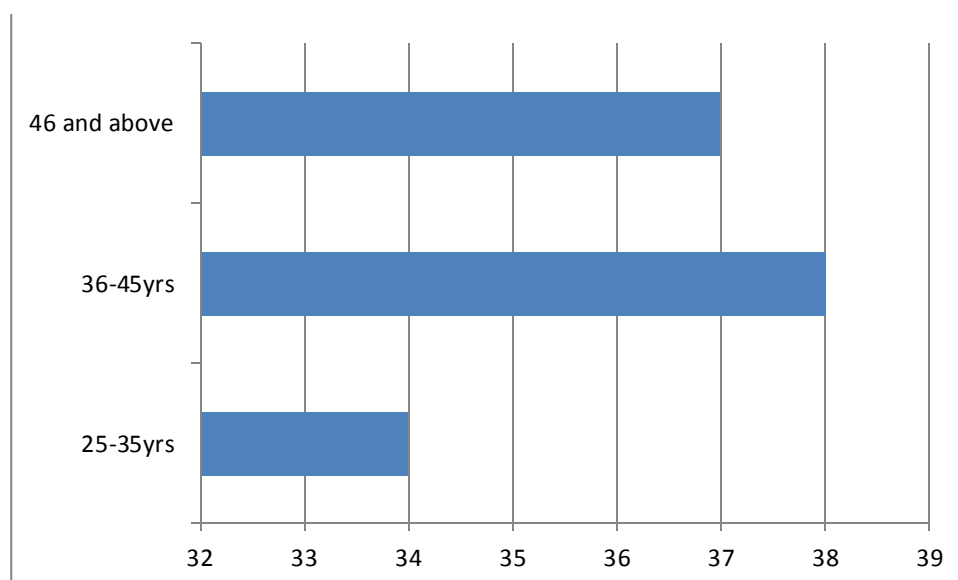


Figure 1: Age distribution of the respondents

As shown in figure 1 above, out of the 109 respondents in the survey 34 respondents fall within the age 25 to 35 years, 38 respondents fall within 36 to 45 years while 37 of them are within the age of 46 and above.

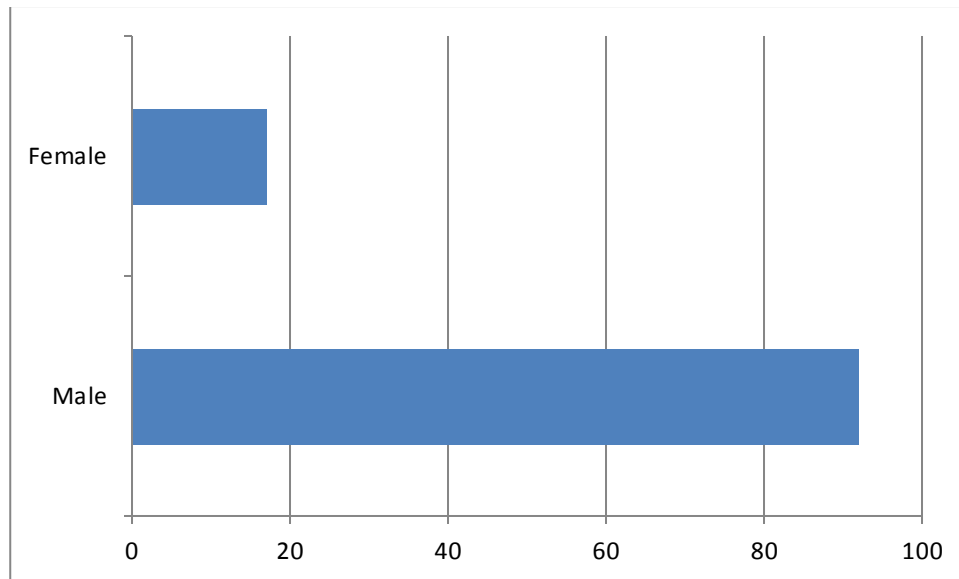


Figure 2: Gender distributions of the respondents

From figure 2 above, 92 of the respondents that were administered the questionnaire are male while the remaining 17 are female.

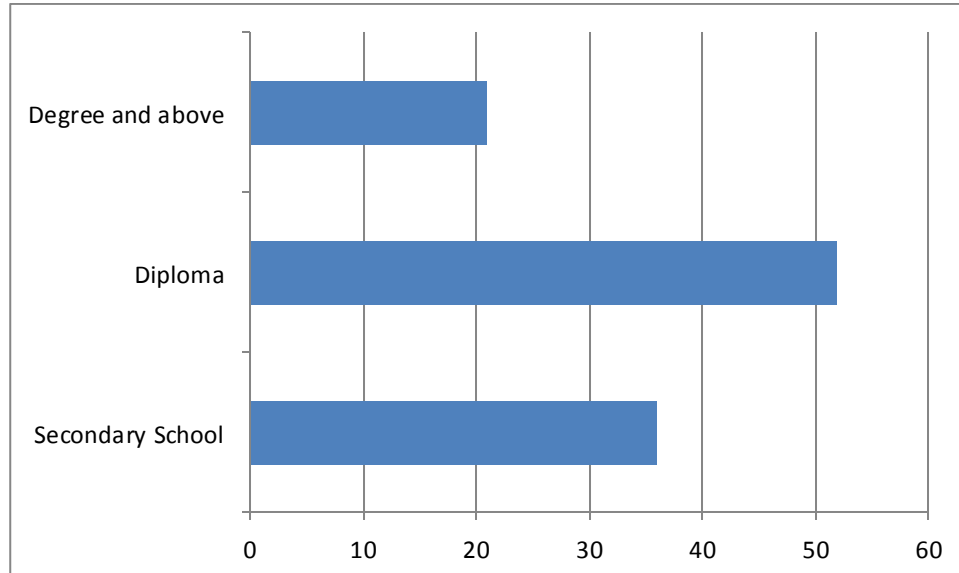


Figure 3: Education qualification

Figure 3 above presents the educational qualification of the respondents. The figure shows that 36 of the respondents have secondary education, 52 have diploma certificate while the remaining 21 have degree and above.

4.2 Result

The questionnaires were distributed to a total of 109 subjects in sports clubs in Sulaimaniyah city and the respondents comprised of club managers. All of the questionnaires were successfully retrieved and this translated to a response rate of 100%. A high response rate is essential as it aids in giving out a close resemblance of the population under study. This chapter therefore presents an analysis of the obtained results.

4.2.1 The results of the level of some elements of the management

With respect to the level of two elements planning and Systematizing the researcher will address arbitrator's values to describe the level and then stand on the assessment through the level, These values are the percentages of the degree of the mean of the final grade that we can get on the scale of some elements of the management, and the moral level of the mean of theoretical.

4.2.1.1 Percentages of mean of the final grade

By looking on the scale that was used to find out the level of some elements of the management of the Sulaimaniyah club managers in northern Iraq, We find that the number of questions in a comprehensive manner amounted to 31 questions as three alternatives, distributed on two axes, as follows:

- 15 questions to the section of planning
- 16 questions to the sections of the Systematizing, where Screened gets three degrees, maximum value for questions, this means that the vast size of the class as a whole and for the sections will be
 - 93 of the scale as a whole
 - 45 to the section of planning
 - 48 to the section of the Systematizing

After extraction percentages of appeared as the results in table 2.

Table 2: Percentage of mean of the total score to scale of (planning and systematizing) elements of management for club managers and axes

Scale or axis	College degree	\bar{x}	S.d	Percentage (%)
Total scale	93	67.77	9.31	72.88
Planning	45	31.77	5.85	70.60
Systematizing	48	35.62	5.45	74.21

In table 2 shows the percentages mean of the total score for the measure two management elements of club managers and axes, The percentage of the Total scale amounted 72,88%, And the axis of planning 70,60%, As for the axis of the Systematizing was 74,21%.

4.2.1.2 The moral level of theoretical mean

Research will deal with the elements of management in general and then begins explaining as follows:

4.2.1.2.1. Present the results of the planning element

Table 3: The mean, standard deviation and theoretical mean of the planning element

The sample	\bar{x}	S.d
109	31.77	5.85

In table 3 shows the mean and standard deviation for the planning element, the mean of the sample completely amounted 31.77, standard deviation 5.85.

4.2.1.2.2. Present the results of the Systematizing element

Table 4: The mean, standard deviation and theoretical mean of the Systematizing element

The sample	\bar{x}	S.d
109	35.62	5.45

In table 4 shows a mean and standard deviation for the Systematizing element, the mean of the sample completely amounted 35.62, standard deviation 5.45.

4.2.2 The statistical description of the performance of Sulaimaniyah club managers

Table 5: The statistical description of the performance of club managers in Sulaimaniyah \ northern Iraq

The clubs	Number of sample		\bar{x}	S.d
Peshmerga	14	The scale a whole	74.28	5.32
		Planning	36.00	4.09
		Systematizing	38.28	4.39
Sleimania	15	The scale a whole	57.40	8.92
		Planning	27.00	5.16
		Systematizing	30.40	6.99
Nowruz	15	The scale a whole	70.80	10.12
		Planning	33.20	6.34
		Systematizing	36.73	5.52

		The scale a whole	70.28	6.43
New Sirvan	14	Planning	33.14	5.09
		Systematizing	37.14	3.46
		The scale a whole	73.50	4.48
Ashty	12	Planning	35.16	4.64
		Systematizing	37.58	4.58
		The scale a whole	66.16	5.73
Afroded	12	Planning	30.33	4.33
		Systematizing	35.83	2.79
		The scale a whole	57.64	5.27
Sherwana	14	Planning	25.71	3.49
		Systematizing	31.21	4.07
		The scale a whole	73.69	4.28
Chamchamal	13	Planning	34.30	4.02
		Systematizing	38.61	3.79

Represents a table 5 description of the statistical performance of club managers in the Sulaimaniyah governorate \ northern Iraq, Primitive crosswise statistical description of all the clubs in the Sulaimaniyah governorate in northern Iraq, according to Peshmerga sport clubs which are 14 subjects as whole showed 74.28 ± 5.32 , and as planning 36.00 ± 4.09 , as systematizing 38.28 ± 4.39 . Sleimania sport clubs which are 15 subjects as whole showed 57.40 ± 8.92 , and as planning 27.00 ± 5.16 , as systematizing 30.40 ± 6.99 .

Nowruz sport clubs which are 15 subjects as whole showed 70.80 ± 10.12 , and as planning 33.20 ± 6.34 , as systematizing 36.73 ± 5.52 , New Sirvan sport clubs which are 14 subjects as whole showed 70.28 ± 6.43 , and as planning 33.14 ± 5.09 , as systematizing 37.14 ± 3.46 , Ashty sport clubs which are 12 subjects as whole showed 66.16 ± 5.73 , and as planning 35.16 ± 4.64 , as systematizing 37.58 ± 4.58 , Afroded sport clubs which are 12 subjects as whole showed 73.50 ± 4.48 , and as planning 30.33 ± 4.33 , as systematizing 35.83 ± 2.79 , Sherwana sport clubs which are 14 subjects as whole showed 57.64 ± 5.27 , and as planning 25.71 ± 3.49 , as systematizing 31.21 ± 4.07 and Chamchamal sport clubs which are 13 subjects as whole showed 73.69 ± 4.28 , and as planing 34.30 ± 4.02 , as systematizing 38.61 ± 3.79 .

Table 6: Shows the differences between planning elements for several sport clubs managers

Source of contrast	DF	Sum of Squares	Mean Square	F	p
Between Groups	7	1409.19	201.31		
Within Groups	101	2292.07	22.69	8.87	0.000*
Total	108	3701.26			

* $P < 0.05$

Table 6 shows the differences between planning elements for the sport club managers, Terms of results of Between Groups for DF amounted to seven, Sum of Squares 1409.19 and Mean Square 201.31, While the results within the groups became this form, DF amounted to 101, Sum of Squares 2292.07 and mean Square 22.69, As for F amounted to 8.87, ($P < 0.05$) were significant.

Table 7: Compared teams mean valued at less significant difference between sport club managers in the planning elements, value of P

Clubs	Peshmerga	Sleimania	Nowruz	New Sirvan	Ashty	Afrodod	Sherwana	Chamchamal
Peshmerga		*9.00	2.80	2.85	0.83	*5.66	*10.28	1.69
Sleimania			*6.20-	*6.14-	*8.16-	3.33-	1.28	*7.30-
Nowruz				0.57	1.96-	2.86	*7.48	1.10-
New Sirvan					2.02-	2.80	*7.42	1.16-
Ashty						*4.83	*9.54	0.85
Afrodod							*4.61	*3.97-
Sherwana								*8.39-

Chamchamal

*P< 0.05

shown in table 7 above, the list significance difference between the sport club managers in the planning elements shows that Pershmaega is better than the Sleimania because the value is *9.00 which is positive. On the contrary, the second row for Sleimania with negative value -*6.20 shows that Nowruz is better than Sleimania. This means that any value that is positive with star on the number is more significance.

Table 8: It shows the differences between systematizing elements for several sport clubs managers

Source of contrast	DF	Sum of Squares	Mean Square	F	p
Between Groups	7	994.45	142.06		
Within Groups	101	2225.12	22.03	6.44	0.000*
Total	108	3219.57			

*P<0.05

In table 8 it shows the differences between systematizing elements for the sport club managers, Terms of results of Between Groups for DF amounted to seven, Sum of Squares 994.45 and Mean Square 142.06, While the results within the groups became this form, DF amounted to 101, Sum of Squares 2225.12 and mean Square 22.03, As for F amounted to 6.44, (P<0.05) were significant.

Table 9: Compared teams mean valued at less significant difference between sport club managers in the systematizing elements, value of P

Clubs	Peshmerga	Sleimania	Nowruz	New Sirvan	Ashty	Afrodod	Sherwana	Chamchamal
Peshmerga		*7.88	1.55	1.14	0.70	2.45	*7.07	0.32-
Sleimania			*6.33-	*6.74-	*7.18-	*5.43-	0.81-	*8.21-
Nowruz				0.40-	0.85-	0.90	*5.51	1.88-
New Sirvan					0.44-	1.30	* 5.92	1.47-
Ashty						1.75	*6.36	1.03-
Afrodod							* 4.61	2.78-
Sherwana								*7.40-
Chamchamal								

*P< 0.05

As shown from table 9 above, the list significance difference between the sport club managers in the systematizing elements shows that Pershmaega is better than the Sleimania because the value is *7.88 which is positive. On the contrary, the second row for Sleimania with negative value -*6.33 shows that Nowruz is better than Sleimania. This means that any value that is positive with star on the number is more significance.

From table 9, According to hypothesis H1 there is a difference in the value of planning between club managers, it is consistent with the statistical results, there are significant differences between the mean of all the club managers in all the sport clubs used in this research, with significant differences in the mean of Ashty, Slemania, Nowruz, and Afroded club managers.

From table 9, According to hypothesis H2 there is a difference in the value of systematizing between club managers which has shown consistency with the statistical results of this research, with significant differences in mean of Peshmerga club manager against Slemania and Sherwana club managers, Chamchamal club manager against Slemania and Sherwana, and also in the mean of Ashty, Nowruz, New Sirvan, and Afroded club managers against Slemania club manager.

4.3 Reliability tests

Reliability tests using Cronbach's Alpha was estimated, Cronbach's alpha provides a detailed description of the internal consistency of the variables. Table 4.3 provides details of the internal consistencies or Cronbach's Alpha values of the study. Estimation of Cronbach's Alpha has values which stem from 0-1 and values below 0.961 or 9.61% which is considered to have high internal consistency.

Table 10: Reliability analysis of the study

Reliability Statistics	
Cronbach's Alpha	N of Items
.85	31

In Table 10 above shows the reliability analysis of the study. The study shows a positive reliability with 0.961.

CHAPTER 5

DISCUSSION

The research in this chapter will displays the discussion beginning at the level of two elements which are planning and systematizing for Club managers in Sulaimaniyah province in general or collectively and in detail for each item, and then would address evaluation in a finite level of comparisons, as follows:

5.1 Planning Elements

With regard to the level of planning element of sport club managers in general, the results showed significant difference in favor of Mean, and the percentage reflect %70,60, the percentage accounted for less these ratios between the rest of the axes, researcher finds possibly due to the absence of cognitive side of management, as these managers are basically sports cadres are selected in accordance with the competence and experience criteria, followed by admission to training courses for private management is not enough to gain managerial knowledge in parallel ambition, and perhaps the imbalance is due to the nature of the practical steps that can collide with reality, so Planning is "a measure which is intended to face the future with plans Organization in advance to achieve specific goals" (Abu Halima, 2004). The planning can be defined as "the process by which the conscious choice the best route or path to ensure the achievement of a particular goal" (Niles & Mary, 1988). Planning is the basic element of administration elements and it has priority upon all the other administration elements. It means work cannot be performed correctly without planning. Planning is the thinking stage that precedes performing any task that ends with taking decisions related to the tasks to be done, how and when it is done, planning is a series of decisions related to the future. Fayol says "in fact planning involves prediction to what the future will be on and be ready with this future" (Taylor & Doherty, 1988). The club bosses or managers are administration persons, who have to earn high level of capacity in responsibilities organizing, planning and watch the works that in their charge, the successful administrator is someone who increase his capability in field working if he tries to develop his ideas, information by standing on knowing results, watching progressive ideas, observe the modern hypothesis in his working field, Moreover the administrator may be in continuous progress by doing evaluation and doings

responsibilities on them, Evaluation show decision on persons, subjects and things (Allawi & Al- din, 1979).

5.2 Systematizing Element

With regard to the level of systematizing element of sport club managers in general, the results showed significant differences in favor of Mean also the percentage reflect %74,21of Great-grade scale, this means that the sample has a good ability to systematizing, especially if we know that systematizing has got a big percentage of the rest of the elements of the Management, The systematizing means building the internal structures of the work and a link to each other (Abu Halima, 2004). It is known that the nature of the performance of heads of sports clubs directly related to Administrators and supervisors teams and sports club members, and indirectly the administrations of other clubs while trying to apply the organization requirements for sports clubs, the researcher believes that the administrative organization of great importance to the success of the institutions and achieve its objectives, it forms the structure of the human and material and tool which through them to an organized effort takes place with premeditation, and directing the efforts of the various stages of drawn and supervision in order to achieve the goal, and the organization is administrative function that makes individuals able to do their work in a unified and everyone performed their assigned its work without affect or hinder others (Dale Ernest 1985).

5.3 Differences between sports club managers in the planning element

As seen from the table 7 existence statistically significant differences between the sport club managers in the planning element as the value of (F: 8.871, $p < 0.00$). According to hypothesis H1 there is a difference in the value of planning between club managers is consistent with the statistical results, it is clear from Table 8 private for significant the differences between mean sport club managers in the planning element as following:

- There are significant differences between the mean Peshmerga club manager, in the planning element, and the managers of both clubs Slemania, Afrodod, Sherwana in favor of Peshmerga club manager.

- There are significant differences between the mean of Chamchamal club manager, in the planning element, and the managers of clubs Slemania, Afrodod, and Sherwana in favor of Chamchamal club manager.

- There are significant differences between the of mean Ashty club manager, in the planning element, and the managers of both clubs Slemania and Afroded in favor of Ashty club manager.

- There are significant differences between the mean of Nowruz club manager, in the planning element, and the managers of Slemania club in favor of Nowruz club manager.

- There are significant differences between the mean of New Sirvan club manager, in the planning element, and the managers of Slemania club in favor of New Sirvan club manager, according to another finding studies, (Abdulla, 1999) found there are differences between sport club managers in the value of planning elements. (Thanon, 2001) found there are differences between sport club managers in the value of Planning capacity elements, (Ajaam, 2009) found there are differences between sport club managers in the value of Planning elements.

This suggests that the sport club managers have good capacity in planning and resulting from the scientific and academic background that they own, which makes it imperative for the club manager to have a scientific background of the fact that their clubs enjoy considerable heaviness in terms of prestige and institutional which is imperative for the who operating a club manager seat that owns scientific and academic ingredients in addition to administrative and athletic experience, It could be argued that proper planning in business is that which is in accordance with the realistic foundations can be implemented, and this requires time and effort and a long distinguished experience in order to secure the best results and the surest ways to achieve it, as confirmed by (Thanon, 1996), The researcher attributed that the cooperation of club managers with members of administrative bodies and coaches have a great role in achieving the successful planning in the work of the club and taking their views were reflected positively in the opinion of the Sample members in the evaluation of the performance of sport club managers, this confirms (Abu Tayeh, 1995) that the success of the performance standards based on proper planning based on the cooperation of the Foundation members among them, And points to that (Ross, J, E) in his book "Management of Information System" to the effectiveness and efficiency of performance evaluation system at work depends on the degree of detailed data proper planning provide at appropriate times.

And can be seen that planning in a timely and specified manner by the labour officer in the organization reflects a clear impact on performance (Abbas, 1978).

5.4 Differences between sports club managers in the systematizing element

As seen from the table 9 existence statistically significant differences between the sport club managers in the systematizing element as the value of (F: 6.448, $p < 0.00$). According to hypothesis H2 there is a difference in the value of systematizing between club managers is consistent with the statistical results, It is clear from Table 9 there is a significance in the differences between mean sport club managers in the systematizing element as following:

- There are significant differences between the mean of Peshmerga club manager, in the systematizing element, and the managers of both clubs of Slemania and Sherwana in favor of Peshmerga club manager.

- There are significant differences between the mean of Chamchamal club manager, in the systematizing element, and the managers of both clubs of Slemania and Sherwana in favor of Chamchamal club manager.

- There are significant differences between the mean of Ashty club manager, in the systematizing element, and the Slemania club managers in favor of Ashty club manager.

- There are significant differences between the mean of Nowruz club manager, in the systematizing element, and the mean of Slemania club managers in favor of Nowruz club manager.

- There are significant differences between the mean of New Sirvan club manager, in the systematizing element, and the mean of Slemania club managers in favor of New Sirvan club manager.

- There are significant differences between the mean of Afroded club manager, in the systematizing element, and the mean of Slemania club managers in favor of Afroded club manager, (Abdulla, 1999) found there are differences between sport club managers in the value of systematizing elements, (Ajaam, 2009) found there are differences between sport club managers in the value of systematizing elements.

Can be seen from this that the systematizing administrative function can be identification of jobs, works, and implement in a coordinated manner in order to achieve the objectives that have been agreed upon by the employees of the institution, and that the harmonious and cooperative work is done, and in the spirit integrated orientation to accomplish optimal. (Hashim, 1989)

The researcher attributes this to the use of a regulatory framework for action in the club is to identify aspects of the activity in the functional groups lead their respective

divisions stand-alone vary in terms of the responsibility that each member of the governing body its role and for the coach his role, We note that the effective administrative leadership in organizations make the group share responsibility for the advancement of administrative burdens within the organization Participating in the responsibility, This has been confirmed by a study (Nouri, 1999). As is evident from the study on the roles of the members of the administrative organization of groups and some form centered on tasks and about the people and they are necessary, and it serves in making decisions related to the work group.

Reliability tests using Cronbach's Alpha was estimated, Cronbach's alpha provides a detailed description of the internal consistency of the variables. Table 4.3 provides details of the internal consistencies or Cronbach's Alpha values of the study. Estimation of Cronbach's Alpha has values which stem from 0-1 and values below 0.961 or 9.61% which is considered to have high internal consistency. Thus the study shows a positive reliability with 0.961.

According to hypothesis H1 there is a difference in the value of planning between club managers, it is consistent with the statistical results, there are significant differences between the mean of all the club managers in all the sport clubs used in this research, with significant differences in the mean of Ashty, Slemania, Nowruz, and Afroded club managers.

According to hypothesis H2 there is a difference in the value of systematizing between club managers which has shown consistency with the statistical results of this research, with significant differences in mean of Peshmerga club manager against Slemania and Sherwana club managers, Chamchamal club manager against Slemania and Sherwana, and also in the mean of Ashty, Nowruz, New Sirvan, and Afroded club managers against Slemania club manager.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1. CONCLUSION

It can be concluded from the result obtained that there are significant differences in both planning and systematization in all the eight sport clubs that took part in the study. The statistical performance for each club is as stated below:

- The result of obtained for Peshmarga sport club shows that for planning elements 36.00 ± 4.09 , and while for systematizing elements were 38.28 ± 4.39 .
- The result of obtained for Sleimania sport club shows that for planning elements 27.00 ± 5.17 , and while for systematizing elements were 30.40 ± 6.99 .
- The result of obtained for Nawruz sport club shows that for planning elements 33.20 ± 6.35 , and while for systematizing elements were 36.73 ± 5.52 .
- The result of obtained for New Sirvan sport club shows that for planning elements 33.14 ± 5.10 , and while for systematizing elements were 37.14 ± 3.46 .
- The result of obtained for Ashty sport club shows that for planning elements 35.17 ± 4.65 , and while for systematizing elements were 37.58 ± 4.58 .
- The result of obtained for Afoded sport club shows that for planning elements 30.33 ± 4.33 , and while for systematizing elements were 35.83 ± 2.79 .
- The result of obtained for Sherwana sport club shows that for planning elements 25.71 ± 3.49 , and while for systematizing elements were 31.21 ± 4.07 .
- Finally the result of obtained for Chamchamal sport club shows that for planning elements 34.30 ± 4.02 , and while for systematizing elements were 38.61 ± 3.79 .
- There are significant differences between the sport club managers in the planning element as the value of (F: 8.871, $p < 0.05$).
- The study found a difference between the regions, according to planning elements, there is significant differences between Peshmarga and Slemania, Afoded, Sherwana club managers in the planning elements (9.00, $p < 0.05$; 5.66, $p < 0.05$; 10.28, $p < 0.05$ respectively).
- There is significant differences between Slemania and Nawruz, New Sirwan, Ashty, Chamchamal club managers in the planning elements (6.20, $p < 0.05$; 6.14, $p < 0.05$; 8.16, $p < 0.05$; 7.30, $p < 0.05$ respectively).

- There is a significant difference between Nawruz and Sherwana club managers in the planning elements (7.48, $p < 0.05$ respectively).
- There is a significant difference between New Sirwan and Sherwana club managers in the planning elements (7.42, $p < 0.05$ respectively).
- There is a significant difference between Ashty and Sherwana, Afroded club managers in the planning elements (4.83, $p < 0.05$; 9.54, $p < 0.05$ respectively).
- There is a significant difference between Afroded and Sherwana, Chamchamal club managers in the planning elements (4.61, $p < 0.05$; 3.97, $p < 0.05$ respectively).
- There is a significant difference between Chamchamal and Slemania, Afroded, Sherwana club managers in the planning elements (7.30, $p < 0.05$; 3.97, $p < 0.05$; 8.39 $p < 0.05$ respectively).
- There are significant differences between the sport club managers in the systematizing element as the value of (F: 6.448, $p < 0.05$).
- The study found a difference between the regions, according to systematizing elements, there is significant differences between Peshmarga and Slemania, Sherwana club managers in the systematizing elements (7.88, $p < 0.05$; 7.07, $p < 0.05$ respectively).
- There is significant differences between Slemania and Nawruz, New Sirwan, Ashty, Afroded, Chamchamal club managers in the systematizing elements (6.33, $p < 0.05$; 6.74, $p < 0.05$; 7.18, $p < 0.05$; 5.43, $p < 0.05$; 8.21, $p < 0.05$ respectively).
- There is significant differences between Sherwana and Peshmarga, Nawruz, New Sirwan, Ashty, Afroded, Chamchamal club managers in the systematizing elements (7.07, $p < 0.05$; 5.51, $p < 0.05$; 5.92, $p < 0.05$; 6.36, $p < 0.05$; 4.61, $p < 0.05$; 8.39, $p < 0.05$ respectively).

6.2. RECOMMENDATIONS

As every research has its various limitations, it can be recommended that for further study, more sport clubs should be incorporated so as to get a bigger picture of planning and systematizing in sport clubs, also the study can be expanded to other cities in North Iraq so the more clubs and its members can be sampled in the study.

Performance of both systematizing and planning elements must be measured. Management performance towards improving the quality standards of sport clubs and the managers.

Strategies can be availed by sporting organizations to ensure effective internal communication between management and operational workers. Such will go a long way in ensuring commitment, trust and cooperation between management and operational workers. This must be augmented by sound planning and systematizing elements which covers management systems and procedures. Sporting clubs must keep abreast of modern changes in the environment be they technological changes (planning and systematizing). Such changes though they may include social changes such as tastes and preferences, sporting organizations must be well positioned to acknowledge and address such changes. This is because such changes pose both opportunities and challenges to the sports community and the ability to grow or expand hinges on the ability to deal with such changes.

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Appendix (1)

QUESTIONNAIRE ON EVALUATING THE ROLE OF SULAIMANIYAH CLUB MANAGERS THROUGH THE OPINION OF CLUB ADMINISTRATION MEMBERS

Dear Sir/Madam,

I am a student of Near East University conducting a survey research title: evaluating the role of Sulaimaniyah club managers through the opinion of club administration members. These questions are related. The questionnaires consist of three major parts as shown below, which focuses on the areas of interest of the research. The first part relates to the demographic information of the respondent, the second section focuses on planning in club administration. The final section focuses on systemizing. Be assured that your answers will be treated with utmost confidentiality.

Thank you

SECTION A: RESPONDENT PROFILE

1. Gender

Male

Female

2. Age

25-35years

36-45years

46 and above

3. Educational qualification

Secondary education

Diploma degree

Degree and above

SECTION B: PLANNING

S	Items	Agree	somehow	Disagree
1	The Manager puts program to develop administrative aspects for the club administrators.			
2	The Manager makes instructions and decisions to ensure that the sport activity is going on.			
3	The Manager helps to put plans to treat the obstructions.			
4	There is a special budget for the Manager to maintenance tools and halls, stadiums and appliances			
5	His aims agree with human, material and available abilities in clubs.			
6	His aims agree with administrators, coaches and players' physically, psychology and sociality.			
7	The Manager put a codified plan for the club needs of instruments and materials for the next year.			
8	The Manager puts a budget for buying and mending instruments, also for giving rewards to specialists and coaches.			
9	The Manager works on directing coaches' activity through right and perfect plans.			
10	The Manager puts a program to approach new styles through evaluation sport activity.			
11	The Manager put a program to train sport supervisors who run sport aspects in the club.			

12	The Manager put a timetable to gain the aims in sport methodology in limiting time.			
13	The Manager insists that his instructions and decisions agree with performance of the items of the sport activity.			
14	The Manager -field visits to see the activity exercises			
15	The Manager prepares a work program for planning and repairing sport factories.			

section C - systematizing				
S.	Items	Agree	somehow	Disagree
16	The manager puts details and rules for comparison among administrators for promotion and evaluation.			
17	The manager demands the coaches and administrators to be compliance with works according to the methodology.			
18	The manager gives some managing authority to administrators and coaches.			
19	The manager encourages club coaches and renews their motives through their works.			
20	The manager must ignore the immobility and lateness in sport activity.			
21	The club concerns to evaluate the needed time for every activity with studying time and activity.			
22	The manager allows administrators to follow ways that they see suitable for			

	solving problems which obstruct him .			
23	The manager concerns to explain the difficulty that faces the performance of sport activities.			
24	The manager faces many problems derived from changing methodology requirements.			
25	The manager neglects that the training time doesn't go with the group of wanted activity that should be done.			
26	The manager sees necessary cooperation and coordination among coaches of the club and others in sport centers.			
27	The manager makes the coaches to be ready to perform the activity.			
28	The manager provides modern and suitable styles to develop the training operation for the coaches.			
29	The manager encourages the cooperation between administrators and the teams of its own club to continue the sport activity.			
30	The manager interacts with coaches' works.			
31	The manager divides his instructions among administrators and coaches and demand performance without allowing expressing any opinions.			

استبيان حول تقييم دور رؤساء الأندية محافظة السلیمانیة من وجه نظر الأعضاء النادي

سیدی العزیز / سیدیتی

أنا طالب من جامعة الشرق الأدنى أجرى بحثاً بعنوان البحث: تقييم دور رؤساء الأندية محافظة السلیمانیة من وجه نظر الأعضاء النادي. ترتبط هذه الأسئلة وتتألف الاستبيانات من ثلاثة أجزاء رئيسية كما هو مبين أدناه، والتي تركز على المجالات التي تهم البحث. الجزء الأول يتعلق بالمعلومات الديموغرافية للمجيب، القسم الثاني يركز على التخطيط في إدارة النادي. ويركز القسم الأخير على النظام. تأكد من أن إجاباتك سيتم التعامل معها بأقصى قدر من السرية.

شكراً

المحور الأول: ملف المجيب

- ١- الجنس
- الذكر
- الأنثى
- ٢- العمر
- ٢٥-٣٥ سنة
- ٣٦-٤٥ سنة
- ٤٦ وما فوق
- ٣- المؤهل العلمي
- التعليم الثانوي
- درجة الدبلوم
- درجة وما فوق

الباحث

هاننا محمد أحمد

المحور الثاني – التخطيط			
ت	الفقرات	موافق	الى حد ما
غير موافق			
1	يضع رئيس النادي برنامجاً لتطوير الجانب الاداري لاداري النادي		
2	يصدر رئيس النادي التعليمات والقرارات لكي يضمن سير الانشطة الرياضية		
3	يساعد رئيس النادي في وضع خطط لمعالجة المعوقات		
4	تتناسب اهداف رئيس النادي مع الامكانيات البشرية والمادية المتاحة في النادي		
5	يتفق اهداف رئيس النادي مع احتياجات الاداريين و المدربين و اللاعبين البدنية والنفسية والاجتماعية		
6	يضع رئيس النادي خطط التدريب وتنمية كفايات الاداريين النادي		
7	يضع رئيس النادي خطة مقلنة لاحتياجات النادي من الادوات والاجهزة الرياضية للعام التالي		
8	يضع رئيس النادي ميزانية لشراء الادوات وصيانتها ومكافأة المتميزين و الاداريين و المدربين		
9	يعمل رئيس النادي على توجيه نشاطات المدربين من خلال التخطيط السليم		
10	يقوم رئيس النادي بتقليل بعض الانشطة الحركية التي تحقق اهداف الرياضة بسبب التقاليد الاجتماعية		
11	يضع رئيس النادي برنامج لتطبيق اساليب جديدة من خلال تقويم النشاطات الرياضية		
12	يضع رئيس النادي برنامجاً لتدريب الكوادر التدريبيه المشرفة على طرف الرياضية في النادي		
13	يضع رئيس النادي جدولاً زمنياً لتحقيق الاهداف المقررة في المنهج التدريبيه وفي زمن محدد		
14	يحرص رئيس النادي على ان يكون قراراته ملائمة لتنفيذ فقرات النشاط الرياضي		
15	يقوم رئيس النادي باعداد برنامج عمل لتخطيط وصيانة المنشآت الرياضية		

المحور الثالث – التنظيم			
ت	الفقرات	موافق	الى حد ما
		موافق	غير موافق
١٦	يضع رئيس النادي نصوصاً وقواعد للمفاضلة بين الاداريين لاجل الترقية والتقييم		
١٧	يطالب رئيس النادي الاداريين و المدربين بالالتزام بالعمل طبقا لمقررات المنهج		
١٨	يقوم رئيس النادي باعطاء بعض السلطات الادارية الى الاداريين وبعض المدربين		
١٩	يقوم رئيس النادي بتشجيع مدربي النادي وتجديد دوافعهم نحو مهنتهم		
٢٠	يغض رئيس النادي النظر عن مواقف الجمود والتاخير في الانشطة الرياضية		
٢١	تهتم النادي بتقدير الوقت اللازم لكل نشاط باستخدام دراسة الوقت والنشاط		
٢٢	يسمح رئيس النادي لاداريين الى اتباع الوسيلة التي يراها مناسبة لحل المشاكل التي تعترضه		
٢٣	يهتم رئيس النادي بتوضيح المعوقات التي تواجه تنفيذ برامج الانشطة الرياضية		
٢٤	يواجه رئيس النادي العديد من المشاكل الناتجة عن تغير متطلبات المنهج		
٢٥	يغفل رئيس النادي عن ان زمن التدريب لا يتناسب مع مجموع الانشطة المطلوبة تنفيذها		
٢٦	يرى رئيس النادي ضرورة التعاون والتنسيق بين مدربي و الاداريين الاخرى الاندية والاتحادات الرياضية		

			يحفز رئيس النادي المدرب للقيام بالنشاطات الرياضية	٢٧
			يوفر رئيس النادي الاساليب الحديثة المناسبة لتنمية العملية التدريبية للمدربين	٢٨
			يشجع رئيس النادي على التعاون بين ادارته و الفرق التابعة لنادي في متابعة النشاط الرياضي	٢٩
			يتدخل رئيس النادي في عمل المدربين	٣٠
			يوزع رئيس النادي تعليماته على الاداريين و المدربين النادي و يطلب تنفيذها دون ابداء اي رأي	٣١

Appendix (2) Questionnaire

Near East University
Faculty of Physical Education

Prof. Dr.\Experts

The researcher /Hana Mohammed Ahmed to conduct a study within the requirements for obtaining a master's degree in physical education and theme

**((Evaluating the role of Slemani governorate clubs managers through the
opinion of club administration members))**

With the recognition of you as an expert and experienced in this field of study, I appeal for your professional input to aid the research, I hope you kindly read through my questionnaire and you can use your discretion to make amends where you deem necessary for the success of this research.

Thank you....

Date:
Name:
Function:
Degree:
The number of years of experience:

section 1 - Planning				
S	Items	Agree	somehow	Disagree
1	The boss puts program to develop administrative aspects for the club administrators.			
2	The boss makes instructions and decisions to ensure that the sport activity is going on.			
3	The boss helps to put plans to treat the obstructions.			
4	There is a special budget for the boss to maintenance tools and halls, stadiums and appliances			
5	His aims agree with human, material and available abilities in clubs.			
6	His aims agree with administrators, coaches and players' physically, psychology and sociality.			
7	Decisions of the boss are consistent with the goals of the club			
8	The boss puts training plans and developing completion for the administrators			
9	The boss put a codified plan for the club needs of instruments and materials for the next year.			
10	The boss puts a budget for buying and mending instruments, also for giving rewards to specialists and coaches.			
11	boss does not care about the standards it as a means of comparison and progress			

12	The boss works on directing coaches' activity through right and perfect plans.			
13	The boss tries to lessen some motion activity that helps gaining sport aims because of social traditions.			
14	The boss puts a program to approach new styles through evaluation sport activity.			
15	The boss put a program to train sport supervisors who run sport aspects in the club.			
16	The boss put a timetable to gain the aims in sport methodology in limiting time.			
17	The boss insists that his instructions and decisions agree with performance of the items of the sport activity.			
18	The boss estimated to effort by the sports club members in his work			
19	The boss -field visits to see the activity exercises			
20	The boss prepares a work program for planning and repairing sport factories.			

Section 2 - systematizing				
S	Items	Agree	somehow	Disagree
21	The puts details and rules for comparison among administrators for promotion and evaluation.			
22	The boss demands the coaches and administrators to be compliance with works according to the methodology.			
23	The boss gives some managing authority to administrators and coaches.			
24	The boss encourages club coaches and renews their motives through their works.			
25	The boss must ignore the immobility and lateness in sport activity.			
26	The club concerns to evaluate the needed time for every activity with studying time and activity.			
27	The boss allows administrators to follow ways that they see suitable for solving problems which obstruct him.			
28	The boss concerns to explain the difficulty that faces the performance of sport activities.			
29	The boss faces many problems derived from changing methodology requirements.			
30	boss seeks the presence adviser can be offer advice and guidance			
31	The boss neglects that the training time doesn't go with the group of wanted activity that should be done.			
32	The boss sees necessary cooperation and coordination among coaches of the club and			

	others in sport centers.			
33	The boss implementation of program sport clubs in ways that traditional routine			
34	The boss makes the coaches to be ready to perform the activity.			
35	The boss provides modern and suitable styles to develop the training operation for the coaches.			
36	The boss encourages the cooperation between administrators and the teams of its own club to continue the sport activity.			
37	The boss interacts with coaches' works.			
38	The boss divides his instructions among administrators and coaches and demand performance without allowing expressing any opinions.			
39	Lack of adviser to the boss can be relied upon in the field of organization			

Appendix (3)

The names of experts and specialists who helped with research questionnaire

S.	Name	specialization	Place of work
1	Assoc. Prof. Dr. Anwar Rahim	Management and Administration	University of slemani
2	Dr. Rebin ESMAEEL	Management and Administration	University of Silahaden
3	Dr. Ary Kemal Ajaam	TQM	University of slemani
4	Assoc. Prof. Dr. Nadhm Jabar	Sport Statically And couch team	University of slemani
5	Assoc. Prof. Dr. Tariq Ahmed	Management and Administration	University of slemani
6	DR. Zahra Mohammed	Management and Administration	University of Duhok
7	Dr. Ramiar Sabir Al hasari	Management and Administration	University of Kirkuk
8	Mr. Felah Omer	Management and Administration	University of Duhok
9	Mr. Shwan Ahmed	Management	Sports Federation northern Iraq
10	Mr. sirwan Othman	Management	Sports Federation northern Iraq

Appendix (4)

The names of the team who helped in distributing questionnaire

S.	Name
1	Shehab M. Resul
2	Swara Mohammed
3	Yousif Ibrahim
4	Brwa Mahmood
5	Yasin Qasim Abdulla
6	Ramiar Rizgar
7	Hunar Muhammed
8	Jwtyar Aziz
9	Shorish Muhammed