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TOKAT GAZIOSMANPAŞA UNIVERSITY

GRADUATE EDUCATION INSTITUTE

CRISIS MANAGEMENT IN TERMS OF STRATEGIC PLANING IN THE CENTRAL
FOOTBALL ASSOCIATION FORM THE POINT OF VIEW OF SPORTS CLUB IN
ERBIL GOVERNORATE

DEPARTMENT OF PHYSICAL EDUCATION AND SPORTS MASTER'S PROGRAM

Master's Thesis

by

Diyako Khalid Bakr

Tokat - 2022



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TO THE DIRECTORATE OF GRADUATE EDUCATION INSTITUTE

SCIENTIFIC ETHICS PAGE

According to the thesis writing guide of the Graduate Institute of Tokat Gaziosmanpaşa University, I declare that all the information in this thesis “ **CRISIS MANAGEMENT IN TERMS OF STRATEGIC PLANING IN THE CENTRAL FOOTBALL ASSOCIATION FORM THE POINT OF VIEW OF SPORTS CLUB IN ERBIL GOVERNORATE**” has been collected and presented in accordance with academic rules and ethical principles, and as required by these rules and principles, I refer to all data, thoughts and results that do not belong to me in the study and indicate its source.

(... /... / 202...)

The Student Who Prepared the

Thesis

Diyako Khaled Bakr

Signature

.....

Summary

This study came to address the studies problem represented in crisis management in terms of strategic planning in a general manner to stand and identify its types, and its causes, and how to manage it from the point of view of the administrative bodies of the Erbil Governorate clubs.

Recognizing the performance of the Central Football Association in managing crises in terms of strategic planning from the point of view of sports clubs in Erbil Governorate.

This study is important for the following reasons

- 1- Lack of research conducted in this field.
- 2- Identify the types of crises facing the Federation and sports clubs.
- 3- Recognize the types of strategic planning in which the Federation and sports clubs operate.
- 4- Recognize the role of strategic planning in finding solutions to crises.
- 5- Familiarize yourself with the administrative and technical skills of the administrative bodies in the federation and sports clubs.

The society and the research sample consisted of members and administrative bodies in the clubs of the Erbil governorate. The research community was chosen in a deliberate way represented by the members of the administrative bodies in the clubs of the Erbil governorate, while the research sample was chosen randomly and through a simple lottery.

The researcher used the descriptive approach in the (survey) style, for its suitability with the sample and the nature of the study.

The researcher identified the research community the clubs participating in the activities of the Central Football Association in Erbil Governorate, which numbered (55) sports clubs classified according to levels. They were chosen by the intentional method, and the research sample was chosen by the intentional method, which amounted to (182) members, who represent (100%) of the research community.

For the purpose of the study, the two scales prepared by each of the by (Assem Hassan Mualla Al-Maharma), and the strategic planning scale prepared by (Barakat Abdel Hamzah Hamad)

The researcher used the following statistical treatments:

- Percentage, Arithmetic mean, standard deviation, Pearson correlation test, Simple correlation (Spearman), Cronbach – Alpha, T-test for one sample and Kaiser-Meyer-Olkin Measure of Sampling Adequacy.

According to the results that the researcher obtained, he concludes to the following:

- Crisis management is a phenomenon that the Central Football Association suffers from the viewpoint of sports clubs.
- The Central Football Association does not have the ability to face the crises it faces or may face due to the lack of strategic plans.
- Sports clubs participating in the events and activities of the Central Football Association suffer, due to their lack of clarity of vision due to the lack of strategic plans based on scientific foundations.
- The axes of the two scales, crisis management and strategic planning, showed us which of these axes is the most influential in creating and managing crises in the Central Football Association.
- In the most important axes that it suffers from and the most influential on crisis management is the administrative axis.
- As for the strategic planning axes, the organizational axis was the most common axes that the Central Union suffers from.

Özet

Bu çalışma, kriz yönetiminde stratejik planlama açısından temsil edilen çalışma problemini genel olarak ele almak, türlerini ve nedenlerini belirlemek ve Erbil Valiliği idari organları açısından nasıl yönetileceğini tespit etmek için yapılmıştır.

Erbil Valiliği'ndeki spor kulüpleri açısından stratejik planlama ve Merkez Futbol Federasyonu'nun krizleri yönetme performansını tanımak amaçlanmıştır.

Bu çalışma aşağıdaki nedenlerle önemlidir

- 1- Bu alanda yapılmış araştırma eksikliği.
- 2- Federasyon ve spor kulüplerinin karşılaştığı kriz türlerini belirlemek
- 3- Federasyon ve spor kulüplerinin faaliyet gösterdiği stratejik planlama türlerini tanımak
- 4- Krizlere çözüm bulmada stratejik planlamanın rolünü tanımak.
- 5- Federasyon ve spor kulüplerindeki idari organların idari ve teknik becerileri hakkında bilgi sahibi olumak.

Denek ve araştırma örneklemini Erbil Valiliğine bağlı kulüplerdeki üyeler ve idari organlar oluşturmuştur. Araştırma topluluğu, Erbil Valiliğine bağlı kulüplerdeki idari organların üyeleri tarafından temsil edilen bilinçli bir şekilde seçilirken, araştırma örneklemini rastgele ve basit yöntemle seçilmiştir.

Araştırmacı, örneklemine uygunluğu ve araştırmanın doğası gereği (anket) tarzında betimsel yaklaşımı kullanmıştır.

Araştırmacı, Erbil Valiliği'ndeki Merkez Futbol Federasyonu'nun faaliyetlerine katılan kulüpleri, seviyelerine göre sınıflandırılan (55) spor kulüplerini ve Tablo (3-1)'de gösterildiği gibi, araştırma topluluğunu belirlemiştir.

Çalışmanın amacı doğrultusunda, her biri tarafından hazırlanan iki ölçek (Assem Hassan Mualla Al-Maharma) ve (Barakat Abdel Hamzah Hamad) tarafından hazırlanan stratejik planlama ölçeği kullanılmıştır.

Araştırmacı aşağıdaki istatistiksel yöntemi kullanıldı:

- Yüzde, Aritmetik ortalama, standart sapma, Pearson korelasyon testi, Basit korelasyon (Spearman), Cronbach – Alpha, bir örnek için T-testi ve Kaiser-Meyer-Olkin Örneklem Yeterlilik Ölçümü.

Araştırmacının elde ettiği sonuçlara göre, şu sonuca varıldı:

- Kriz yönetimi, spor kulüpleri açısından Merkez Futbol Federasyonu'nun uğradığı bir olgudur.
- Merkez Futbol Federasyonu, stratejik plan eksikliğinden dolayı karşı karşıya olduğu ve ya karşılaşılabileceği krizleri göğüsleme kabiliyetine sahip değildir.
- Merkez Futbol Federasyonu'nun etkinlik ve faaliyetlerine katılan spor kulüpleri, bilimsel temellere dayalı stratejik planların eksikliğinden dolayı vizyon netliği eksikliğinden zarar görmektedir.
- İki ölçeğin eksenleri olan kriz yönetimi ve stratejik planlama, Merkez Futbol Federasyonu'nda krizlerin yaratılmasında ve yönetilmesinde bu eksenlerden hangisinin en etkili olduğunu bize gösterdi.
- Mağdur olduğu en önemli eksen ve kriz yönetiminde en etkili olanı idari eksenidir.
- Stratejik planlama eksenlerine gelince, Merkez Birliği'nin en sık uğradığı eksen teşkilat eksenidir.

Thanks

First, I am immensely grateful to God for giving me this opportunity

In order to serve the environment, society and humanity, we must.

It should be a good reason to develop science, provide information and improve life.

Therefore, we would like to thank Advisor (Doç Dr. Abdullah Canikli) for his support and supervision.

Efforts and learning to make this research successful.

Many thanks to my friend (Dr. Zaman Saleh) for helping me to conduct this research.

Thank you so much to everyone else who helped me with even a single word.

Dedication

I Present to my dear father and mother, who has always Support me.

I Present to my beautiful wife, that has always given me love.

I Present to my dear beautiful sister.

I Present to my whole family.

I Present to my all friends and relatives .

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PART 1

INTRODUCTION

Problem

From the researcher's observation of the crises experienced by the region in terms of economic crises and the Corona virus pandemic, which had a great impact on sports activities and the role of the Olympic Committee and federations in saving the situation in which sports events occurred, and that strategic planning is an urgent and inevitable necessity for institutions and organizations in our society , To increase its competitive capabilities and develop its performance, to improve its performance to reach the required performance in the long term to revive sporting activities and events and to address crises in accordance with strategic plans, and as a result of the crises experienced by society in all its institutions.

Given the great importance of sports federations, and the hoped-for role in the development of the sports movement, and as a result of the lack of studies that dealt with this aspect of study, and analysis , It sets the scientific framework through which it can be managed efficiently and effectively , Predicting what it will be like in the future , Develop alternatives and various possibilities that can be relied upon in crisis management according to strategic planning , This study came to address the study problem represented in crisis management in terms of strategic planning in a holistic manner to stand and identify its types , and its causes , And how to manage it from the point of view of the administrative bodies of the Erbil Governorate clubs.

Purpose of research

Recognizing the performance of the Central Football Association in managing crises in terms of strategic planning from the point of view of sports clubs in Erbil Governorate.

Importance and the reasons for this research

- 1- Lack of research conducted in this field.
- 2- Identify the types of crises facing the Federation and sports clubs.

- 3- Recognize the types of strategic planning in which the Federation and sports clubs operate.
- 4- Recognize the role of strategic planning in finding solutions to crises.
- 5- Familiarize yourself with the administrative and technical skills of the administrative bodies in the federation and sports clubs.

Research Style

1- Theoretical and practical side

After reviewing the sources and theoretical studies related to the subject of the study, the researcher reached the optimal method for the research methodology . The researcher used the descriptive approach in the survey method for its suitability with the title of the study. In order to prepare the research tool represented by the questionnaire , prepared by the researcher used the crisis management scale prepared by (Assem Hassan Mualla Al-Maharma), and the strategic planning scale prepared by (Barakat Abdel Hamzah Hamad). and after making some modifications and presenting it to a group of experts and specialists in the field, the researcher formed a modified questionnaire that fits with the research sample.

2- Limitations

The society and the research sample consisted of members and administrative bodies in the clubs of the Erbil governorate. The research community was chosen in a deliberate way represented by the members of the administrative bodies in the clubs of the Erbil governorate, while the research sample was chosen randomly and through a simple lottery.

Keywords

Crisis, sports crises, sports crisis management, strategic planning, sports federation, sports clubs, Erbil governorate.

Part 2

Theoretical literature and previous studies

This chapter includes a presentation of the theoretical literature related to the subject of the study, crisis management in terms of strategic planning in the Central Football Association in Erbil Governorate, with the aim of forming an appropriate theoretical background on the subject, as well as a presentation of previous Arab and foreign studies conducted on the subject of this study.

Theoretical literature

After the researcher reviewed many books, references and scientific studies related to the topic The study, theoretical literature was written that gives a clear and detailed theoretical background on a topic The study, and the theoretical literature in this study may be from two aspects: the first includes crises and has been Dealing with it from many aspects: concepts related to the crisis, the concept of crisis, characteristics of the crisis, types Crises, causes of crises, foundations for classification of types of crises, life cycle of the crisis, the impact of the crisis on Administrative entity, general models of crises in the sports field, negative and positive effects for crises. The other side includes: the concept of crisis management, stages of crisis management, prevention of Crises, crisis management process, steps to deal with crises, obstacles to the success of crisis management, Terms and requirements of crisis management.

The following is an overview of the aspects of this study:

crisis

Today, an event that occurs anywhere in the world can affect the whole world in a short time. can turn it into a crisis phenomenon involving In this hyper-interactive world,

according to the conditions of the day being able to act has become the most important requirement. (Çetinalp, 2014:p.1).

Crisis changes in social, cultural, economic and technological life is happening. Organizations that need to implement correct and effective solutions against these changes, their ability to continue their existence and to continue their lives successfully their ability to adapt to these changes. Because at the point of application of organizations success depends on the lessons learned from the crises and a successful organizational change. (Polat,2012:p. 4).

The phenomenon of "Crisis", which means "decision" in Greek, refers to the whole and integrity of an organization. defined as any event that has the potential to affect Crisis word meaning “the mixed phase of a job or an event”, “difficult situation”, “suddenly occurring developments in the direction of deterioration and dangerous moment”. (Dinçer, 1988).

crisis in general It is an unstable, unstable situation that requires reform. disrupting an organization's routine system and It can be defined as any emergency that occurs suddenly. (Tüz, 2001: p.3).

Crisis and crisis management, which we have come across many in our country and internationally in recent years, but they are not fully resolved concepts. Although crisis management always means being prepared, However, the harmful dimensions are outweighed by ignoring the precautionary process. However, the crisis; opportunity to create not only negative but also positive results in organizations. It is a process that gives life (Güleryüz, 2015:p. 1).

Courage, courage, honesty, struggle, organization, management, social structure of societies. recognition, research, being open to innovations, developing a sense of responsibility, prudent, educated, the contribution of sports in having cultured and contemporary thoughts and behaviors is indisputable. (Orphan, 2000:p. 70).

In this sense, sport as a natural phenomenon naturally reflects the characteristics of this society. will contain. Sport, especially in the 20th century, is characterized by

organization, massification, differentiation, globalization, diversification, politicization, professionalization, industrialization, commercialization, identification and stands in a very different place sociologically with its aestheticization aspects, appears before us (İkizler, 2000:p. 109).

Crisis concept

The crisis: from the crunch, the crunch, the crunch, and it is the most severe bite with the whole mouth, and it was said that the fangs, and the fangs are the oozes and they are the years of adversity (Ibn Manzur, 1973,p. 282).

And the crisis in the Arabic language means famine, drought, distress and distress that results from the lack of rain, and then poverty and severe need until famine, and it may mean distress in all of the costs of life (Al-Bustani, 1974, p.91).

The crisis in the linguistic framework bears a moral significance that indicates the answer to distress and distress, its tyranny and its control over the material and moral situation in the situation that afflicts it.

The Webster lexicon refers to the word (crisis), which is of Latin origin (krisis) which dates back to its Greek origin (krineir), and it means the turning point that occurs when the situation changes for the better or for the worse, and it is a decisive moment or a difficult time (Webster, 1976). ,p-378), and the word crisis in the Chinese language means (wei-di), and it consists of two syllables, the first expresses danger, and the second expresses opportunity, that is, dangerous opportunity. (Al-Hawari, 1998, p.3).

The term crisis management flourished in the arms of public administration science when it was used to refer to a new method adopted by government agencies and public institutions to accomplish urgent tasks or solve an emergency impasse. And when the features of this method (crisis management) were crystallized, the question was raised about the possibility of converting it into an integrated style called (crisis management) connected as a functional unit to address specific issues that are crises and difficult problems, that is, specific characteristics, and it has its distinctive mechanisms in the face of multiple, successive and simultaneous crises. (Augustine, 1995, p.149)

previous studies

Therefore, when confronting the crisis, it requires effective management, planning and cooperation between senior management and workers to overcome it. This means that crisis management is not the responsibility of leaders only (top management), but of middle and experienced management in the organization. Therefore, it can be said that solving the crisis and problems should not be separated from the understanding and study of individuals and workers. This confirms that the crisis begins with individuals and can be solved and ended by them as well. (Abdul Qadir and Kazem, 1991, p. 82).

El Dahan (1989) also indicates that crisis management includes how to avoid a crisis by sensing it from a distance and preparing the necessary measures to prevent its occurrence, avoiding it or mitigating its severity, and the participation of all departments in the institution to solve it, given that the crisis is not limited to a specific administration, so the crisis management aims to use a system Low-cost special administrative, which represents the minimum economic burden on the institution to deal with the crisis in a way that makes the institution work regularly under unusual circumstances, and the use of expertise from all corners of the institution without affecting the daily work in it. (Al-Dahan, 1989, p. 210).

As for Al-Khudairi (1997), he points out that the science of crisis management is one of the human sciences that has increased in importance in our modern era. Which are all related to the decision maker, including what indicates that crisis management is the science according to which procedures are regulated by the decision maker on studied grounds before he takes any step towards addressing material or human problems that obstruct the workflow in the institution he manages. Or is it how to overcome the crisis with various scientific administrative tools, avoid its negatives and take advantage of its positives. (Al-Khudairi, 1997, p. 11).

(Ayasra, 2007) also emphasized that crisis management means the scientific efforts made to avoid the consequences of the crisis by using scientific and administrative tools and ensuring the return to normal conditions in the fastest time, at the lowest cost, and with

the greatest degree of efficiency and effectiveness that the decision maker possesses. (Ayasra, 2007, p. 13).

Jabr (1999) points out that crisis management is the art of controlling the crisis and achieving control over the events, and it is one of the basic tasks of the crisis manager, meaning keeping the events under control. (Jabr, 1999, p. 82).

According to Abu Fara (2009) that crisis management is - the art of dealing quickly, efficiently and effectively with the crisis, and the goal is to reduce risks to human health and safety, reduce risks to the institution when the crisis occurs, and reduce the negative effects on the operations and works of the institution. (Abu Fara, 2009, p. 59).

Al-Mansoori (2006) indicates that crisis management in practice is more of an art than a science because it is related to the quality of management that cannot be acquired with knowledge only, even if the knowledge is refined and deepened. The real reasons that led to its occurrence. (Al-Mansoori, 2006, p. 8).

Al-Otaibi (2002) goes that crisis management is a management concerned with the future in order to maintain the aspirations of the present, and it is concerned with applying the functions of the administrative process during the search for the causes of the crisis and finding appropriate solutions to it. (Al-Otaibi, 2002, p. 65).

Crisis management is the management of the future and the present, expressing rational scientific management based on science and knowledge and working to protect and prevent the institution, improve its performance, maintain the safety of its employees, address any shortcoming or defect that affects one of its sectors, or address any cause that may cause signs of a future crisis. (Al-Khudairi, 1997, p. 22).

El Dahan (1992) indicates that some institutions deal with crises through the systems in place without resorting to an administrative system specialized in dealing with the crisis, and that many of them resort to finding and developing a specialized administrative system capable of identifying problems, analyzing them and finding solutions to them in cooperation and coordination with the competent competencies. (Al Dahan, 1992, p. 211).

Including what indicates that crisis management is (an art), and these people see that crisis management is the art of removing or reducing risks so that events can be controlled. events. (Fink, 1986, p 15)

As for the other section, it indicates that crisis management is a science and an art, as he (Khaddour 1999) emphasized that crisis management is a science and an art at the same time. and creativity. (Khaddour, 1999, p. 9).

Concepts related to the crisis:

Before going into a review of the concepts and definitions of the crisis, we must distinguish between the concept of crisis and what is mixed with it from some other administrative concepts, which are similar to it in some characteristics and these terms are:

- 1- The problem: (problem), which is a stage of the crisis and it acts as a preparation for the emergence of the crisis, but it does not represent the crisis in all its aspects, and it is an undesirable situation and leads to a state of tension and dissatisfaction. (Fathi, 2001.)
- 2- Conflict: (conflict), a term that is very close to the term crisis, because it is a conflict of two forces and their interests' conflict, and it entails threat and disorder, but does not reach the point of challenging the main assumptions on which the system is based. (Al-Hidami and Muhammad, 2007).
- 3- Catastrophe: It is a devastating event that results in risks, damages and material and human losses that affect a sector of society or the entire society. 2005.
- 4- Shock: (a sudden feeling that occurs as a result of an order, situation, or unexpected event, and it may be one of the symptoms of crises, or one of its consequences that arose when it occurred without knowledge or warning (Othman, 98).
- 5- Accident: It is a sudden malfunction that materially affects the system, or the institution of a particular entity, and it takes place quickly and passes without extension, and its symptoms disappear and do not continue and lead to stopping production until the completion of repair operations. (Hawash, 2005).

- 6- Dispute: Dispute expresses the concept of contradiction and mismatch, which may be one of the manifestations of the crisis, but it does not express it completely.” (Othman, 1998).

Crisis Management

Crisis management care began during the sixth decade of the twentieth century, as a branch of management science, and increased attention was given to be organized into curricula in universities and centers specialized in crisis management (Lefta, 2001, p.45).

And crisis management, it means the methodology for dealing with crises in the light of preparedness, knowledge, awareness, available capabilities, skills and prevailing management patterns (Al-Serafi, 2003,p. 311)

Darwish and Hassanein also defined it as “the way to deal immediately with the event to stop any escalation, complications, or escalation in order to have complete control over the event.” (Darwish and Hassanein, 2004, 139)

In practical terms, crisis management is more an art than a science, because it is related to the leadership talent that cannot be acquired only with knowledge, even if the knowledge is refined and deepened. As well as interpreting it in the light of its objective elements and the real methods that led to its occurrence, and not explaining it in the light of one’s personal desires. (Al-Mansoori, 2006, p.8).

It can be said that crisis management is an intentional process based on planning and training with the aim of predicting crises, identifying their internal and external causes, and identifying the actors. The concept of crisis can be reviewed from the point of view of writers and researchers, with the addition of sports crisis management.

Crisis management goals

Every institution facing crises seeks to achieve a set of goals. The researchers have identified goals for crisis management. Abu Nasser (2008) mentioned the goals of crisis management, which are:

- 1- Achieving a high degree of rapid and effective response to the changing circumstances of the crisis in order to ward off its dangers before they occur.
- 2- Control and take decisive decisions to confront the crisis and rid its effects.
- 3- Providing the necessary support to restore balance and return the administrative entity to its normal state (Abu Nasser, 2008, p. 134).

While Abdul Majeed (2003) identified the objectives of crisis management in the following points:

- 1- Determining the role of the agencies concerned with organizing and managing the crisis at the time of safety and at the time of the crisis, and working to prevent it from recurring.
- 2- Providing the scientific ability to extrapolate the sources of the threat, predict errors, and make the best use of resources and capabilities to limit their harmful impact.
- 3- Providing the material possibilities for importation, confrontation and rapid reconstruction at the lowest cost.
- 4- Prepare to face the crisis by predicting problems and enabling the administration to control the situation, maintain the confidence of all concerned parties, and provide effective communication systems.
- 5- Immediate dealing with events to stop their escalation and limit them through analyzing the situation, drawing plans, analyzing the strengths, pressures and threats resulting from each event, and constantly preparing to deal with them. (Abdul-Majid, 2003, p. 119-120).

As for El-Serafy (2003), he believes that when institutions face crises, they seek to achieve the following objectives:

- 1- Learn about ways to reduce stress and anxiety.
- 2- Identifying ways to create an administrative climate based on understanding and participation.
- 3- Identifying the types of behavior, motives and stimuli that may prevail during the crisis.
- 4- Activate the possible entities to face the crisis.
- 5- Identifying the previous experiences of the institution during crises and the extent of control over its events.
- 6- Development of the communication network.
- 7- Disseminating all the facts necessary to create a healthy environment to deal with the crisis.
- 8- Getting to know the position of the institution's personnel regarding the crisis, whether as makers of it, drivers of its events, or opponents of its secretion and results.
- 9- Identify the essence of events and the axis around which they revolve.
- 10- Learn about the different ways to motivate the provision of effective first aid and relief. (Al-Serafy, 2003, p. 332).

Types of crises

Despite the difficulty of predicting the occurrence of all crises, there are some crises that can be observed with certain indicators indicating the expectation of their occurrence.

1- Sudden crises:

They are those crises that occur suddenly and without warning, such as (the facilities being exposed to fire, explosion, earthquake, etc.), and this type of crisis is the most dangerous, as the losses resulting from it are large and severe, especially in the absence of sufficient time to collect information when attempting to develop an action plan to address the crisis (Mahfouz, 1996, p.267).

It is natural that sports clubs are one of these facilities, which may be exposed to such crises, which may occur during tournaments and races, as they are many and varied, including, for example, injuries that affect key players in teams that cause a crisis for the club, or riots that It may lead to stopping the match or causing injuries, as happened in the match between Al-Zawraa and Al-Quwa Al-Jawiya clubs in the quarter-finals of the Football Premier League for the 2006 season. Air Force after that.

Crisis classification

Al-Khudairi classified the types of crises according to several axes, including:

- 1- Financial crises.
- 2- Moral crises.
- 3- Crises that combine the two.

Causes of crises

Many writers and researchers have been exposed to the causes of crises, and perhaps the most prominent of these reasons is what Al-Khudairi wrote, and they are shown in table (2-1).

Despair	conflicting goals	Mis-understanding
rumors		misperception
show of strength		Miscalculation and design
human errors		random management
Deliberate and planned crises	conflict of interest	Desire to blackmail

Stages of crisis management

Dealing with crises is one of the axes of interest in management, as it requires dealing with crises, and the presence of a special type of managers who are characterized by many skills, including courage, constancy, emotional balance, the ability to creative

thinking, the ability to communicate, dialogue, formulating and drawing the necessary tactics to deal with the crisis in all its stages, Here, there is no agreement between studies and research in the field of crisis management on a specific number of stages related to the crisis and crisis management, or a unified classification of these stages. There are many divisions of the stages of crisis management, but most studies and research agree on a division. (Abu Fara, 2009, p. 231).

Divide the stages of the crisis into (three, five and six)

First - the tripartite division of the phases of crisis management

(Abdul Qadir and Kazem 1991), (Al-Obaidi 2002) and (Al-Qaisi 2009) classified the stages of crisis management into three stages:

1- Preventive measures

The sequence of rapid-response variables calls for sensing and predicting crises before they occur, monitoring them, and knowing their elements to prepare a scenario for dealing with them.

Forecasting at this stage is the main element in order to be able to control and avoid causing harm to all workers in the organization. This stage also aims to provide a kind of intervention to reduce or prevent the occurrence of the crisis and the path to a successful crisis management. This stage includes developing plans for potential crises, determining the type of crisis, the type of people who are called to help, and determining the steps that will be followed during or after the crisis. (Al-Qaisi, 2009, p. 225).

2-Intermediate steps

When the crisis occurs, there are several intermediate steps that are taken as a preliminary measure before the remedial activities. At first, the crisis manager must know where the crisis is located and how the degree of its impact on individuals and property. Adopts an action plan to face crises, and such plans must include the following points:

A- Knowing the "physical - human - machines and devices and their locations" resources, as well as the times to be operated when the crisis occurs.

B - Planning for the flow of information and reports, as well as receiving the decisions taken and prepared for implementation.

C - Planning to estimate the operating room and all work requirements in it.

D - Planning to employ the individuals who attended to participate in the remedial measures.

F- Planning to evaluate the daily work performed and adopting it in setting the operational plans for the second day.

E - Identification of individuals responsible for managing the above activities. (Abdul Qadir and Kazem, 1991, p. 27).

3- practical steps

The task of the crisis leader is to implement the emergency plan effectively and efficiently, with evaluation of the work and the establishment of powers for workers who are able to manage the crisis and coordinate all their efforts by preparing reports on the crisis and raising them to higher levels. (Al-Obaidi, 2002, p. 47).

Among the educational tasks of the crisis manager at this stage are:

- 1- Coordination of efforts, as crisis management should be an integrated management.
- 2- Planning and scheduling operations.
- 3- Dealing with important and responsible individuals and clarifying the situation to others.
- 4- The crisis manager is the highest person at the site of the crisis in terms of exercising responsibility, authority and decision-making.
- 5- When the end of the crisis approaches, the director must prepare reports and statistics and send copies of them to higher authorities. (Abdul Qadir and Kazem, 1991, p. 28).

Second - the five-phase division of crisis management

A group of researchers, including Ahmed (2001), Al-Serafy (2003), Al-Dahlaki (2005), Tawfiq (2006) and Al-Hariri (2007) agreed on dividing the stages of crisis management into five stages:

1- Discover the warning instructions

It is represented in the actions taken to reduce the causes of the crisis and reduce its risks, and this stage includes sensing early warning that predicts the imminence of the crisis. (Ahmed, 2001, p. 38).

Usually, a crisis, long before its occurrence, sends a series of early warning signals or symptoms that foretell the possibility of a crisis occurring, unless sufficient attention is paid to these signals. It is very likely that a crisis will occur. (Tawfiq, 2006, p. 17).

2-Prepare and prevent

It represents the activities aimed at covering the capabilities and capabilities and training individuals and groups on how to deal with the crisis. It is a set of preventive methods that are required to be taken at the stage of discovering the danger. The institution must have these preparations and methods for the prevention of crises. The goal of prevention is to discover weaknesses in the institution and treat them before It is aggravated and difficult to treat. In order to prevent the crisis from occurring and to manage it better, a set of alternative measures must be taken to prevent the crisis from occurring. (Al-Dahlaki, 2005, p. 41).

3- Containing the damage or any of it

This step means implementing the confrontation plan that was developed in the previous stage to reduce the damage caused by the crisis, and that the goal of this stage is to stop the chain of effects resulting from the crisis, and to contain and treat the effects resulting from the crisis. Minimizing losses to the minimum possible, and there is no doubt that the efficiency and effectiveness of this stage depends to a large extent on the previous

stage in which preparations were made to confront the crisis. Routine for those who can be appointed. (Ahmed, 2001, p. 40).

4- Restore activity

This step includes the preparation and implementation of ready-made and tested programs that have actually been tested, either short-term or long-term. The stage includes the recovery of activity from several aspects, including an attempt to restore lost morale. The group operating at this stage usually experiences a bit of excessive enthusiasm, as the group unites and coheres in the face of a specific danger. (Al-Dahlaki, 2005, p. 41).

5- Education stage

This step includes the institution learning multiple lessons that we derive from its own experiences and from the experiences of other institutions that have faced certain crises in order to benefit from the crises and learn the many lessons from previous personal experiences and the experiences of others. (Hariri, 2007, p. 245).

Third - the six-phase division of crisis management

Al-Jabi (2006) and (Al-Dahlaki, 2005) classified the stages of crisis management into six stages:

1- Avoiding the crisis

It is to avoid or avoid the crisis by anticipating its occurrence, so the administration uses the simplest methods to control the crisis, as managers must have planning and predictive perceptions and realize all the internal variables that can be supported and thus increase the effectiveness of crisis management by providing effective information and communication systems to collect information and data about various phenomena It is expected that the crisis will occur because of it.

2-Preparing for crisis management

This step comes when the previous step fails to prevent the crisis, so the administration prepares to face the various circumstances when the danger leading to the crisis occurs and prepares for crisis management by providing an efficient information system or a good communication system, a trained work team, ready-made plans for emergencies, and the establishment of a crisis center. (Al-Jabi, 2006, p. 56).

3- Acknowledging the existence of the crisis

Determined by managers for their recognition of the crisis as a reality, then their awareness of it and taking the necessary measures such as holding meetings, clarifying the facts and mobilizing the material and human capabilities to deal with the crisis. To identify and understand the crisis, know its causes and those responsible for it. (Al-Dahlaki, 2005, p. 43).

4- Containing the crisis

It requires stopping the bleeding and containing the damage, which requires quick decisions to face the damage and try to address its effects.

5- Resolving the crisis

The essence is the speed in resolving the crisis because the risks of the crisis do not know how to wait. This stage comes as a result of after containing the crisis and the institution works with high efficiency to direct and organize the solution to the crisis using the available means and methods. (Al-Dahlaki, 2005, p. 44).

6- Take advantage of the crisis

We drew attention here to the fact that any crisis carries with it the seeds of success and the roots of failure, and this is the source of the institution benefiting from the events, lessons and burden that are derived and which enable it to avoid a recurrence of the crisis or face other potential crises in light of the experience that has accumulated from managing a

previous crisis. Experience is the name by which it is called People fail. (Al-Jabi, 2006, p. 58).

The administration carries out the evaluation process for plans and development of the communication and information system, as well as developing and training the work team to gain immunity and prevent future crises. (Al-Dahlaki, 2005, p. 44).

In summary, from the above, the crisis is mixed with a set of different administrative concepts and terms, and some of them may be used with the crisis interchangeably. Which leads to confusion between them and the crisis, and this confusion may lead in most cases to an incorrect understanding of the situation by the decision-maker, whether it is an administrator or a manager in various organizations and institutions, and this confusion and misunderstanding often leads to an improper administrative treatment for each of them. It leads to errors in the treatment, which requires clarification of the concept of each and demonstrate its difference from the concept of crisis.

Sports management:

The importance of management in the sports field is constantly increasing with the increase in the fields of activities and the multiplicity of their colors on the one hand, and its tendency towards more specialization, diversity and devotion on the other hand. The sports system and its extension in society to include athletes and members of the administrative apparatus and the training curriculum and the approval of educational goals in the sports institution, which are related to the development of work inside and outside the environment of the sports institution (Thnoon, 2001, p.376)

The administrative process is needed by all organizations, regardless of their quality, especially sports organizations, and this great social activity that concerns the individual and the group represents the effective and positive impact on the overall educational and social process, and it consists of goals, formulas and practices that sports institutions put in their priorities when planning sports activities. To it in the easiest way in the least time, effort and price.

And efficient management in the field of sports is the one that is able to exploit and direct the efforts of the employees, directing and harnessing them to achieve the desired goals (Husam Al-Din and Matar, 1997, p.8).

The sports club is one of the sports institutions, so the concept of sports management in it means organizing the efforts of athletes, administrators and technicians in all their categories and activities, developing their skills, achieving their needs and coordinating them in a social framework connected with its environment, and the administrative process in the sports club is specific activities and jobs carried out by individuals. The sports club and its distinctiveness are purposeful activities, as it aims at the club's continuation in achieving its long and near-term goals by operating and motivating human efforts and properly exploiting the club's material resources. (Thnoon, 2001, 376) The levels of sports club management are embodied by their heads, members of the administrative body and their coaches who are considered educators, and therefore "the responsibility of sports leaders acquires its importance through the influence of the segment on the players' behavior" (Al-Khatib and Al-Mashhadani, 1989, p. 323)

Sports crisis management

It is important for managers to realize crises when their organizations face at any time because "in hot situations (crises) early warning with smart and quick practical decisions are the money messenger of leadership. The concept of early warning and effective intelligent reaction. (Darwish and Hassanein, 2004, p.142)

Crisis management in sports clubs:

Taking care of crisis management in sports clubs has great effects on the movement and sports activities, and because it goes beyond the current circumstance as it deals with individuals, especially young people, this means that it will affect the current and future generations that have not yet seen the light. The crisis is one of the acute stimuli that affect the club and its activities. Sports and its impact also extends to the community. Those concerned with managing the crisis are the sports leaders, coaches and workers in all the club. Any crisis cannot happen unless there are causes or problems that lead to its

occurrence, including internal and external causes or both, and it can start The crisis is a small event that soon grows up quickly, especially if the administration does not deal firmly with the variables of the crisis and develop solutions to solve it as quickly as possible. Among the crises are those that are externally caused by any influence from outside the club related to the external environment surrounding the club, competitors or the political conditions of the country from Unstable conditions, weak system, and scarcity of available resources needed to work to finance sports activities, as well as weak capabilities and lack of stadiums, halls and tools lead to sowing seeds. Matt.

Planning:

"Planning is an important and essential element of management, and there is a general tendency among management scholars that planning is the first administrative function of the management functions to carry out any activities."

Planning is the first element in the successful management process, because it precedes the implementation of any work by choosing goals, programs and procedures, and setting plans to ensure the achievement of these goals, and then making decisions regarding the goals of the institution.

Planning has been defined by several definitions, including:

Planning "simply means designing, preparing in advance, and choosing between alternatives with regard to objectives, strategies, policies, rules, procedures, programs, and budgets in which it consists."

Muhammad Abdul-Azim defined it as "Planning is defining the goals that the institution wants to achieve, while providing the necessary means and programs to achieve these goals."

Newman and Summer believe that the planning process gives a wide scope in activities, starting with the initial sense that something must be done and ending with defining what must be done and the time in which this action is to be performed and who is responsible for it.

The researcher believes that planning is the concept of induction of the future through the possibilities of the present and the experiences of the past and preparation for this future, as the most important features of modern management that are based on a scientific empirical basis is that it begins with collecting information and examining problems and then building and plans on a realistic basis with setting goals in the light of studies and research .

The importance of planning

Planning is of great importance in the process of formulating and setting decisions and in order to move away from randomness by setting goals and standards, setting work program and timetables, and thus drawing data and actions to be taken.

As ((Ahmed Ghoneim)) put the importance of planning in the totality of the axes, namely:

- 1- Planning shows the objectives of the institution that it seeks to achieve.
- 2- Planning helps to operate the institution economically by exploiting the available resources.
- 3- Planning sheds light on the future and tries to reveal its dimensions and prepare the necessary arrangements for it.
- 4- Planning helps to define a clear and integrated vision of the institution's activity and the environment in which it operates.
- 5- Planning helps prevent overlap and duplication between the main and subsidiary activities within the institution.
- 6- Planning helps in accurately determining the size and quality of the inputs from the financial and human resources of the institution.
- 7- Facilitating planning and conducting oversight operations.
- 8- Planning contributes to eliminating risks or reducing them to the least possible extent.
- 9- Planning leads to non-disruption of work and its continuation.

The researcher believes that the importance of planning lies in that there can be no simple or future building or work without good planning for it.

Planning stages

Planning goes through several stages, and it is not possible to separate one stage from another, as the main role of the administration differs in each of them, namely:

1. Preparation stage:

The preparation stage is one of the most important stages of planning as it is the basis for building an integrated process based on accurate information. Through this stage, goals, studies and proposals are set within a specific time limit in order to achieve those required goals by knowing the existing human and material capabilities and the suitability of those goals with the institution. These suggestions and directives are sent to the implementing agencies, and through them, the administration's role comes to verify the validity of those data, statistics and available information and to benefit from previous experiences, if any.

2. Adoption of the plan:

The stage of approving the plan, through which the concerned bodies can see the objectives and directives, as the various projects are collected in the form of a comprehensive plan and presented to the competent authority for approval. And its approval is sent to the concerned authorities to start the implementation process, and the researcher believes that at this stage the competent authority is working to develop items according to studied and approved controls, according to which they are sent to the concerned authorities or branches to start implementing those items, as this stage is one of the most difficult stages of planning, because through it the extent of the success of those items and decisions is disclosed.

3. Implementation:

After approving and approving the implementation plan, we take all necessary measures and procedures to put it into practice in coordination and cooperation with the planning authorities and the authorities responsible for implementation. Through it, each worker is acquainted with the detailed steps for implementation and at each level if he can implement them in a peaceful manner, as the planning authority works with the assistance of the implementation agencies by determining decisions The necessary instructions for implementing and approving the plan.

4. Follow-up and evaluation of the implementation process:

The evaluation stage is the stage of planning success, as it shows the need to modify the plan or continue it according to what is planned. Through the executive bodies and the planning apparatus, the implementation of the plan is monitored and evaluated, and the progress in implementing the project is known. At this stage, it must be ensured that periodic reports are prepared on the status of the work, the stages that have been completed, the difficulties and problems that coincided with the implementation of the work, and the disruption of the time limit specified for each stage.

Advantages of strategic planning

1. Strategic planning has many advantages that stem from the fact that it brings a qualitative development to the different types of planning. Perhaps the most important characteristic of strategic planning is the following: (Mohammed Al-Agha, 2005,p. 65).
2. It is an integrated and multidimensional process of formulating and implementing a comprehensive strategic plan that leads to gaining or creating a competitive advantage for the organization.
3. Strategic planning stems from a comprehensive systematic analysis of the organization's current competitive position, the current and expected opportunities and threats in the business environment, and the endogenous elements of strength and weakness within the organization on the other hand.

4. Strategic planning is a broad, multifaceted process with diverse activities that goes beyond the traditional view of other types of planning. Strategic planning is not just a specialized functional and dynamic activity, but is broader inclusive, richer in dimensions, and a deeper level of rational, analytical thinking, as it is characterized by objective and insightful thinking that stems from Attempting to formulate a comprehensive view of all environmental variables (internal and external).
5. Strategic planning seeks to create a vision through which it can achieve a competitive advantage, by analyzing the expected and possible trends and focusing on the future. Strategic planning is characterized by being qualitative and focusing on the production and supply of unprecedented ideas.
6. Strategic planning achieves interaction and constructive dialogue between the three administrative levels of planning (higher, middle, and lower) and the future of the organization and the means for its success and development, and guides decision-making in the administrative process.
7. Strategic planning works to reduce the negative effects of the surrounding conditions on the activity of the organization, increase its effectiveness and efficiency, and provide a contribution to creating a better quality of the product or service.
8. Strategic planning seeks to set main courses of strategic action represented by less formal and less stable strategic plans, more changeable, broader and more comprehensive, and a deeper analysis than the traditional formal plans that are closed to the constants of their principles, rules of work and stages of implementation.

Planning in the sports field:

Planning is the basis on which the various elements of the administrative process are built, including control and direction, and the absence of planning leads to randomness in work. Therefore, planning plays an important role in translating the various sporting events, through defining the goals, steps and programs for implementing these activities.

In the field of sports, the principles of scientific planning are applied to the success of projects and service programs provided by institutions and bodies, and by anticipating problems, obstacles and difficulties before they occur, and working to make optimal use of the available material and human capabilities without shortage in anticipation of the future that planning predicts, as it is the way to reach Building a strong base that works to achieve and implement the vocabulary of administrative work to communicate to achieve achievements and build sports teams in a proper manner by studying the material and administrative aspects that achieve sports planning.

The strategy

Strategy means a program to identify in order to achieve the general objectives of the institution and includes the objectives and the allocation of resources necessary to achieve the objectives and policies related to the use of resources.

And the strategy of any institution means the perception of what it wants the institution to be in the future, not how the institution will reach this situation.

Thus, we look at the strategy as a means of forming long-term goals and as a means to determine the programs that need to achieve these goals, as well as allocating the total resources of the institution from human, financial, technological and other resources in order to achieve the effectiveness of the strategy.

William Glick defines it as “Strategy as a comprehensive and integrated plan for the achievement of the main objectives of the facility.

The researcher believes that the concept of strategy in its simple sense is to use the available human and financial capabilities and resources in the best possible use to save effort, time and goals until they are followed up to completion.

Strategy Levels

There are levels that must be taken into account before starting to develop the strategy, and it should not be said that the strategy was developed at the level of senior management only, but that all specialists at all administrative levels make sure in setting the strategy, each at his level, as he mentions four levels of the strategy:

1. Senior Management Strategy

It is that strategy that is developed by the board of directors and puts in mind the objectives of the institution and the project, and through these objectives the whole project is affected by them, as through them the project departments are integrated, which aims to achieve the objectives of the project, as those strategies are long-term.

2. Functional strategies

They are strategies that are placed in the functional areas of the institution. These areas include marketing, financing, human resources, and each administrative official responsible for one of these functional areas may determine his contribution to the field in which he works to achieve the strategy and its objectives.

3. Strategies for the organization and its units

These strategies appear if there are main units that have independence in resources or goals, or they can be held accountable for their outputs of revenues and costs independently of the rest of the units, as these units are called the so-called strategic business units and therefore each unit will take the appropriate strategies for its circumstances, which are strategies that try to unite To give it a high ability to compete and innovate, as these strategies have a medium-term period in most cases, from one to three years.

4. Operational Operational Strategies

They are executive strategies for functional strategies and issues as they are urgent and quick and require a strong and quick decision, and the need for these strategies arose when there are urgent problems or opportunities that cannot bear delay.

Strategic Planning

It is the design and expression of the institution's mission, objectives and main path, and the identification of processes, activities and works necessary to achieve this.

Planning here means defining the institution's future path, and its system is characterized by integration, through which planning is deliberate and with recognized steps, and through strategic planning, it is a reaction to each of the weaknesses and strengths in the institution's performance and to the threats and opportunities that exist in the environment in order to develop areas of excellence and competition and develop them for the organization in the future Through strategic planning, the style of work is at the level of senior management and executive management in a way that defines and distinguishes the importance and function of each level within the institution.

Strategic planning is a necessary and essential process in all areas of life, as it is one of the most important features of modern management that is based on a scientific empirical basis that begins with gathering information in the light of studies and research. And it is intended to start now in its realization, or there are projects that it is not possible to know how to obtain the acceptance of the parties influencing it, and it is intended to be positive in this regard.

Or there are projects that cannot be known how to adapt to the environment and the market around them and want to do something about these projects. Planning is important in representing the second stage of strategic management and how to allocate available resources such as individuals and financial resources by linking the institution to its environment and thus achieving long-term goals of By defining the work carried out by the

institution and knowing the steps that will be established and the expansions of that work, such as achieving more achievements, as strategic planning expresses a thinking process that precedes decision-making and goes beyond that with procedural and executive steps. Hence, “planning in the sports field should make a positive change that includes all components.

The sports institution according to its goals and based on its philosophy, directives and coordination of work between the institution and complementary institutions.” Accordingly, the researcher believes that the continuous development in the wheel of life and the rapid emergence of uncountable variables has become necessary when undertaking any project to have a strategic plan as it helps the institution to anticipate any possible change in the environment and develop the necessary strategies to deal with this change and help the senior management in thinking to solve the problems that they face by creating integration between the units of the institution with its goals.

Advantages of strategic planning

There are several advantages to strategic planning, as Ismail Muhammad al-Sayed states that “through the results of some studies conducted in the field of strategic planning, the main advantages about this planning can be reached, which are:

- 1- Providing the institution with its main form by creating and evaluating each of the objectives, plans and policies.
- 2- Helping to anticipate some strategic issues. Strategic planning helps the organization to anticipate any possible change from the environment and to develop the necessary strategies to deal with this change.
- 3- The contribution of strategic planning and management to the effective allocation of the institution's resources and directing those resources to achieve the goals.
- 4- Directing and integrating the administrative and executive activities in the institutions.

- 5- Assisting in the preparation of senior management cadres and assisting managers of functional departments to think about solving problems that can be faced and ways to create integration between their sub-units with the objectives of the institution.
- 6- Increasing the organization's ability to communicate with different groups within the organization's environment.

In the case of applying strategic planning, it will be of great benefit to the institution, as Mahmoud Abu Bakr mentions the benefits of strategic planning:

- 1- Formulation and development of the institution's mission and objectives.
- 2- Defining and directing the course of action in the institution.
- 3- Defining and formulating the goals and strategic objectives of the institution.
- 4- Determining and providing the requirements for improving performance and achieving the growth and progress of the institution.
- 5- Ensure the coherence between the institution's mission and objectives and the policies and rules of work systems that are established.
- 6- Ensure that the strategic objectives of the senior management's ambitions and objectives are linked to the interests of the members of the institution.
- 7- Directing resources and capabilities to economic uses.
- 8- Directing research efforts to develop the institution's performance and strengthen its competitive position.

Muhammad Raslan Al-Bayoumi, Jamila Jarallah, mentions that there are a group of identities that are reflected in the planning process, namely:

- 1- Doubt about the accuracy of information related to the future and to be achieved.
- 2- Psychological limitations in the sense of paying attention to the present because it is known and certain, and neglecting the future because it is unknown and variable.
- 3- The high cost of planning through studies and statistics accompanying the planning process.

For the success of strategic planning, there are requirements that must be met:

1. It is necessary to convince the officials of the institution of the importance of strategic planning and seriousness in dealing with the subject.
2. The presence of qualified leaders and cadres with basic administrative skills, by setting an appropriate time schedule and naming those concerned with implementation and their issues.
3. Providing the plan's requirements in terms of financial, human, organizational and technical resources.
4. Realism in the estimates and plans so that the goals do not become mere dreams and aspirations.
5. The compatibility of the organizational structure with the strategic plans.

Strategic management

In this period of time, states and peoples aspire to reach the highest economic, social and political levels for their people, and this will only happen through effective management that contributes to these aspirations. Refining and applying them to achieve some desired results. It means those interactions associated with the senior management, which provide the framework for decisions and scientific actions to achieve the objectives of the programmers.

Strategic management can be defined as “the responsibility of the senior management in placing the institution and its installation in the external environment and working to adapt the institution to it in a way that confirms success.” And for the development of peoples came the rapid importance in all areas and trends and at the global, regional and local levels, which became a feature of the modern era, "and the rapid developments that occur in the environment made the transition of contemporary management thought from the stage of long-term planning to the stage of a stage.

" Strategic planning and strategic management Jiyeh, which is characterized by comprehensiveness, generality, and its capabilities to confront rapid environmental

changes, and to know the difference between strategic decisions and non-strategic decisions, the criterion is stability and non-change in decisions, which last for a long-term period.

This does not mean that the strategy does not change at all, but it assumes that the strategy does not change in the same current method. When other plans change. Therefore, the strategy is more concerned with long-term change and is less responsive to short-term change.

Strategic management styles

Many styles of strategic management have emerged, and among these styles have emerged in the nineties, the “Museum Berg Waters” distinguished styles among the eight for strategic management found throughout the history of organizations, namely:

1- Planned Strategic Management:

It is the administration in which the senior management formulates precise goals that it places in the official plans that determine what the mixed administrative levels should do, and then the senior management exercises control by comparing the actual results with the plan.

2- Innovative strategic management:

It is the management that subjects the institution to the personal control of its owners, and the strategy flows from their personal vision for the future of the institution.

3- Strategic Umbrella Management:

As the leaders of the institution know the general objectives and set limits through which their subordinates formulate the components of the strategy, and oversight is carried out by comparing the planned and implemented goals in light of the set limits.

4- Intellectual Strategic Management:

It is that administration that expresses the strategy of intentional patterns of identification resulting from collective thought. Thus, the senior management formulates

and disseminates collective thought in the organization to govern the various actions through it.

5- Mixed strategic management:

This administration adopts several strategies and is not limited to one. The multiplicity of strategies may be contradictory at times, as they are assembled and escalated to form the overall corporate strategy.

6- Strategic Social Management:

What is meant by social is a collective agreement between the managers of the institution with each other, and here the strategy may exist even without a prior intention to design it.

7- Strategic Operational Management:

Here what is meant by management is the control of the organization's leaders in the main strategic operations and steps, while leaving the details to the immediate levels, and the control is done by sticking to schedules and resource allocation.

8- Imposed strategic management:

It is that administration that covers the external environment what must be done from the strategy.

Sports strategic management

The developments witnessed by the sports movement in terms of large numbers that involve under its supervision various labels in the circles of society have become require special administrative capabilities of workers in the field of sports to carry out administrative tasks do not differ from administrative tasks in other facilities, with the exception of the specificity that distinguishes sports activity from the nature of the research The work to be completed in the sports institution.

This means that the sports administration does not differ with the public administration in the general framework of the administrative process only. As for the

details, the sports administration is characterized by characteristics that derive from the nature of the fields of physical education that the administration is achieving. Work within sports institutions differs from work in industrial and commercial institutions or in government interests and institutions according to the different requirements and objectives of work in each of them. Management in the processes of planning, organizing, directing, following up, evaluating, making decisions, and setting regulations and laws that regulate work in each of them.

The administration in the fields of physical education and sports has its role in many fields, such as the field of sports for all, sports bodies, institutions and youth care in the community, and because scientific management depends on developing administrative systems in sports institutions as well as in organizing tournaments and sports competitions, it aims to achieve the goals of institutions by coordinating the efforts of individuals.

The foundations of achieving strategic sports management objectives:

Most management science specialists point out that strategic sports management achieves its goals through a set of principles summarized by the researcher as follows:

1. Choosing the appropriate elements to achieve the desired results and objectives.
2. Use the appropriate elements to achieve the goals.
3. Stability and achieving a balance between the requirements of the short term and the long term.

Sports federations

It is common knowledge that the International Olympic Committee is the highest international sports body in the world. This means that there are international sports bodies that have a lesser role, and these bodies are represented by international sports federations, and there are several definitions of sports federations, including the definition of (Radwan Ali Ismail Muhammad) “a voluntary civil body concerned with the affairs of A specific

sport game. It works on organizing it, expanding its base and working to raise the technical level. For this reason, each federation is specialized in organizing and taking care of a specific sport, such as the International Volleyball Federation, the International Basketball Federation, the International Football Federation, etc.

As there is a federation for each of these federations, National federations in each country are concerned with the sports game transmitted by the International Federation to which the National Sports Federation belongs, as the sports federations are responsible for sports and how to develop them from the base to global levels.

That the Central Sports Federation have all the requirements and powers that all private sports institutions are committed to, and thus it regulates the Program and follows up its implementation and gives special indicators for each institution with regard to training, owners and supervision of the matches held by these institutions.

The goals of the sports federations

There are several goals for sports federations, as (Issam Badawy) put the total goals of sports federations as follows:

1. Managing the affairs of the game in all respects.
2. Setting the general policy for spreading the game and raising its level.
3. Talent discovery and aggregation.
4. Laying the foundations and principles for organizing training affairs.

Organizing public tournaments, preparing civil teams to represent the country externally, and awarding titles and prizes in competitions

Sports clubs

The government or private sports club is formed by a group linked by a sports and social idea, with the aim of spreading sports, social and youth education, and enjoys moral personality and financial and administrative independence, and exercises all legal rights, including the right to own movable and immovable funds and dispose of them to achieve their purposes stipulated in this law. (Al-Waqa'i al-Iraqia, 1986, p.127)

The club is a body formed by a group of individuals with the aim of forming the youth's personality in an integrated manner in terms of social, health, psychological, intellectual and spiritual aspects by spreading physical and social education for the youth members, and providing suitable conditions for developing their abilities, as well as creating means to facilitate ways to invest the members' spare time, in accordance with planning Which is set by the central administrative authority (Malukhiya, 1981,p. 5).

“The Sports Club is a recreational institution that aims to contribute to a positive role in the sports and social development of members of society within the framework of the needs and desires of its members and in a way that leads to the realization of the state's philosophy” (Thnoon, 2001,p. 381).

Types of sports clubs

- a. Pure sports clubs: They are clubs in which certain, specific and specialized types of games and races are practiced.
- b. Social sports clubs: These include sports activities and social fields.
- c. Private clubs: those affiliated with certain bodies and institutions such as the Equestrian Club and the Air Club. (Thnoun, 1999; Lectures for Postgraduate Studies, University of Mosul, 1999)

Components of managing a sports club:

The sports club must have working mechanisms that enable it to perform its mission in managing the club towards achieving its desired goals, as it consists of:

1. The General Authority: Every club has a public authority, which is the highest authority in it, and it consists of working members who have paid the subscription fees and fulfilled their obligations in accordance with the provisions of the law.
2. The Administrative Board: It is the executive body of the club, and it is elected by the general assembly once every four years, and the number of its members is not less than five and not more than ten. The administrative body has obtained at least a preparatory school certificate or its equivalent, or has been a member of the club for one year or more, and the term of membership in the administrative body is four years, and those whose membership has expired may be re-elected, and the president of the administrative body, his deputy, the secretary and the treasurer are elected in The first meeting of the administrative body, and the membership of the body (membership of the administrative body) ends in the event of resignation or the commission of a felony or misdemeanor involving moral turpitude.

Sports Club President

The president of the sports club is an administrative leader who takes the helm of leadership in his club to achieve the goals he seeks to achieve. Therefore, he must have some qualities that qualify him to optimally deal with human and financial resources and motivate them towards more creativity in order to deliver the club's message and achieve it. (Al-Nama, 2004, p.17).

The role of the club president (the leader) in managing the crisis:

- 1- Forming a work team in times of crisis.
- 2- Setting goals in times of crisis.
- 3- Planning time during a crisis.
- 4- Increase morale in times of crisis.
- 5- Creativity and innovation in stressful situations.
- 6- Solving problems in times of crisis.
- 7- Change in times of crisis. (Darwish and Hassanein, ,2004, p.143-146,)

Training Angles

The coach: is the person who is emulated and possesses a high degree of knowledge, information and general and special abilities. He leads education and influences most of the players, as he supervises their training and education, as well as directly affecting their sporting personality. (Al-Hayali, 2005, p. 19).

It is defined as the person who is responsible for planning and organizing the executive steps of the training operations, leading them and guiding the players during the exercises and competitions. (Hammad, 1998, p. 27)

Accordingly, the coach's work is not limited to communicating his information and experiences to the players, but is linked to many other obligations. He is a guide and educator before he is a teacher, and he does not make improvised decisions that create confrontations. Appearance" (Al-Hayali, 2005, p.19).

The researcher believes that the first tasks of the club president, members of the administrative body and coaches appear during crises in which the test is essential to demonstrate their abilities, behaviors and performance in how to deal with crises that occur in the club, and the extent to which sports leaders can bear the duties entrusted to them towards the club and its goals. As well as predicting what might happen in the future in the club as a result of crises, and the huge losses that result from the club that may threaten its entire entity or part of it, and then lead to paralyzing the movement and activity of the sports club.

Part 3

Method

The researcher used the descriptive approach in the (survey) style, for its suitability with the sample and the nature of the study.

Study Community and the sample

The researcher identified the research community the clubs participating in the activities of the Central Football Association in Erbil Governorate, which numbered (55) sports clubs classified according to levels and as shown in Table (3-1). They were chosen by the intentional method, and the research sample was chosen by the intentional method, which amounted to (182) members, who represent (100%) of the research community. Table (3-1) and figure (3-1) shows the sample of the study.

Table (3-1) The Sample of the study

Id	Classification	# Club	%
1	Premium Degree	16	29.09%
2	First Degree	18	32.73%
3	Second Degree	21	38.18%
Total		55	100.00%

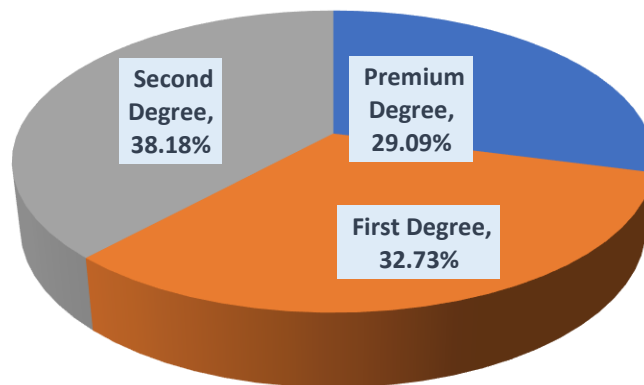


figure (3-1) The Sample of the study

Study tools

After reviewing similar and previous studies on crisis management and strategic planning, the researcher used the crisis management scale prepared by (Assem Hassan Mualla Al-Maharma), and the strategic planning scale prepared by (Barakat Abdel Hamzah Hamad).

Logical honesty of phrases

For the purpose of matching the two scales with the research sample, it was presented to a group of experts in the field of sports management in order to make modifications to the original two scales to fit the study sample.

Therefore, the two scales were identified in their initial form, they were presented through a questionnaire consisting of the original and proposed axes and phrases for the amendment of each of the crisis management and strategic planning to a group of specialists in the field of sports management for the purpose of expressing an opinion on the validity of the axes and phrases, and their number is (9) specialists, As shown in the appendix (2).

The percentage of agreement for the cost of the axes and phrases reached the percentage of agreement for more than 75% of the opinions of specialists, and thus the scale is considered valid for the study sample.

Reliability

Reliability is one of the conditions that must be met by the scale in order for it to be accurate, meaning reliability “that the test gives the same results if it is re-applied to the individuals themselves in the same circumstances (Hassanin, 1995, 193), and reliability defines the extent of accuracy, mastery or consistency with which the test measures the phenomenon. for which it was set.

In order to extract Reliability, the researcher adopted the method (Cronbach-Alpha), as shown in the table (3-2), which is one of the methods of finding Reliability, and

it is suitable for scales that measure traits or behaviors that are not expected to be greatly affected by changes over time. This indicates that the test is stable.

Table (3-2) Reliability Analysis

Id	Domain	# Items	Cronbach's Alpha	Decision
1	Crisis Management	36	0.80	Reliable
2	Strategic Planning	67	0.84	Reliable
3	All Items	103	0.836	Reliable

Validity Analysis

It is to find the correlation between the degree of each paragraph and the total degree of the scale, as this method is considered one of the most accurate known means of calculating the internal consistency of the paragraphs in measuring the concept, and it means that each of the paragraphs runs in the same path as the scale as a whole (Peter, 1979,11). And according to this, the researcher calculated the internal consistency coefficient through the correlation between the degree of each paragraph and the total score of the both scales, by calculating the Pearson correlation coefficient on the sample consisting of (182) members. It measures the phenomenon measured by the entire test. As shown in the table (3-3) & (3-4).

Table (3-3) Crisis Management scale Validity Analysis

	Field		Crisis Management
Spearman's rho	Administrative	Correlation Coefficient	0.644**
		Sig. (2-tailed)	0.000
	Financial	Correlation Coefficient	0.576**
		Sig. (2-tailed)	0.000
	Technical	Correlation Coefficient	0.546**
		Sig. (2-tailed)	0.000
	Capabilities	Correlation Coefficient	0.628**
		Sig. (2-tailed)	0.000
	Legislative	Correlation Coefficient	0.558**
		Sig. (2-tailed)	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N = 182

Table (3-4) Strategic Planning scale Validity Analysis

	Field		Strategic Planning
Spearman's rho	Planning	Correlation Coefficient	0.501**
		Sig. (2-tailed)	0.000
	Administrative	Correlation Coefficient	0.577**
		Sig. (2-tailed)	0.000
	Organizational	Correlation Coefficient	0.678**
		Sig. (2-tailed)	0.000
	Training	Correlation Coefficient	0.539**
		Sig. (2-tailed)	0.000
	Financial	Correlation Coefficient	0.546**
		Sig. (2-tailed)	0.000
	Media and Public relations	Correlation Coefficient	0.461**
		Sig. (2-tailed)	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

c. Listwise N = 182

Scale description:

After completing the procedures for the statistical analysis carried out by the researcher for the items of the scale,

To ensure the scale's stability and validity, the crisis management and strategic planning scales are ready, as they consisted of a scale in its final form on crisis management on (5 axes and 36 phrases) and a strategic planning scale with (6 axes and 67 phrases).

The answer to it is by giving scores (5.4.3.2.1) according to the gradation chosen by the respondent for the balance of the multiple answers that were placed in front of the phrases with a degree (very large, large, medium, few, very few), and the total score of the respondent is calculated by summing the grades he gets in each sentence of the scale, therefore, the highest overall score that the respondent can obtain is (515) and the lowest score is (103). As shown in the appendix number (1)

The final application of the study sample

The researcher converted the scale into an electronic scale via the (Google Form) platform, and it was sent via e-mail and social networking sites to the study sample, from the period (12.4.2022) to (28.4.2022), and how to filling out and answering was explained. after answering it, the marks have been Calculated to be analyzing.

Statistical processors

The researcher used the following statistical treatments:

- Percentage
- Arithmetic mean
- standard deviation
- Pearson correlation test
- Simple correlation (Spearman)
- Cronbach – Alpha
- T-test for one sample
- Kaiser-Meyer-Olkin Measure of Sampling Adequacy.

The data was processed using the SPSS statistical package

Part 4
Data Analysis
4-1 Crisis Management

Table (4-1) Frequency table with (mean + SD +% level)- The Administrative axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
x.1.1	10	5.5%	25	13.7%	63	34.6%	48	26.4%	36	19.8%	3.41	1.118	68.24%
x.1.2	14	7.7%	28	15.4%	60	33.0%	43	23.6%	37	20.3%	3.34	1.186	66.70%
x.1.3	17	9.3%	20	11.0%	38	20.9%	58	31.9%	49	26.9%	3.56	1.254	71.21%
x.1.4	10	5.5%	19	10.4%	63	34.6%	51	28.0%	39	21.4%	3.49	1.106	69.89%
x.1.5	5	2.7%	18	9.9%	39	21.4%	57	31.3%	63	34.6%	3.85	1.090	77.03%
x.1.6	5	2.7%	23	12.6%	49	26.9%	65	35.7%	40	22.0%	3.62	1.049	72.31%
x.1.7	6	3.3%	31	17.0%	53	29.1%	47	25.8%	45	24.7%	3.52	1.136	70.33%
x.1.8	10	5.5%	26	14.3%	46	25.3%	57	31.3%	43	23.6%	3.53	1.159	70.66%
x.1.9	11	6.0%	35	19.2%	48	26.4%	58	31.9%	30	16.5%	3.34	1.143	66.70%
x.1.10	11	9.9%	34	18.7%	52	28.6%	45	24.7%	33	18.1%	3.23	1.230	64.51%
Total											3.49	1.15	69.76%

Through the results of the crisis management scale, the results of the first axis (The Administrative axis)appeared as follows:

The arithmetic mean degree of the axis reached (3.49), and the standard deviation of the axis (1.15), with a significance percentage of (69.76%)

The highest value in the axis was the fifth paragraph (Make decisions that are not enforceable) with an arithmetic mean of (3.85) and a standard deviation of (1.090) and with a degree of relative importance (77.03%)

The lowest value in the axis was the tenth paragraph (Develop seasonal plans and programs that conflict with the clubs' participation in other official tournaments), with an

arithmetic mean of (3.23) and a standard deviation of (1.230) and with a degree of relative importance (64.51%).

Discussion of the first axis:

As shown in table (4-1), the administrative axis, shows that the answers of the research sample in the light of the paragraphs of the scale were above average because most of the paragraphs that lead to a lack of control or overcoming crises have exceeded the arithmetic average, meaning that the Central Football Association lacks competencies and human resources with ingredients Highly scientific and administrative, which in turn leads to the impossibility of controlling, avoiding or managing the crises it faces in terms of the administrative aspect.

The results of the first axis of our study, compared with the study of (Al-Barghouti:2013), indicated a noticeable difference in terms of the percentage of 80.88%, while the percentage of our study was 78.69%.

The researcher attributes this difference to the weak capabilities and administrative competencies of the members of the Central Football Association.

2- The Financial axis

Table (4-2) Frequency table with (mean + SD + % level)- The Financial axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
x.2.1	10	5.5%	18	9.9%	36	19.8%	55	30.2%	63	34.6%	3.79	1.181	75.71%
x.2.2	7	3.8%	14	7.7%	40	22.0%	54	29.7%	67	36.8%	3.88	1.111	77.58%
x.2.3	8	4.4%	23	12.6%	53	29.1%	57	31.3%	41	22.5%	3.55	1.105	70.99%
x.2.4	9	4.9%	28	15.4%	56	30.8%	47	25.8%	42	23.1%	3.47	1.150	69.34%
x.2.5	9	4.9%	26	14.3%	41	22.5%	60	33.0%	46	25.3%	3.59	1.156	71.87%
x.2.6	8	4.4%	19	10.4%	36	19.8%	69	37.9%	50	27.5%	3.74	1.106	74.73%
x.2.7	13	7.1%	19	10.4%	50	27.5%	59	32.4%	41	22.5%	3.53	1.160	70.55%
Total											3.56	1.15	72.97%

The arithmetic mean degree of the axis reached (3.56), and the standard deviation of the axis (1.15), with a significance percentage of (72.97%)

The highest value in the axis was the second paragraph (Weak financial support for sports clubs) with an arithmetic mean of (3.88) and a standard deviation of (1.111) and with a degree of relative importance (77.58%)

The lowest value in the axis was the fourth paragraph (Spending a large part of the union's financial allocations on administrative aspects travels, rewards), with an arithmetic mean of (3.47) and a standard deviation of (1.150) and with a degree of relative importance (69.34%)

Discussion of the second axis:

As shown in table (4-2), The results of the financial axis indicate that the lack of government financial support for sports clubs is the main reason for the occurrence of crises in the Central Football Association, as this paragraph obtained the highest percentage of high answers that caused the crisis, and it is a result close to the same results of the financial axis of the study of (Al-Barghouti:2013) because this axis obtained a percentage of The significance reached (82.60%), while the relative importance for this axis in our study was (77.58%) .

3- The Technical axis

Table (4-3) Frequency table with (mean + SD +% level)- The Technical axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
x.3.1	14	7.7%	22	12.1%	54	29.7%	53	29.1%	39	21.4%	3.45	1.177	68.90%
x.3.2	9	4.9%	19	10.4%	44	24.2%	60	33.0%	50	27.5%	3.68	1.132	73.52%
x.3.3	3	1.6%	15	8.2%	41	22.5%	64	35.2%	59	32.4%	3.88	1.010	77.69%
x.3.4	6	3.3%	22	12.1%	44	24.2%	64	35.2%	46	25.3%	3.67	1.083	73.41%
x.3.5	7	3.8%	26	14.3%	39	21.4%	65	35.7%	45	24.7%	3.63	1.118	72.64%
x.3.6	5	2.7%	22	12.1%	34	18.7%	66	36.3%	55	30.2%	3.79	1.088	75.82%
x.3.7	10	5.5%	16	8.8%	49	26.9%	50	27.5%	57	31.3%	3.70	1.161	74.07%
Total											3.69	1.11	73.72%

The arithmetic mean degree of the axis reached (3.69), and the standard deviation of the axis (1.11), with a significance percentage of (73.72%)

The highest value in the axis was the third paragraph (The lack of a specialized psychotherapist for the teams) with an arithmetic mean of (3.88) and a standard deviation of (1.010) and with a degree of relative importance (77.69%)

The lowest value in the axis was the first paragraph (Interfering with union members in technical affairs), with an arithmetic mean of (3.45) and a standard deviation of (1.177) and with a degree of relative importance (68.90%).

Discussion of the third axis:

As shown in table (4-3), when we talk about the technical aspect of federations and clubs, we go into and touch on all the pillars that cause crises, therefore we see that one of the aspects of the causes of crises is the lack of allocating and preparing a psychological training staff by the federation, which in turn affects the technical and skill performance, which in turn leads to the creation of a situation or An environment conducive to the occurrence of crises related to clubs. While we see that the weakest reason that helps create crises is the non-interference of the union in the technical matters of the club.

4- the capabilities Axis

Table (4-4) Frequency table with (mean + SD +% level)- the capabilities Axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
x.4.1	19	10.4%	17	9.3%	42	23.1%	56	30.8%	48	26.4%	3.53	1.264	70.66%
x.4.2	13	7.1%	20	11.0%	63	34.6%	53	29.1%	33	18.1%	3.40	1.122	68.02%
x.4.3	10	5.5%	10	5.5%	52	28.6%	62	34.1%	48	26.4%	3.70	1.087	74.07%
x.4.4	5	2.7%	21	11.5%	54	29.7%	54	29.7%	48	26.4%	3.65	1.075	73.08%
x.4.5	8	4.4%	17	9.3%	42	23.1%	61	33.5%	54	29.7%	3.75	1.113	74.95%
Total											3.61	1.13	72.15%

The arithmetic mean degree of the axis reached (3.61), and the standard deviation of the axis (1.13), with a significance percentage of (72.15%).

The highest value in the axis was the third paragraph (Lack of tools and equipment needs to train teams) with an arithmetic mean of (3.70) and a standard deviation of (1.075) and with a degree of relative importance (74.07%).

The lowest value in the axis was the second paragraph (The association's activities are not commensurate with the available capabilities), with an arithmetic mean of (3.40) and a standard deviation of (1.122) and with a degree of relative importance (68.02%).

Discussion of the fourth axis:

As shown in table (4-3), it is clear from the above table that the lack of logistical capabilities by the federation is one of the biggest reasons that clubs face, which leads to the creation of crises because the sports clubs derive their support from the government through the federation, and these problems we notice clearly in the clubs that depend entirely on government support. While some large semi-self-financed clubs do not suffer from this type of problem.

The weakest cause of the crisis is the incompatibility of the activities of the federation with the possibilities available to the clubs.

5- The legislative axis

Table (4-5) Frequency table with (mean + SD +% level)- The legislative axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
x.5.1	9	4.9%	21	11.5%	54	29.7%	58	31.9%	40	22.0%	3.54	1.105	70.88%
x.5.2	11	6.0%	19	10.4%	51	28.0%	59	32.4%	42	23.1%	3.56	1.134	71.21%
x.5.3	11	6.0%	26	14.3%	54	29.7%	56	30.8%	35	19.2%	3.43	1.134	68.57%
x.5.4	11	6.0%	31	17.0%	54	29.7%	45	24.7%	41	22.5%	3.41	1.184	68.13%
x.5.5	11	6.0%	26	14.3%	45	24.7%	62	34.1%	38	20.9%	3.49	1.150	69.89%
x.5.6	13	7.1%	20	11.0%	47	25.8%	51	28.0%	51	28.0%	3.59	1.208	71.76%
x.5.7	3	1.6%	22	12.1%	32	17.6%	60	33.0%	65	35.7%	3.89	1.077	77.80%
Total											3.56	1.14	71.18%

The arithmetic mean degree of the axis reached (3.56), and the standard deviation of the axis (1.14), with a significance percentage of (71.18%)

The highest value in the axis was the seventh paragraph (Weak association of federations in developing sports legislation) with an arithmetic mean of (3.89) and a standard deviation of (1.077) and with a degree of relative importance (77.80%)

The lowest value in the axis was the fourth paragraph (Ambiguity of some articles of legislation), with an arithmetic mean of (3.41) and a standard deviation of (1.184) and with a degree of relative importance (68.13%).

Discussion of the fifth axis:

As shown in table (4-5), When sports legal legislation is drafted, it is necessary to involve clubs and all official and non-official sides in order to prepare draft legislation that serves the sports reality, but in the absence of reference to these clubs, it leads to weakness in the laws that are enacted,

As the federation must listen to all the clubs participating in the activities of the central federation in order to draft the legislation in the best way. In addition to this, the legislation may have been drafted in a period of time that may not fit the current reality, so the federation must re-draft the legislation in a way that suits reality with the help of all sides and clubs.

4-2 Strategic Planning

1-The Planning field axis

Table (4-6) Frequency table with (mean +SD+% level)- The Planning field axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
y.1.1	37	20.3%	38	20.9%	54	29.7%	32	17.6%	21	11.5%	2.79	1.275	55.82%
y.1.2	36	19.8%	34	18.7%	53	29.1%	34	18.7%	25	13.7%	2.88	1.307	57.58%
y.1.3	23	12.6%	43	23.6%	55	30.2%	39	21.4%	22	12.1%	2.97	1.203	59.34%
y.1.4	28	15.4%	47	25.8%	48	26.4%	36	19.8%	23	12.6%	2.88	1.254	57.69%
y.1.5	33	18.1%	37	20.3%	53	29.1%	39	21.4%	20	11.0%	2.87	1.254	57.36%
y.1.6	32	17.6%	32	17.6%	58	31.9%	39	21.4%	21	11.5%	2.92	1.248	58.35%
y.1.7	26	14.3%	38	20.9%	50	27.5%	41	22.5%	27	14.8%	3.03	1.268	60.55%
y.1.8	21	11.5%	41	22.5%	62	34.1%	46	25.3%	12	6.6%	2.93	1.098	58.57%
y.1.9	32	17.6%	32	17.6%	55	30.2%	35	19.2%	28	15.4%	2.97	1.302	59.45%
y.1.10	30	16.5%	36	19.8%	48	26.4%	27	14.8%	41	22.5%	3.07	1.383	61.43%
y.1.11	27	14.8%	43	23.6%	44	24.2%	39	21.4%	29	15.9%	3.00	1.300	60.00%
y.1.12	17	9.3%	47	25.8%	43	23.6%	43	23.6%	32	17.6%	3.14	1.249	62.86%
Total											2.95	1.26	59.08%

The arithmetic mean degree of the axis reached (2.95), and the standard deviation of the axis (1.26), with a significance percentage of (59.08%)

The highest value in the axis was the twelfth paragraph (The union cancels some paragraphs of the planning programs from the implementation list for reasons that it cannot provide.) with an arithmetic mean of (3.14) and a standard deviation of (1.249) and with a degree of relative importance (62.86%)

The lowest value in the axis was the first paragraph (The union depends in its goals on long-term plans), with an arithmetic mean of (2.79) and a standard deviation of (1.275) and with a degree of relative importance (55.82%).

Discussion of the first axis:

As shown in table (4-6), Strategic planning for any union means visualizing what it wants it to be in the future, not how to reach this desired state. In the light of this rule, the members of the sports clubs see that the Central Federation does not work under this rule, so we see that in the opinion of the study sample that during the occurrence of crises, the Central Federation is unable to find appropriate and immediate solutions to solve these crises.

2-The Administrative field axis

Table (4-7) Frequency table with (mean +SD+% level)- The Administrative axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
y.2.1	25	13.7%	39	21.4%	47	25.8%	38	20.9%	33	18.1%	3.08	1.304	61.65%
y.2.2	37	20.3%	36	19.8%	51	28.0%	32	17.6%	26	14.3%	2.86	1.322	57.14%
y.2.3	26	14.3%	43	23.6%	54	29.7%	33	18.1%	26	14.3%	2.95	1.251	58.90%
y.2.4	23	12.6%	41	22.5%	55	30.2%	44	24.2%	19	10.4%	2.97	1.182	59.45%
y.2.5	37	20.3%	36	19.8%	50	27.5%	36	19.8%	23	12.6%	2.85	1.304	56.92%
y.2.6	34	18.7%	38	20.9%	48	26.4%	34	18.7%	28	15.4%	2.91	1.327	58.24%
y.2.7	20	11.0%	45	24.7%	51	28.0%	41	22.5%	25	13.7%	3.03	1.212	60.66%
y.2.8	24	13.2%	39	21.4%	60	33.0%	45	24.7%	14	7.7%	2.92	1.139	58.46%
y.2.9	29	15.9%	41	22.5%	48	26.4%	40	22.0%	24	13.2%	2.94	1.271	58.79%
y.2.10	24	13.2%	49	26.9%	43	23.6%	40	22.0%	26	14.3%	2.97	1.263	59.45%
y.2.11	34	18.7%	38	20.9%	54	29.7%	33	18.1%	23	12.6%	2.85	1.277	57.03%
y.2.12	37	20.3%	34	18.7%	45	24.7%	44	24.2%	22	12.1%	2.89	1.313	57.80%
y.2.13	39	21.4%	36	19.8%	44	24.2%	39	21.4%	24	13.2%	2.85	1.336	57.03%
Total											2.93	1.27	58.58%

The arithmetic mean degree of the axis reached (2.93), and the standard deviation of the axis (1.27), with a significance percentage of (58.58%)

The highest value in the axis was the first paragraph (Federation members believe that the administrative aspect is important in the development of the game.) with an

arithmetic mean of (3.08) and a standard deviation of (1.304) and with a degree of relative importance (61.65%)

The lowest value in the axis was the fifth paragraph (There is a supreme central authority that monitors the work of the federation and its administrative units.), with an arithmetic mean of (2.85) and a standard deviation of (1.304) and with a degree of relative importance (56.92%).

Discussion of the second axis:

As shown in table (4-7), Since effective management is that process necessary to establish, revise, and apply certain procedures to achieve some desired results. And upon it That is why we see that the results we obtained in this axis indicate that the Central Federation does not work within an effective sports administration towards the crises it faced and which it may face in the future.

3- Organizational Structure axis

(Table 4-8) Frequency table with (mean +SD+% level)- Organizational structure axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
y.3.1	36	19.8%	33	18.1%	44	24.2%	29	15.9%	40	22.0%	3.02	1.422	60.44%
y.3.2	37	20.3%	33	18.1%	49	26.9%	37	20.3%	26	14.3%	2.90	1.330	58.02%
y.3.3	25	13.7%	50	27.5%	53	29.1%	33	18.1%	21	11.5%	2.86	1.207	57.25%
y.3.4	34	18.7%	38	20.9%	53	29.1%	36	19.8%	21	11.5%	2.85	1.265	56.92%
y.3.5	25	13.7%	44	24.2%	50	27.5%	36	19.8%	27	14.8%	2.98	1.261	59.56%
y.3.6	31	17.0%	44	24.2%	55	30.2%	29	15.9%	23	12.6%	2.83	1.252	56.59%
y.3.7	33	18.1%	41	22.5%	57	31.3%	30	16.5%	21	11.5%	2.81	1.244	56.15%
y.3.8	29	15.9%	46	25.3%	50	27.5%	35	19.2%	22	12.1%	2.86	1.247	57.25%
y.3.9	33	18.1%	44	24.2%	49	26.9%	33	18.1%	23	12.6%	2.83	1.278	56.59%
y.3.10	37	20.3%	32	17.6%	55	30.2%	30	16.5%	28	15.4%	2.89	1.329	57.80%
y.3.11	27	14.8%	39	21.4%	54	29.7%	41	22.5%	21	11.5%	2.95	1.225	58.90%
y.3.12	28	15.4%	41	22.5%	52	28.6%	33	18.1%	28	15.4%	2.96	1.282	59.12%
y.3.13	31	17.0%	44	24.2%	47	25.8%	35	19.2%	25	13.7%	2.88	1.289	57.69%
Total											2.89	1.28	57.87%

The arithmetic mean degree of the axis reached (2.89), and the standard deviation of the axis (1.28), with a significance percentage of (57.87%)

The highest value in the axis was the first paragraph (The organization is based on precise specialization and work evaluation.) with an arithmetic mean of (3.02) and a standard deviation of (1.422) and with a degree of relative importance (61.65%)

The lowest value in the axis was the seventh paragraph (Continuous change is made in the union to increase the effectiveness of the organization.), with an arithmetic mean of (2.81) and a standard deviation of (1.244) and with a degree of relative importance (56.15%).

Discussion of the third axis:

As shown in table (4-8), when the purpose of the organizational structure is to create a structural framework, which determines how to distribute the activities, which were identified during planning, and distribute them to individuals in the organization in order to ensure the achievement of the set goals. Therefore, the healthy organizational structure is a sign of the maturity of the institution. Also, the weakness of the organizational structure or the lack of understanding of the employees in the institution is a major challenge for most employees.

Accordingly, the results of this axis confirm that the Central Federation does not have a solid organizational structure based on scientific foundations, which in turn leads to a failure to perform during the face of crises.

4- Training (technical) field axis

(Table 4-9)

Frequency table with (mean +SD+% level)- Training (technical) field axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
y.4.1	27	14.8%	47	25.8%	47	25.8%	37	20.3%	24	13.2%	2.91	1.258	58.24%
y.4.2	36	19.8%	36	19.8%	55	30.2%	32	17.6%	23	12.6%	2.84	1.285	56.70%
y.4.3	31	17.0%	45	24.7%	42	23.1%	41	22.5%	23	12.6%	2.89	1.287	57.80%
y.4.4	36	19.8%	41	22.5%	50	27.5%	27	14.8%	28	15.4%	2.84	1.328	56.70%
y.4.5	24	13.2%	37	20.3%	47	25.8%	35	19.2%	39	21.4%	3.15	1.329	63.08%
y.4.6	34	18.7%	42	23.1%	53	29.1%	28	15.4%	25	13.7%	2.82	1.288	56.48%
y.4.7	30	16.5%	51	28.0%	50	27.5%	31	17.0%	20	11.0%	2.78	1.229	55.60%
y.4.8	43	23.6%	29	15.9%	56	30.8%	39	21.4%	15	8.2%	2.75	1.262	54.95%
y.4.9	29	15.9%	41	22.5%	56	30.8%	34	18.7%	22	12.1%	2.88	1.236`	57.69%
y.4.10	30	16.5%	46	25.3%	45	24.7%	32	17.6%	29	15.9%	2.91	1.314	58.24%
y.4.11	33	18.1%	41	22.5%	60	33.0%	30	16.5%	18	9.9%	2.77	1.212	55.49%
Total											2.87	1.28	57.36%

The arithmetic mean degree of the axis reached (2.87), and the standard deviation of the axis (1.28), with a significance percentage of (57.36%)

The highest value in the axis was the fifth paragraph (Training tools are available to meet the purpose and level of the game.) with an arithmetic mean of (3.15) and a standard deviation of (1.329) and with a degree of relative importance (63.08%)

The lowest value in the axis was the eighth paragraph (The Federation is interested in classifying its coaches in the various categories of the football game.), with an arithmetic mean of (2.81) and a standard deviation of (1.244) and with a degree of relative importance (56.15%).

Discussion of the fourth axis:

As shown in table (4-9), usually, federations do not care about the technical aspect of the teams participating in the activities of the Central Federation, as their work is limited

to setting up training courses, refining the capabilities of the technical and training staff for the teams, setting dates for competitions and other technical matters. Therefore, the Central Union, based on the sample's answers, is largely remiss in planning technical and training matters, which in turn negatively affects the union's performance

5-Financial Field axis

(Table 4-10)

Frequency table with (mean +SD+% level)- financial field axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
y.5.1	27	14.8%	44	24.2%	47	25.8%	34	18.7%	30	16.5%	2.98	1.300	59.56%
y.5.2	33	18.1%	39	21.4%	39	21.4%	39	21.4%	32	17.6%	2.99	1.366	59.78%
y.5.3	34	18.7%	50	27.5%	42	23.1%	29	15.9%	27	14.8%	2.81	1.322	56.15%
y.5.4	38	20.9%	37	20.3%	42	23.1%	42	23.1%	23	12.6%	2.86	1.329	57.25%
y.5.5	35	19.2%	33	18.1%	41	22.5%	50	27.5%	23	12.6%	2.96	1.319	59.23%
y.5.6	37	20.3%	39	21.4%	49	26.9%	28	15.4%	29	15.9%	2.85	1.344	57.03%
y.5.7	23	12.6%	37	20.3%	43	23.6%	37	20.3%	42	23.1%	3.21	1.342	64.18%
y.5.8	24	13.2%	42	23.1%	50	27.5%	38	20.9%	28	15.4%	3.02	1.261	60.44%
y.5.9	30	16.5%	38	20.9%	53	29.1%	41	22.5%	20	11.0%	2.91	1.238	58.13%
y.5.10	29	15.9%	33	18.1%	54	29.7%	38	20.9%	28	15.4%	3.02	1.285	60.33%
Total											2.96	1.31	59.21%

The arithmetic mean degree of the axis reached (2.96), and the standard deviation of the axis (1.31), with a significance percentage of (59.21%)

The highest value in the axis was the fourth paragraph (Do you think that the financial aspect is important in developing the game of football) with an arithmetic mean of (3.21) and a standard deviation of (1.342) and with a degree of relative importance (64.18%)

The lowest value in the axis was the seventh paragraph (There are objective plans to solve financial crises in order to achieve special goals.), with an arithmetic mean of (2.86) and a standard deviation of (1.329) and with a degree of relative importance (57.25%).

Discussion of the fifth axis:

As shown in table (4-10), Through the results obtained in this axis, it shows us that the reliance of sports federations and sports clubs on government support to finance the financial aspects is the first obstacle and the first cause of crises. Because, as is well known, sport today is completely dependent on support and financial resources for what the sport needs in terms of equipment, stadiums, wages and contracts for players.

When any financial crises occur in the country, it directly affects what we mentioned above, so when there is no specific strategic planning for the unions, facing crises is something that is difficult to treat or avoid.

6- Media and Public Relations axis

(Table 4 -11)

Frequency table with (mean +SD+% level)- Media and Public Relations axis

Items	Non		Low Degree		Medium Degree		High Degree		Very High Degree		Mean	SD	% Level
	Count	%	Count	%	Count	%	Count	%	Count	%			
y.6.1	31	17.0%	43	23.6%	61	33.5%	32	17.6%	15	8.2%	2.76	1.173	55.27%
y.6.2	36	19.8%	40	22.0%	58	31.9%	27	14.8%	21	11.5%	2.76	1.254	55.27%
y.6.3	33	18.1%	42	23.1%	54	29.7%	31	17.0%	22	12.1%	2.82	1.259	56.37%
y.6.4	23	12.6%	50	27.5%	49	26.9%	31	17.0%	29	15.9%	2.96	1.263	59.23%
y.6.5	22	12.1%	58	31.9%	47	25.8%	31	17.0%	24	13.2%	2.87	1.222	57.47%
y.6.6	26	14.3%	39	21.4%	53	29.1%	43	23.6%	21	11.5%	2.97	1.221	59.34%
y.6.7	37	20.3%	46	25.3%	46	25.3%	33	18.1%	20	11.0%	2.74	1.276	54.84%
y.6.8	30	16.5%	43	23.6%	49	26.9%	31	17.0%	29	15.9%	2.92	1.306	58.46%
Total											2.85	1.25	57.03%

The arithmetic mean degree of the axis reached (2.85), and the standard deviation of the axis (1.25), with a significance percentage of (57.03%)

The highest value in the axis was the sixth paragraph (There is cooperation or a work protocol between the Public Relations and Media Unit in the Federation with the satellite stations to learn about the Federation's news, competitions and participations.) with

an arithmetic mean of (2.97) and a standard deviation of (1.221) and with a degree of relative importance (59.34%)

The lowest value in the axis was the seventh paragraph (There is a specialization among the employees of the Public Relations Unit.), with an arithmetic mean of (2.74) and a standard deviation of (1.276) and with a degree of relative importance (54.84%).

Discussion of the fifth axis:

As shown in table (4-11), The concept of public relations in the field of sports as a field science whose goal is to measure and evaluate the trends of the various sports audiences that are related to sports federations and to assist the sports administration in defining goals aimed at increasing sports awareness between the sports federation and its fans and achieving a balance between the goals of sports excellence and the goals, interests and needs of sports fans in order to gain satisfaction masses.

From the results of this axis, we see that there is a severe weakness of the Central Union in the face of crises, as it does not have strategic planning built on a solid foundation.

4-3 Research Hypothesis

And about the research hypothesis, the researcher conducted two statistical treatments to reach the research hypothesis, the first is to compare the two variables of the study to see if there is a relationship between crisis management and strategic planning through a single-sample t-test, and the second is to find the relationship between the two scales as a whole by finding the relationship through (Correlation Analysis Spearman's)

First:

Through the results obtained by the researcher, it was found that there is a significant relationship between strategic planning and crisis management. Because when the Central Union develops and builds plans on scientific foundations, it can face the crises it may face in the future, especially if the plans are long-term. As shown in Table (4-12)

The researcher attributes these results to the fact that only through planning can we hope to successfully deal with the crisis, as planning in general is the cornerstone of crisis

management. It showed about the relationship between strategic planning and the effectiveness of crisis management that several crises that the organization may be exposed to can be anticipated and prepared for, and that while not all crises can be avoided, the planning process helps the organization in how to deal more effectively with those that occur. And the figure (4-1) shows the relationship between both mean variables

The main purpose of strategic planning is not to prevent all crises, but rather that testing and refining plans should enable the organization to deal with those that occur in the future.

Table (4-12) One-Sample Statistics-to compare average with T. test value

Variables	N	Mean	Std. Deviation	Std. Error Mean	t-test	p-value
Crisis Management	182	3.588	0.401	0.030	19.765	0.000**
Strategic Planning	182	2.912	0.375	0.028	3.164	0.002**

** Significant at level ($p < 0.01$)

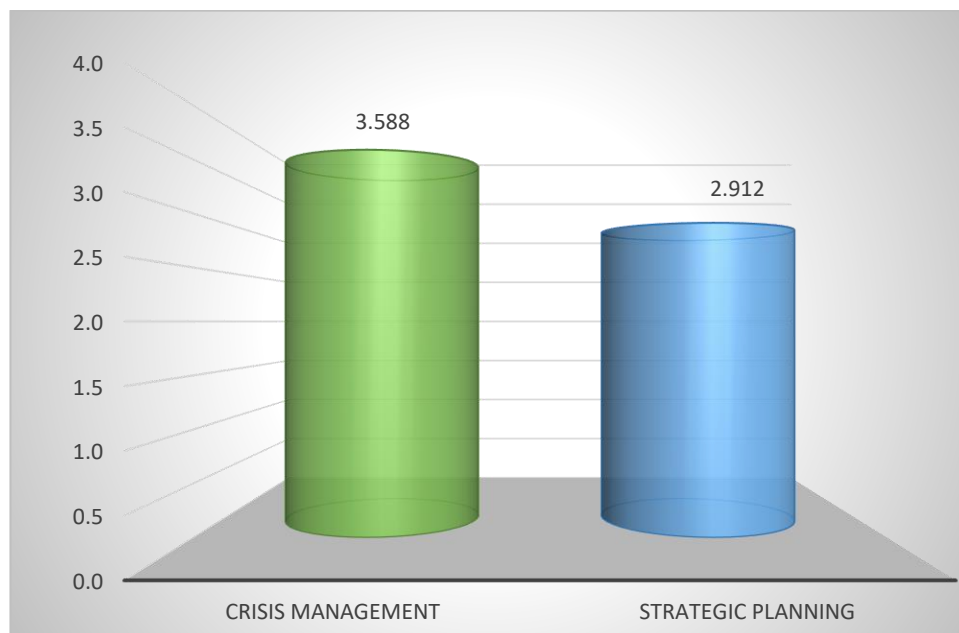


Figure (4-1) shows the relationship between mean of the study variables

Second:

Through the results obtained by the researcher to find the relationship between the study variables using the Spearman test, there appeared a significant relationship between strategic planning and crisis management. As shown in table (4-13).

It became clear to us that there is a correlation between crisis management and strategic planning, as it was found that strategic planning has a key role in how to confront crises by monitoring a set of strategies and procedures that prevent the recurrence of the crisis in the future.

Therefore, it is necessary to integrate crisis management with strategic planning processes, and detailed contingency plans must be prepared, the role of decision makers must be defined, and a degree of flexibility must be maintained in order to respond more quickly to crises.

Table (4-13) Correlation Analysis between (Crisis Management & Strategic Planning)

Test	Variables	Statistics	Crisis Management	Strategic Planning
Spearman's rho	Crisis Management	Correlation Coefficient	1	0.105
		Sig. (2-tailed)		0.159
	Strategic Planning	Correlation Coefficient	0.105	1
		Sig. (2-tailed)	0.159	

4-4 Factor Analysis

It is a set of statistical methods that aim to reduce the number of variables or data (Data Reduction) related to a particular phenomenon. Factor analysis begins by building a new set of specific variables from the relationships in the correlation matrix and converts the set of variables into a new set of complex variables or the basic components (Principal Component) that are not highly correlated with each other. Variables are linearly fitted on

the basis of the factors that result from calculating the variance in the data set as a whole. (Judah, 2008, 159)

Moreover, (Brown, 2006, 12) pointing to that factor analysis is Create a set of unrelated variables called (factors) that are reduced from a set consisting of a number of factors, and factor analysis helps to understand the relationship between the variables and the phenomenon studied by reducing the number of factors so that their number is less than the number of variables so that it explains most of the differences in the data to give The appropriate model that represents that study, that this analysis helps in addressing the problem of linear multiplicity between the variables as it converts them into unrelated factors, and the factors can be found in several ways, including the method of the main components, which is one of the most used methods.

In order to extract the factor analysis, the following steps must be followed:

First: Crisis Management Factor Analysis

- A.** the (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) test is used for the validity of the samples. It is noted from Table (4-14) that the KMO (Bartlett's Test) test is successful because the Sig value is less than (0.01%), which indicates the existence of a highly statistically significant relationship between the variables, and thus a factorial analysis can be performed.

Table (4-14) KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.68
Bartlett's Test of Sphericity	Approx. Chi-Square	107.05
	Df	10.00
	Sig.	0.000

- B.** It is the sum of the square of the factor loadings on the different variables, which are extracted in the factorial matrix. Each variable contributes a different size to each factor, and the sum of the squares of these contributions is the value of the socialism. As shown in table (4-15)

Table (4-15) shown the Communalities

	Initial	Extraction
Administrative	1.000	0.472
Financial	1.000	0.418
Technical	1.000	0.362
Capabilities	1.000	0.444
Legislative	1.000	0.349

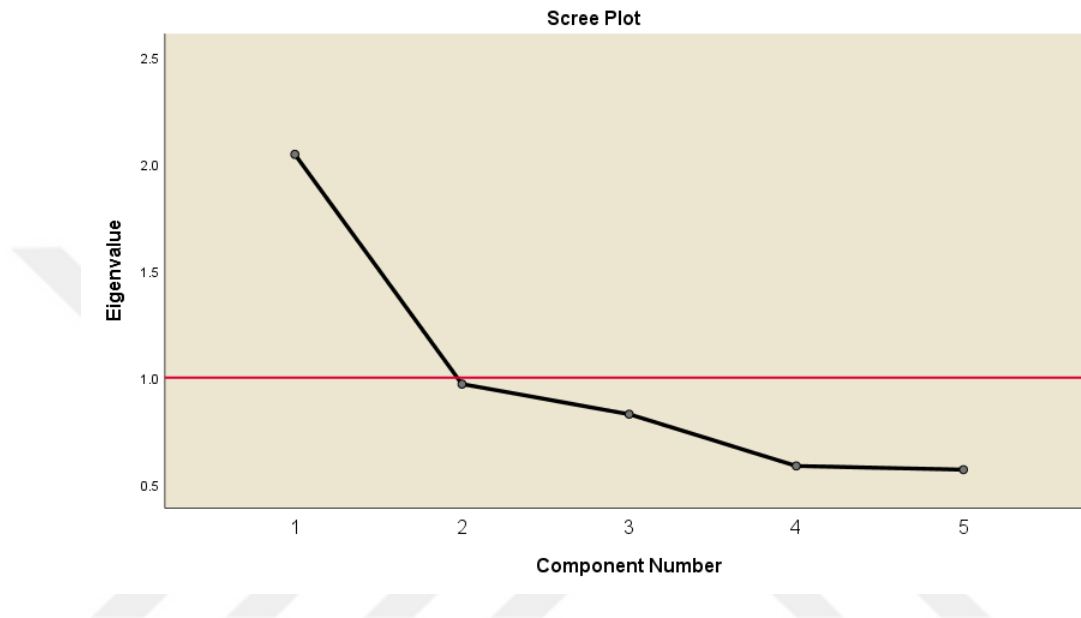
Extraction Method: Principal Component Analysis.

- C.** The Eigenvalue Component: of the correlation matrix was chosen, which is chosen if its value is greater than one. The results showed that it is possible to rely on eigenvalues in explaining the total variance of the first axis, which is the administrative axis. As shown in table (4-16)

Table (4-16) The Eigenvalue Component

Component	Initial Eigenvalues		
	Total	% Of Variance	Cumulative %
1	2.045	40.910	40.910
2	0.970	19.398	60.308
3	0.829	16.579	76.887
4	0.586	11.729	88.616
5	0.569	11.384	100.000

The Scree Plot shows the only axis that is greater than one, which is the Administrative axis.



D. The table (4-17) shows the axes in order of importance after extracting the factor analysis for the axes of Crisis Management.

Table (4-17) Component Matrix

Axis	Component
	1
Administrative	0.687
Capabilities	0.666
Financial	0.647
Technical	0.602
Legislative	0.591

Extraction Method: Principal Component Analysis.

1 component extracted.

Second: Strategical Planning Factor Analysis.

A. the (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) test is used for the validity of the samples. It is noted from Table (4-18) that the KMO (Bartlett's Test) test is successful because the Sig value is less than (0.01%), which indicates the existence of a highly statistically significant relationship between the variables, and thus a factorial analysis can be performed.

Table (4-18) KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.68
Bartlett's Test of Sphericity	Approx. Chi-Square	107.05
	Df	10.00
	Sig.	0.000

B. It is the sum of the square of the factor loadings on the different variables, which are extracted in the factorial matrix. Each variable contributes a different size to each factor, and the sum of the squares of these contributions is the value of the socialism. As shown in table (4-19)

Table (4-19) shown the Communalities

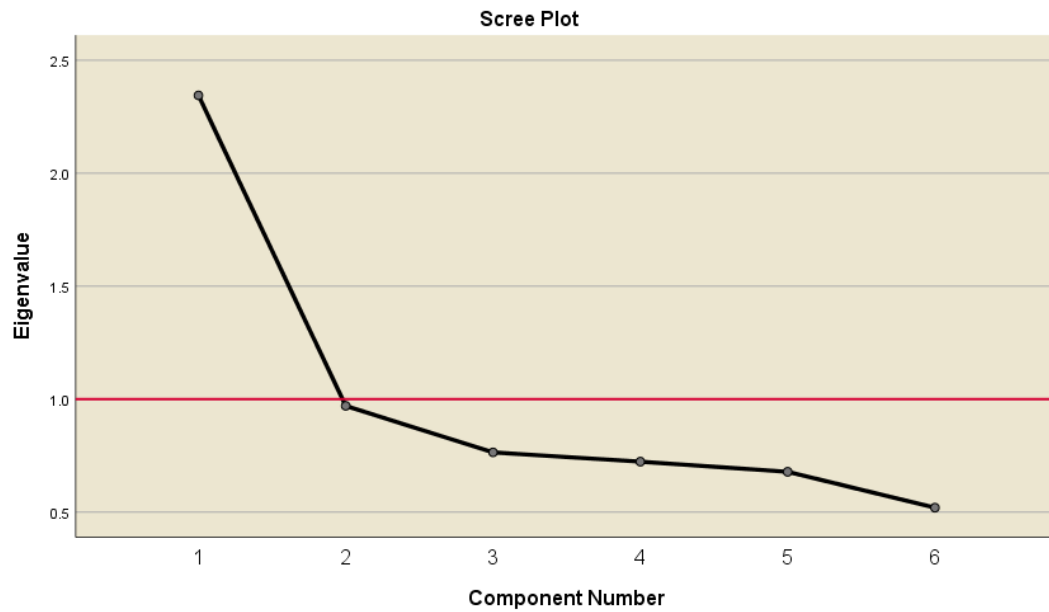
	Initial	Extraction
Planning	1.000	0.300
Administrative	1.000	0.419
Organizational	1.000	0.554
Training	1.000	0.443
Financial	1.000	0.348
Media and Public relations	1.000	0.281

Extraction Method: Principal Component Analysis.

- C. The Eigenvalue Component: of the correlation matrix was chosen, which is chosen if its value is greater than one. The results showed that it is possible to rely on eigenvalues in explaining the total variance of the fourth axis, which is the Organizational axis. As shown in table (4-20)
- D. The Scree Plot shows the only axis that is greater than one, which is the Organizational axis.

Table (4-20) Total Variance Explained

Component	Initial Eigenvalues		
	Total	%Of Variance	Cumulative %
1	2.344	39.073	39.073
2	0.970	16.167	55.240
3	0.764	12.739	67.979
4	0.723	12.054	80.033
5	0.678	11.307	91.340
6	0.520	8.660	100.000



E- The table (4-21) shows the axes in order of importance after extracting the factor analysis for the axes of Strategical Planning.

Table (4-21) Component Matrix

	Component
	1
Organizational	0.744
Training	0.666
Administrative	0.647
Financial	0.590
Planning	0.547
Media and Public relations	0.530

Extraction Method: Principal Component Analysis.

1 component extracted.

Part 5

The Conclusions

According to the results that the researcher obtained, he concludes to the following:

- Crisis management is a phenomenon that the Central Football Association suffers from from the viewpoint of sports clubs.
- The Central Football Association does not have the ability to face the crises it faces or may face due to the lack of strategic plans.
- Sports clubs participating in the events and activities of the Central Football Association suffer, due to their lack of clarity of vision due to the lack of strategic plans based on scientific foundations.
- The axes of the two scales, crisis management and strategic planning, showed us which of these axes is the most influential in creating and managing crises in the Central Football Association.
- In the most important axes that it suffers from and the most influential on crisis management is the administrative axis.
- As for the strategic planning axes, the organizational axis was the most common axes that the Central Union suffers from.

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Appendices

Appendices (1)

Turkish Republic
Tokat Gazi Osman Pasha University
Graduate Studies



Mr / Mrs Respected

good greeting

The researcher intends to conduct the study tagged with (crisis management in terms of strategic planning in the Central Football Federation from the point of view of sports clubs in Erbil governorate), and it is part of the requirements for obtaining a master's degree in physical education - specializing in sports management.

For the purpose of preparing the scale (crisis management in terms of strategic planning in the Central Football Federation from the point of view of sports clubs in the governorate of Erbil), the researcher used the scale of crisis management prepared by (Assem Hassan Mualla Al-Maharma) and the strategic planning scale prepared by (Barakat Abdul Hamza Hamad) and after conducting Adjustments to the original scale to fit the research sample. I put in your hands the two scales in its original form and the scale after modification to show the validity of the content of the two scales.

thanks for cooperation

Certificate:
The scientific title:
received date:
Exact jurisdiction:
Workplace:

Researcher
Diyako Salta

Number	Modified	Yes, at a very high rate	Yes at a high rate	Yes, on average	Yes at a certain rate	No
First: the administrative axis						
1	The lack of experience among the members of the federation in the field of the game					
2	Lack of homogeneity among the members of the federation in the field of the game					
3	The presence of a number of distinguished members appointed in the union from regional affiliations					
4	Unfairness in making decisions					
5	Make decisions that are not enforceable					
6	Poor implementation of decisions by the concerned authorities					
7	Develop seasonal plans and programs that burden the clubs' administrative burden					
8	Repetition of disputes that arise with club administrations					
9	Irregularity in holding union meetings					
10	Develop seasonal plans and programs that conflict with the clubs' participation in other official tournaments					
financial hub						
1	Weakness of the union's fixed financial resources					
2	Weak financial support for sports clubs					
3	Double the financial allocations for full-time administrators in the Union					
4	Spending a large part of the union's financial allocations on administrative aspects (travels, rewards)					
5	There is a suspicion of corruption in the aspects of spending the Union's funds					

6	Double the marketing revenue for sports federations					
7	Absence of exemption of unions from taxes, customs and fees in their legislation					
Third, the technical axis						
1	Interfering with union members in technical affairs					
2	Lack of qualified professional trainers					
3	The lack of a specialized psychotherapist for the teams					
4	Lack of courses for preparing and refining qualified trainers					
5	Lack of courses for preparing and refining qualified referees					
6	Absence of a base for young athletes in clubs					
7	Low turnout of the public for official matches					
Fourth: Axis of capabilities						
1	Unavailability of a suitable headquarters for the administration of the union					
2	The association's activities are not commensurate with the available capabilities					
3	Lack of tools and equipment needed to train teams					
4	Lack of regular maintenance for stadiums and halls					
5	The lack of stadiums and halls needed to train clubs					
Fifthly: the legislative axis						
1	Weak application of legislation (laws and regulations that regulate the work of the union)					
2	Violation of legislation in the union					

3	Continuous change of legislation in the Federation					
4	Ambiguity of some articles of legislation					
5	Failure to develop the federation's legislation in line with the legislation of international federations					
6	Orientation to the issuance of sports legislation for the organization of sports professionalism before preparing and preparing the clubs for this					
7	Weak association of federations in developing sports legislation					

Second: The measure of strategic planning

number	modified	Yes, at a very high rate	Yes at a high rate	Yes, on average	Yes at a certain rate	no
Planning field						
1	The union depends in its goals on long-term plans.					
2	There are future plans for the various strategies characterized by realism, flexibility and stability.					
3	The objectives of the work stem from the general objectives of the Federation, including maintaining the activities and competitions of the game.					
4	Those concerned in the union have the scientific and field specialization in the game.					
5	All goals set in the plan are achieved.					
6	The principle of participation is taken into account when achieving the set goals set in the plan.					

7	Depends on human and material capabilities within the priorities of setting the required plans for the development of the game.					
8	The set policies and objectives are translated into clear activities for all.					
9	The future requirements of the game development are taken into special consideration such as the expansion of the game activities.					
10	All workers in the union have knowledge of the union's objectives.					
11	Planning policies within the Union are drawn up accurately and clearly.					
12	The union cancels some paragraphs of the planning programs from the implementation list for reasons that it cannot provide.					
Administrative field						
1	Federation members believe that the administrative aspect is important in the development of the game.					
2	It holds development courses in the union for its owners.					
3	There are evaluations of the curriculum in light of the results obtained by the team.					
4	The Federation relies on records to document previous data and results of the game.					
5	There is a supreme central authority that monitors the work of the federation and its administrative units.					
6	The union will hold accountable members who fail to attend meetings without reason.					
7	The computer is used in administrative work.					
8	There are committees of the Federation whose members are free to work in them.					
9	The activities of the union are directly monitored by the administrators.					
10	The committees are sufficiently distributed in the union.					
11	The travel of team members internally or externally faces administrative difficulties.					

12	Trainers are held accountable when they do not attend the regular meetings.					
13	There are clear administrative foundations and correspondences in administrative dealings.					
Organizational Chart						
1	The organization is based on precise specialization and work evaluation.					
2	There is an organized coordination for the work of the union departments with other unions.					
3	The job description matches the organizational structure of the union.					
4	Sports institutions are monitored in light of the tasks assigned to each individual.					
5	The work within the union is organized in a way that reflects the activities of the union.					
6	The number of working people is appropriate for the positions assigned to them, so that it is commensurate with the available activities.					
7	Continuous change is made in the union to increase the effectiveness of the organization.					
8	The Federation takes into account the organization of tournaments and other links of those involved in the game.					
9	Organization helps to develop the game.					
10	There is a specialized committee that organizes tournaments in the Federation.					
11	There is a specific person who is entrusted with the process of organizing work within the Federation regarding the various activities.					
12	The number of posts and tournaments organized by the Federation find it satisfactory.					
13	Organizing business and responsibilities commensurate with the achievements of the Union.					
Training field (technical)						
1	There are development courses conducted by the Federation, external or internal for trainers.					
2	There is a football coaches committee in the Federation.					
3	When developing plans for the game of football, coaches participate in their development.					

4	There is cooperation between the Federation and other federations in providing some devices and tools.					
5	Training tools are available to meet the purpose and level of the game.					
6	The number of matches per season is proportional to the level of the football game.					
7	There are suitable football fields.					
8	The Federation is interested in classifying its coaches in the various categories of the football game.					
9	Times are set in the form of specific and sufficient periods for training.					
10	Team members are selected on the basis of competence.					
11	The Federation provides camps and practice matches for teams during training.					
financial field						
1	The Federation depends on financial allocations from a higher government institution.					
2	There is financial control and supervision in the Federation in general and the game in particular.					
3	The Federation gives financial incentives to all those involved in the game.					
4	There are objective plans to solve financial crises in order to achieve special goals.					
5	If the financial aspect is not good, do you think that the union is keen to provide the capabilities to achieve the set goals?					
6	The budget allocated is proportional to the responses of the Football Association.					
7	Do you think that the financial aspect is important in developing the game of football?					
8	Are the salaries of administrators and supervisors delivered on a regular basis?					
9	Do you think that the Finance Committee within the Union is good at its task?					
10	The financial aspect meets the expansion of activities and participation in general and the development of the work of the Union.					

The field of media and public relations						
1	There is a financial allocation in the union for the media unit.					
2	The work of the public relations unit is affected by the administration in the union.					
3	There are development courses for workers in the public relations side of the Union.					
4	The Public Relations and Media Unit in the Federation cooperates with other institutions.					
5	Introductory programs are available for the importance of the media aspect in the union and the achievements made in the union for the workers and stakeholders.					
6	There is cooperation or a work protocol between the Public Relations and Media Unit in the Federation with the satellite stations to learn about the Federation's news, competitions and participations.					
7	There is a specialization among the employees of the Public Relations Unit.					
8	There is oversight and follow-up by the administration of the Union over the work of the Public Relations and Media Unit.					

Appendices (2)

Names of specialists

Sequence of names according to scientific title

N	Name	Certificate	Scientific title	Specialty	Workplace
1	Emad Aziz Nashmi	PhD	Prof	sports management	Al-Muthanna University
2	Jassim Jaber Mohamed	PhD	Prof	sports management	Al-Qasim khathra University
3	Basm sami shahid	PhD	Assistant Prof	sports management	The Qar University
4	Bahaa Haider Falih	PhD	Assistant Prof	sports management	Al-Qadisiyah University
5	Haider Muhammed Musleh	PhD	Assistant Prof	sports management	Al-Qadisiyah University
6	Sajit Majid Jafar	PhD	Assistant Prof	sports management	Al-Qadisiyah University
7	Hassan Ghaly Mhawi	PhD	Assistant Prof	sports management	University of Misan
8	Manaf Abdel Aziz Mohammed	PhD	Assistant Prof	sports management	University of Kufa
9	Zaman Salih Hassan	PhD	Teacher	sports management	Soran University