

Modern Mechanisms in Sports Management in Algeria

1/ Dr. Abd elhakim LAYADI

2/ Dr. Ali TEBBANI

3/ Dr. Yacine BATLI

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- **Author:** 1/ Dr. Abd elhakim LAYADI
2/ Dr. Ali TEBBANI
3/ Dr. Yacine BATLI
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- **To contact the house:**
- **Email address:** elmotanaby.dz@gmail.com
- **WebSite:** <https://elmotanaby.com>
- **Phone:** 0773.30.52.82/ 0668.14.49.75
- **Fax:** 035.35.31.03



1/ Dr. Abd elhakim LAYADI

2/ Dr. Ali TEBBANI

3/ Dr. Yacine BATLI

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General Introduction

In recent years, the world has been experiencing a new era filled with various administrative changes and challenges imposed by the modern technological revolution. Excellence in management has become the influential and decisive factor for development in all aspects of life. Our era is characterized by information, with new features that make it distinct from any previous period. The information revolution in management has led to the emergence of the concept of excellence, which means achieving unprecedented results that outperform all competitors, alongside superior quality and the required speed that leaves no room for error. It necessitates making prudent decisions to ensure that tasks are executed correctly and completely the first time.

Undoubtedly, modern management must possess the ability to adapt to continuous change and growing development in various fields of life, including management and administration in the sports sector across different societies. This is achieved through the acquisition of flexible and intertwined organizational patterns that align with the nature of the operations and roles performed. The progress of countries in sports is a reflection of the advancement in the use of modern sports management and administration in all their activities. The higher the level of management and administration, the better their sports performance becomes.

Sports management is one of the fundamental principles and practices in effectively managing and organizing sports clubs and institutions. It encompasses sports facilities and the human resources working within them, which is a primary focus of this publication, in addition to financial management. The importance of sports management is evident in its vital role in ensuring the success and sustainability of sports clubs and institutions, not to mention the economic and social impacts of effective sports management.

Through this book, we aim to contribute to the understanding of modern laws and regulations in the sports field, particularly those concerning sports associations, sports clubs, and other sports organizations. We aim to illustrate the implementation of sports practices in their various aspects, targeting sports groups, managers of both amateur and professional sports clubs, different sports institutions, administrators, students of sports sciences in general, and students of sports management in particular.....

In this book, the reader will find simplicity and clarity in the presentation of information, progressing from general and basic concepts to more specific and detailed aspects. We have adopted a clear methodology, focusing on the most important modern sports laws and regulations in Algeria, as well as the latest research in managing sports facilities and their infrastructure, organizing and managing major championships and competitions, and managing human resources in the sports field. Additionally, we explore how to obtain and utilize information regarding its flow and quality, the information systems used in successful sports institutions, and the key communication technologies necessary for making sound and wise decisions to achieve set goals. Finally, we discuss the decision-making process, given its role as the core of administrative activities and the effective centerpiece of management activities such as planning, organizing, and directing.

This book aims to provide a general overview of how to implement a program or a comprehensive plan by understanding the regulations that govern the management of human resources and sports facilities for the targeted groups. It also addresses how to keep pace with technological changes and gather information to make appropriate decisions.

To achieve these goals, the book is divided into four detailed sections. The first section covers sports law and legislation in Algeria, providing a regulatory background for the reader. The second section focuses on the management and administration of sports facilities. The third section deals with the management and administration of human resources. The fourth section addresses modern information systems and the decision-making process. Each section includes questions and evaluative examples to aid understanding.

Chapter One

Law and sports legislation in Algeria

Objectives:

After completing this chapter, you are expected to be able to:

- Understand the nature and characteristics of law
- Clarify the divisions of legal rules
- Identify branches of law
- Explain the legal framework for sports clubs
- Describe the physical education and sports system according to Law 04/10 and Law 05/13
- Identify all aspects related to the International/National (Algerian) Olympic Committee
- Understand the International/National (Algerian) Court of Arbitration for Sport
- Learn about the legislation of associations according to Law 12/06
- Determine the legal provisions of sports contracts
- Recognize the importance of specific provisions in sports contracts in terms of nature, elements, and divisions
- Identify the legal nature of employment contracts in the sports field, their elements, and characteristics
- Understand the contractual obligations of sports contracts and their provisions, nature, characteristics, and types
- Describe the legal framework of a professional athlete's contract, including the conditions and attributes related to its parties
- Explain the legal causes of disputes within the framework of sports contracts

Preface

There is no doubt that with the increase in types of sports activities and the broadening of their popular base, along with their widespread practice, it became necessary to establish a legal framework to regulate sports activities and facilitate their integration within sports structures and facilities. However, sports activities continued to expand, becoming a part of the social fabric of people's lives and an economic component of an integrated system. This led to the emergence of various forms and phenomena related to sports and physical activities, which often evolved beyond ordinary matters, sometimes according to agendas, and other times spontaneously, to elevate sports.

Algeria has given significant attention to sports, dedicating various legal and regulatory provisions to it. These include aspects related to physical education, the organization of sports federations, professional sports clubs, the basic law for coaches, the basic law for elite and high-level athletes, and the organization and development of physical and sports activities. According to French professor Serge Bot, this legal framework serves as a driving force for protecting, unifying, and consolidating the sports movement in Algeria. In his view, it aims to enhance and strengthen the organization of sports in Algeria in line with the surrounding economic and social changes. This law was deemed necessary to modernize the legal framework of sports in Algeria, especially after the country's struggles over the last ten to fifteen years. It provided a way to develop sports by setting goals, organizing rules, and governing the development and strengthening of sports. Additionally, the pursuit of public benefit is one of the fundamental attributes of this law, aimed at achieving its mission (**Chami Yassin, 2023, p.10**).

The sports law is a mixture of laws that apply to athletes and the sports they practice. Sports law significantly intersects with labor law, contract law, competition or antitrust law, and tort law. This field of law was established as an independent and important entity a few decades ago. Hence, the importance of sports law and legislation and its role in the progress and development of sports performance. Countries that have realized that it is impossible to talk about advancements in sports performance have reformed their legal and legislative systems related to sports, in line with the aspirations of the sports elite. Like other countries, Algeria has made significant strides in the field of sports legislation through a set of organized legal texts.

1-The Nature of Law

It refers to a set of general and abstract legal rules aimed at regulating the relationships of individuals and persons within society, coupled with sanctions imposed by the competent authority in case of violations (Nasri Abdelkader, 2023, p. 1429).

In the Arabic language, as stated in the concise dictionary, "law" in its technical sense is a universal matter that applies to all its particulars whose rulings are derived from it. Additionally, the word "law" in the language can be used to mean a rule, and a rule, in turn, signifies continuity, stability, and order. This is the metaphorical understanding apparent in the description of a straight stick in its original Greek meaning, which implies straightness in legal rules and principles (Hassanein Mohamed, 1986, p. 4).

There is no doubt that understanding the meaning of law greatly aids in comprehending its dimensions. Researchers have differed in the meaning of the word; academics view law as a term with a narrow meaning. For them, "law is a set of general, coercive rules issued by the will of the state and regulating the behavior of individuals subject to this state" (**Tanagho Samir Abdel-Sayed, 1986, p. 97**).

From the words of legal references, it is understood that in modern terminology, the word "law" carries the meaning of coercion and compulsion by force, because "it is a set of binding rules that regulate the behavior of individuals, with the understanding that compulsion implies a material penalty imposed by the supreme authority" (**Mohamedi Farida, 1999, p. 23**).

2-Characteristics of the Legal Rule

Legal rules are distinguished by the following characteristics and attributes:

First: Generality and Abstraction:

Every legal rule addresses a specific assumption, situation, or defined status, and this assumption determines the scope and field of application of the rule. It must be determined in an abstract manner, not in a specific manner. To abstract the legal rule means it addresses unlimited groups defined by their descriptions and conditions, not by specific identification. It concerns the people generally or some groups of the people according to their attributes, not their persons (**Tanagho Samir, previously cited, p. 15**).

By formulating the legal rule in an abstract manner, it avoids the suspicion of bias and whim. The abstraction of the legal rule does not mean it must confront all people, but it can specialize in a specific class or group in society, such as students, employees, and merchants, or even a single person, as long as it is not specifically intended. An example of these rules is those that define the competencies of the head of state or the prime minister.

The abstraction of the legal rule results in its general application in its judgment, meaning that the rule's judgment or solution must be applied whenever its conditions are met in a situation or person, regardless of who it is. The generality and abstraction of the legal rule ensure equality and justice among individuals and achieve order in society.

Secondly: Obligation

The legal rule aims to establish order in society by regulating and guiding individual behavior through the imposition of constraints on their actions. These constraints manifest in the form of commands and prohibitions. To achieve its goal, the law necessitates compliance with its rules and respect from those subject to its provisions. Therefore, legal rules are obligatory and must be followed, even by force if necessary. A legal rule commands and forbids; it does not merely advise or guide. As previously mentioned, the law intervenes to organize living within the community, and this can only be achieved if the rule is binding (**Sabri Al-Saadi, 2006, p. 13**). The legal sanction is what distinguishes the legal rule from other social behavior rules such as religious and moral rules.

Thirdly: Social Character

The legal rule is characterized as a social rule that regulates the external behavior of individuals in society. It is primarily a social rule and secondarily a rule of external behavior (Azeb Mustafa Hamad, 2000, p. 10).

a. The Legal Rule as a Social Rule:

The legal rule aims to establish order in society by organizing individual activities and eliminating conflicts among them. This necessarily entails the existence of a society whose diverse activities the law regulates. Where there is society, there is law. For the law to bear fruit, the entire community must adhere to its rules, including individuals, rulers, subordinates, citizens, and foreigners. The state with its various apparatuses is also subject to it, which is expressed as the sovereignty of the law in the community. Since the law is associated with society and characterized as a social phenomenon, its rules are not eternal but changeable, varying from one society to another.

b. The Legal Rule as a Rule of External Behavior:

The legal rule is essentially a rule of behavior, meaning it focuses on the external actions and activities of individuals. It concerns what individuals display, not what they conceal, as its focus is on the relationships that arise in society, which only exist with an external manifestation of individuals' behavior. However, this does not mean the law completely ignores intentions and motives, focusing only on external actions. In many cases, the law considers an individual's intent and purpose, such as requiring good faith in the possession of movable property for ownership and requiring the legality of

the motive for the validity of a contract. The law also aggravates the penalty for murder accompanied by premeditation, taking into account the perpetrator's intent if it is manifested externally. Because of the social nature of the legal rule, the law is closely related to other social sciences, notably sociology, psychology, political science, and economics.

3-The Legal Rule and Other Social Rules

Legal rules are not the only norms governing social life through regulating human behavior. There are other rules that precede them in existence, which also regulate and control behavior. These include customs, courtesies, ethics, and religion (**Fouad Mohamed, 1999, p. 23**).

3-1-Customs, Courtesies, and Traditions

Rules of courtesy or traditions are behavioral principles observed by people in their daily interactions. Such rules may include customs related to congratulating on good occasions, expressing condolences upon death, and greeting upon meeting. These customs play a significant role in regulating and guiding individual behavior within a group. Thus, they share with the law the function of normative rules for human behavior, emerging from people's habitual practice and their feeling that these rules symbolize social values they uphold and condemn deviations from (**Mohamed Said Jafar, 2004, p. 14**). However, there is a fundamental difference between the law and customs, traditions, and courtesies. This difference primarily lies in the nature of the sanctions resulting from violations of each. While legal rules are accompanied by material sanctions, the sanctions for social customs are moral and typically consist of the community's disapproval of the offending behavior.

3-2-Ethical Rules

Ethical rules refer to the set of principles considered by the majority of people in society as obligatory behavioral norms aimed at achieving higher ideals of goodness, such as helping the weak and fulfilling promises, and prohibiting wrongdoing, such as lying and assault on individuals or property. From the previous explanation, several differences between legal and ethical rules are evident. Firstly, the purpose or goal of legal rules is regulatory and utilitarian, focusing on organizing individual relations and activities to achieve public welfare. In contrast, ethical rules are idealistic, aiming to elevate individuals' thoughts and actions towards perfection and virtue, encouraging the practice of virtues and avoidance of vices. Secondly, the means of achieving the goals of each differ: legal rules rely on material sanctions enforced by public authority, while ethical rules depend on individuals' conscience and the judgment of others. Additionally, ethical rules penetrate to individuals' consciences and are not limited to their external actions (Suleiman Marcas, 2000, p. 30).

3-3-Religious Rules

Religious rules are the commands and prohibitions established by divine religions, which individuals are required to follow under threat of divine punishment in the afterlife. The scope of religious rules extends to include duties towards oneself and others. In this third type of duty, religious rules and legal rules share common ground, as both set out what individuals must observe in their interactions with one another. However, this similarity has its limits, and the rules differ in terms of their sources and the sanctions applied for violations. While religious rules are enforced by divine authority, legal rules are enforced by public authorities.

4-Classification of Legal Rules

Legal rules can be classified in several ways, depending on the perspective:

4-1-Written and Unwritten Rules

Written Rules: These are established by legislative authorities and are documented in legal texts such as statutes and laws. They provide a formal and codified framework for legal obligations and rights.

Unwritten Rules: These refer to customary rules derived from habitual practices and norms accepted by individuals within a community. Such rules emerge from social customs and are followed due to their perceived importance and the need to regulate behavior informally.

4-2-Substantive and Procedural Rules

Substantive Rules: These rules govern individuals' rights and duties, such as those found in civil and commercial law. They define how rights are acquired, exercised, and terminated.

Procedural Rules: These focus on the processes and methods for enforcing rights and obligations. They include rules related to court procedures and legal processes required to implement substantive rights effectively.

4-3-Mandatory and Supplementary Rules

4-3-1-Mandatory Rules

Mandatory rules are a set of absolute legal norms that require all parties involved to comply fully, without the freedom to deviate from these rules (**Abdel Nasser Tawfiq Al-Attar, p. 66**). These rules prohibit any agreements that contravene their provisions, rendering such agreements null and void.

The mandatory nature of these rules implies that compliance is obligatory, as they regulate matters critical to the structure and functioning of society. Examples include rules that prohibit murder, establish conditions for marriage, and determine inheritance rights. These rules are imposed by law and do not allow individuals to opt out or agree to terms that contradict them.

4-3-2-Supplementary (or Interpretative) Rules

Supplementary rules are those that individuals may choose to deviate from if they agree to do so. Such agreements are considered valid if they contradict the rule. However, if individuals do not explicitly agree to contrary terms, these rules will automatically apply to them. In other words, supplementary rules are applicable to individuals unless they specifically agree to terms that override these rules (**Tawfiq Hassan Farah, p. 60**).

❖ **The Importance of Supplementary Rules:**

- The legislator's desire to leave individuals the freedom to manage their interests.
- Supplementary rules come to complete agreements on essential matters. For instance, a sales contract may only include agreements on the sale and price, while other details such as the place and time of delivery, payment method, and the seller's obligations are addressed by supplementary rules.
- Supplementary rules help organize matters and ensure agreements between individuals.

A. Criterion for Differentiating Between Mandatory and Supplementary Rules:

Given the significant practical importance of dividing legal rules into mandatory and supplementary, it is essential to seek a criterion for distinguishing between them. Scholars have reached two criteria:

First: Verbal Criterion:

This criterion is easy to apply, meaning that the text of the legal rule is straightforward and explicit. From it, one can determine if the rule is mandatory or supplementary. Algerian law contains many rules with explicit texts that invalidate agreements contrary to them.

Second: Substantive Criterion:

A legal rule may not explicitly state whether it is mandatory or prohibitive. In such cases, it is necessary to rely on another criterion, which is substantive. The basis of this criterion is to examine the rule's connection to other social foundations. To facilitate this, scholars have stated that rules are mandatory if they relate to public order and morals, and they are supplementary if they relate to the private interests of individuals.

From the above, it is clear that legal rules significantly contribute to achieving equality among individuals and society, ensuring their rights as they are general and abstract. They also help in organizing the behavior of individuals and society. We cannot imagine the existence of a society without legal rules governing it.

5-Branches of Law

Legal rules are numerous and diverse due to the various manifestations of social activity. For international activities, these rules are referred to as international or external law. For domestic activities—within a single society—they are governed by internal law. The latter has several branches depending on the different internal activities it regulates. For private relations among individuals, without the intervention of public authority, the law governing these is termed private law. This contrasts with branches of public law, which apply to relations where the state or public authority appears as the authority. Thus, law branches into public law and private law.

5-1-Public Law

This refers to a set of rules where the state is a party in its sovereign capacity, dealing with the organization of internal matters. Running and organizing the legislative, executive, and judicial powers within society requires texts and rules. Thus, internal public law is divided into branches such as constitutional law, administrative law, criminal law, and financial law (**Boudhiaf Ammar, Previous Reference, p. 48-49**).

- Constitutional Law: This includes mandatory rules that organize the form of the state, its authorities, public bodies, and their interrelations as well as with the governed. It also outlines public rights and freedoms.
- Administrative Law: This governs the administration, its activities, means, methods, and disputes. It is defined as the set of legal rules that manage public administration in terms of its organization and activities, along with the disputes resulting from these activities (**Bouchaer Said, 1989, p. 126-127**).
- Criminal Law: This encompasses rules defining crimes and their prescribed penalties, as well as the procedures to be followed from the occurrence of a crime to the imposition of punishment. It splits into two sections: the Penal Code and the Code of Criminal Procedure (**Boudhiah Ammar, Previous Reference, p. 63**).
- Financial Law: This is the set of rules that regulate the state's finances, detailing various expenditures, sources of revenue (like fees and taxes), methods of collection, budget preparation, execution, and principles of oversight over this execution (**Hasanein Mohamed, Previous Reference, p. 28**).
- International Public Law: This encompasses legal rules that govern relationships between states, in both peace and war. This includes treaty-making, diplomatic exchanges, dispute resolution methods, treatment of prisoners of war, war regulations, and more (**Mansour Hussein Mohamed, Previous Reference, p. 153**). It also covers the status and relations of international organizations, whether global like the United Nations or regional like the Arab League.

Despite some scholars questioning the legal nature of international public law due to the lack of a supreme authority in the international community to enact and enforce international rules with penalties for violations, others argue this is incorrect for several reasons. Customary rules can arise spontaneously within societies, and international law does have penalties, albeit of a special kind, such as boycotts. Moreover, international public law is relatively new and still evolving and forming (**Alwan Mohamed Youssef, 2007, p. 63**).

5-2-Private Law

Private law refers to a set of rules that govern relationships between individuals or between individuals and the state. Prominent branches of private law include civil law, commercial law, maritime law, labor law, and civil procedure law, among others.

Civil Law: This encompasses rules that govern an individual's relationships within their family, known as personal status law, and rules that govern an individual's financial relationships, referred to as property law (**Hasanein Mohamed, Previous Reference, p. 31**).

Commercial Law: This developed due to the evolution of production movements within societies, the diversity of goods and services, and the subsequent development of commercial activities domestically and internationally. It was necessary to have rules to regulate the behavior of traders in various fields (**Abu Al-Hulu Hulu, 1992, p. 11**).

Maritime Law: Just as commercial law became independent from civil law, the circumstances and risks associated with the sea necessitated the independence of maritime law from commercial law. Maritime law governs all human activities on the sea and can be defined as the set of legal rules related to maritime navigation.

Labor Law: This is defined as a set of legal and regulatory rules that govern the relationship between workers and employers under the freedom of contract, aiming to protect the acquired interests and rights of both parties, ensuring balance and peaceful coexistence between them (**Ahmia Suleiman, 1992, p. 33**).

Civil Procedure Law: This consists of rules that regulate litigation procedures before civil and commercial courts and also organizes the hierarchy and jurisdiction of these courts (**Boudhiah Ammar, Previous Reference, p. 93**).

Private International Law: This refers to a set of rules that determine the applicable law for relationships with a foreign element and the extent to which national courts have jurisdiction over disputes related to these relationships. A relationship has a foreign element if one of its parties is a foreigner, the subject matter is located abroad, or it originates from a contract concluded in a foreign country (**Mansour Hussein Mohamed, Previous Reference, p. 178**).

6-Legal Framework for Sports Clubs

6-1-The Physical Education and Sports System according to Law 04/10

- Law No. 04-10 dated 27 Jumada al-Thani 1425 corresponding to August 14, 2004, concerning physical education and sports.

Law 04-10 related to physical education and sports was issued in a political and economic context tending towards stability after more than a decade of multifaceted crises that struck the country. The political and economic measures taken, benefiting from the historic rise in hydrocarbon prices, led to the state's liberation from many stakes, including external debt and the unofficial economic and diplomatic embargo. Algeria began to restore its image and presence domestically and internationally, as the Civil Concord Policy strengthened opportunities for peace and stability and gradually improved the security situation. This had positive effects on the movement of macroeconomic indicators and attracted some foreign capital to invest in Algeria (**Official Gazette No. 66, 1999, p. 3**).

The public authorities exploited these conditions to announce political, administrative, structural, and constitutional reforms, enhancing state authority in light of new changes that increasingly indicated positive trends with the continued improvement in the security situation and rising hydrocarbon prices. Indeed, the state announced the establishment of national committees for reform in various fields such as education, justice, family, and state structures to keep pace with regional and global transformations and developments. Naturally, in response to these changes, the

orientation towards a market economy was strengthened, encouraging individual initiatives, opening the door for national groups, and seeking foreign expertise to qualify the national economy and enhance its competitiveness. These orientations were reflected in new legislation across various fields, including physical education and sports. Law 04-10 was based on 33 articles, primarily the 1996 Constitution and a set of laws and orders that formed the material foundation for this law, which was the first of its kind to be discussed in both houses of parliament after the establishment of the Council of the Nation under the 1996 Constitution.

Notably, the title of Law 04-10 distinguishes between "physical education" and "sports" as separate concepts in principles, objectives, rules, and means of promotion, as mentioned in Article 1 of this law: "This law defines the principles, objectives, and general rules that govern physical education and sports, as well as the means of promoting them." Previous texts related to the national sports system combined physical education and sports as a single element within the general educational system. Article 2 of Law 04-10 emphasizes the distinction between the two concepts, stating: "Physical education and sports, which are considered essential elements of education, contribute to the intellectual development of citizens, prepare them physically, and maintain their health. Physical education and sports are important factors in promoting youth socially and culturally and in supporting social cohesion values." Article 3 states that practicing physical education and sports is a recognized right for all citizens regardless of age or gender, and promoting and developing physical education and sports is considered a public interest. Article 4 affirms that the state determines the policy for developing physical education and sports, organizes, and

supervises them. Article 5 states that the state and local communities, in coordination with the National Olympic Committee, national sports federations, and any natural or legal person subject to public or private law, work to promote and develop physical education and sports and provide the necessary means to ensure the best representation of the nation in international sports competitions.

From the previous articles, it appears that the legislator has simplified and reduced the objectives of physical education and sports compared to previous legislation, limiting it to six major objectives: intellectual development of citizens, physical preparation, health maintenance, social and cultural promotion of youth, support for social cohesion values, and honoring the nation. Notably, the legislator introduced a new concept not previously seen in sports legislation, the "public interest," which has no counterpart in Ordinance 95-09. However, referring to Ordinance 76-81, we find a description close to the concept of the public interest, which states that "physical education and sports are a national task in which everyone helps." This conceptual closeness indicates a similarity in political vision between the authorities, despite the temporal distance.

Physical Education and Sports:

Article 6 of Law 10/04 mandates the teaching of physical education and sports at all levels of national education. It stipulates that these subjects be included as compulsory components in the curricula of education, vocational training, and professional education, and that they be concluded with examinations. Article 7 leaves the possibility open for teaching physical education and sports at the preparatory education level, where its aim is related to the child's motor and

psychological development. However, similar to previous laws, this law does not make it obligatory for preparatory or pre-school institutions to include physical education and sports, leaving the decision to each institution based on its circumstances. Additionally, the legislator mandated the practice of physical education and sports in three other contexts: - Higher education and training institutions (Article 8).- Specialized institutions for persons with disabilities (Article 9).- Facilities for the rehabilitation and prevention of persons, as well as correctional institutions (Article 10). The legislator also required that the programs of education, training, and higher education must compulsorily include allocated hours for school and university sports practice. Higher education and training institutions, as well as new projects, must be equipped with sports facilities and equipment suitable for physical education and sports, based on a network of facilities that considers various stages of education (Article 11).

A prior medical authorization is required for practicing physical education and sports. These authorizations are issued by school health services for educational institutions and by medical services affiliated with the Ministry of Health for higher education and training institutions, specialized institutions for persons with disabilities, and rehabilitation facilities (Article 12). Specialized personnel trained in institutions affiliated with the ministries responsible for sports, national education, and higher education are tasked with teaching and/or promoting physical education and sports in education, higher education, and training institutions. Those responsible for teaching physical education and sports to persons with disabilities, those in rehabilitation institutions, and those in correctional facilities receive specialized training

(Article 13). One of the notable clarifications in Law 04-10 is the organization of sports practice in school and university environments. Article 14 assigns the Federations of School Sports and University Sports the roles of organizing, promoting, and developing sports programs in these settings. Article 15 states that these federations manage their national and international competitive systems, join the relevant international federations with the approval of the Minister responsible for sports and the relevant ministers, and periodically organize national school and university sports games. They include school and university sports associations and leagues, and the same article requires the formation of sports associations tasked with promoting school and university sports in education and higher education institutions.

Sports for All:

The legislator introduced the concept of "sports for all," a new expression compared to previous texts, defining it as the organization of physical education and recreational sports activities, either freely or in an organized manner, for the benefit of the largest number of citizens, regardless of age or gender. It serves as an important factor in promoting public health, integrating youth socially, and combating social ills, particularly within motivational and dialogical programs. Article 16 stipulates that the state and local communities are responsible for establishing, preparing, and developing neighborhood sports complexes. Sports for all are to be organized within sports clubs and leagues that form part of the National Federation of Sports for all, which is established for this purpose (Article 17). To broaden the concept and performance of sports for all, Law 04-10 also provides for the establishment of a National Federation of Sports and Work, which organizes physical education and sports for workers in

their workplaces (Article 18). This approach is not entirely new but rather a return to the provisions of Law 8-03 and earlier, which emphasized the importance of sports in the workplace. The significance of workplace sports was somewhat overlooked in Ordinance 95-09, likely due to the financial constraints and the deteriorating economic situation at the time. Article 19 allows legal entities, whether public or private, to establish and fund sports clubs responsible for organizing and developing physical and sports activities, signaling a strong move towards a market economy and opening the door to private sector involvement. Furthermore, the legislator called for the creation of a Federation for Traditional Games and Sports (Articles 20-21) with the goal of preserving, organizing, and developing traditional games and sports, including the preparation of a national registry and the regular organization of a national festival for traditional games and sports. This mandate was articulated emphatically: "The state, local communities, and every natural or legal person must ensure the preservation of traditional physical and sports practices."

It is noteworthy that both Law 8-03 and Ordinance 95-09 addressed traditional games and sports, but only briefly, focusing on their importance in preserving national cultural heritage. In contrast, Law 04-10 provides a more detailed and comprehensive treatment of this subject.

Elite and High-Level Sports:

Law 04-10 dedicates eight full articles to elite and high-level sports (compared to five articles in Ordinance 95-09 and only three in Law 8-03), highlighting the importance these activities have for public authorities and the increasing impact of global competitions.

Article 22 defines elite and high-level sports (retaining the same terminology as in Ordinance 95-09) as involving preparation and participation in specialized competitions aimed at achieving performances evaluated based on national, international, and global technical standards. **Article 23** states that the development of elite and high-level sports allows for the emergence and support of young sporting talents, with specialized structures responsible for their training, development, and enhancement.

Article 24 emphasizes the state's role, in coordination with local communities, in establishing sports high schools, sports study sections, talent development centers, and national and regional sports schools specialized in various sports. Article 25 outlines that the state and local communities, working with the National Olympic Committee, sports federations, and both public and private entities, are responsible for supporting elite and high-level sports by preparing athletes representing the country in international and global competitions. The status of "elite and high-level athlete" is granted by the Minister of Sports based on the proposal from the National Sports Federation and with the opinion of the National Olympic Committee. Athletes are classified into different categories based on criteria and performance levels determined by regulations, and conditions for losing this status are also specified (Article 26).

Article 27 details the main benefits for elite and high-level athletes, including special measures for technical preparation, salaries, education and training, participation in exams, professional sports integration abroad, age and academic level exceptions for joining vocational training institutions in physical education and sports, protection and

monitoring during and after their sports career, postponement of military service, training and performance improvement grants, material and financial support from the state, and other incentives that build on and develop those outlined in Ordinance 95-09, reflecting the evolution of sports and athletes' awareness of their rights, similar to practices in other countries.

In addition to these benefits, Article 28 mandates that elite athletes must participate in international, global, and continental competitions scheduled in the program of their respective national sports federation and/or the National Olympic Committee, along with the general obligations for all athletes specified in Article 32. Law 04-10 introduces a new provision regarding efforts to combat doping, with Article 29 stipulating that the Ministers of Sports and Health must jointly implement necessary measures to establish a monitoring and prevention system in coordination with the National Olympic Committee and relevant national sports federations.

Athletes and Coaching:

Article 30 defines an athlete as anyone medically approved for sports practice and legally authorized within a sports club. Athletes benefit according to their categories from a basic law determined by the relevant national sports federation and approved by the Minister of Sports. Article 31 describes the role of sports coaching, emphasizing the training and education of youth in accordance with the principles of the law, sports ethics, and sportsmanship. Coaching personnel are defined as: elected volunteer administrators, employed coaches performing oversight, organization, training, education, animation, and refereeing duties, as well as sports doctors and medical and paramedical staff at the Olympic Committee, national sports federations, associations, clubs, or any institution established for this purpose.

Article 32 outlines key obligations for athletes and coaching staff, including: improving athletic performance, adhering to sports laws and regulations, respecting sports ethics and avoiding violence, responding to national team calls, defending and representing the country honorably, and participating in anti-doping efforts while avoiding the use of prohibited performance-enhancing substances.

Article 33 stipulates that the roles of executive and elected responsibilities at both national and local levels in sports organization and management structures cannot be combined with administrative responsibilities in state institutions under the sports sector, which would otherwise grant decision-making authority.

Article 34 allows medical and technical coaching staff to benefit from some of the advantages afforded to elite athletes, provided they achieve international or global-level results with their athletes or teams.

Article 35 ensures that athletes and coaching staff are covered for risks and accidents during and after national and international competitions and training, including medical sports protection and protection against potential harm related to their duties before, during, and after competitions.

Article 36 provides for paid leave for athletes and coaching staff to attend training, performance improvement courses, seminars, sports events, or approved sports competitions.

Article 37 allows athletes or groups of athletes to contract with a representative known as a sports manager. This manager's services are remunerated with a fee not exceeding 5% of the total contract value. The manager must hold a qualification certificate issued by the federation and/or relevant federations, following notification to the Minister of Sports. The federation determines the procedures for issuing and withdrawing the qualification certificate.

Article 38 mandates that the sports manager respects all relevant laws and regulations.

Article 39 provides that athletes and their coaching staff can receive financial and material rewards for achieving international and global-level performance, either from the Minister of Sports, their national sports federation, the National Olympic Committee, or any other public or private entity.

Articles 40 and 41 continue the provisions from Ordinance 95-09 regarding the establishment of national sports merit awards. These awards recognize individuals or entities that have significantly contributed to sports results, intellectual or artistic production, and the promotion and development of physical education and sports, thereby enhancing the country's reputation. These awards are given by the Minister of Sports, based on recommendations from the National Olympic Committee or relevant sports federations.

Sports Clubs:

While Ordinance 76- and Law 89-03 addressed the organization of sports activities and Ordinance 95-09 maintained the same terminology, Law 04-10 delves into sports clubs, associations, federations, and the National Olympic Committee without a common title.

Article 42 outlines the role of sports clubs in educating and training youth by developing sports programs, promoting sportsmanship, and preventing and combating violence. The law categorizes sports clubs into three types based on their level of professionalism:

- **Amateur Sports Club:**

An amateur sports club is a non-profit organization operating under Law 90-31 related to associations. It adheres to the provisions of this law and its own statutes. The tasks and organization of an amateur sports club are defined by a model constitution prepared by the national sports federation and approved by the Minister of Sports (Article 43).

- **Semi-Professional Sports Club:**

A semi-professional sports club is an organization where some activities are commercial, such as organizing paid sports events and paying some athletes and coaches. This type of club operates under a constitution that defines its organization, appointment of governing bodies, responsibilities, and oversight mechanisms (Article 44).

Article 45 specifies that the profits earned by a semi-professional sports club must primarily be allocated to a reserve fund. In the event of judicial liquidation, club members are not personally liable for the company's debts.

Semi-professional sports clubs may also benefit from preferential use of public sports facilities funded by the state and local authorities.

- **Professional Sports Club:**

A professional sports club organizes paid sports events and competitions, employs coaches and athletes for compensation, and engages in all related commercial activities. This type of club can take the form of various types of commercial companies as per commercial law and specific regulations:

- ✓ Sole Proprietorship Sports Company with Limited Liability
- ✓ Limited Liability Sports Company
- ✓ Joint Stock Sports Company

Article 47 allows any sports club or natural or legal person to establish or participate in a professional sports club. Profits from a sole proprietorship sports company with limited liability must be allocated to a reserve fund when the club owns the company's capital. Similarly, for a limited liability sports company, all profits are allocated to a reserve fund when the club holds more than one-third of the company's capital.

Sports Associations:

The legislator defined the legal nature of a sports association as an entity governed by the provisions of the law concerning associations, as well as the provisions of this law and the basic regulations of the national sports federation to which it belongs. An association can be, depending on its nature, either multi-sport or specialized, and based on its regional scope, it can be national, regional, provincial, or municipal.

The association performs its functions under the supervision of the national sports federation to which it belongs. It can only be established after obtaining a matching opinion from the national sports federation and is approved according to the law concerning associations (Article 48). The roles, organization, and regional competencies of sports associations are defined by model basic regulations prepared by the national sports federation and approved by the minister in charge of sports.

It is noted that Law 04-10 differs from Order 95-09 in two main aspects. Firstly, Order 95-09 assigned sports associations the task of organizing sports events (Article 25) and allowed them to operate within the framework of a public service mission (Article 27), which are ideas that the legislator has abandoned in Law 04-10.

National Sports Federation:

Article 50 defines the National Sports Federation as a nationally oriented association governed by the laws related to associations and the provisions of this law, as well as its own specific statutes, approved by the Minister of Sports. The federation operates with full independence.

No more than one National Sports Federation can be established and recognized at the national level for each sports specialty or activity sector. The National Sports Federation exercises authority over its affiliated leagues and sports clubs, as well as any entity it establishes. The "national character" grants the sports association the exclusivity to join international associations, as stated in Article 21 of Law No. 90-31, dated 17 Jumada al-Awwal 1411 corresponding to December 4, 1990, concerning associations: "Only associations of a national nature can join international associations pursuing the same or similar objectives, in compliance with the applicable legislative and regulatory provisions, and this can only occur with the approval of the Minister of the Interior."

Article 51 of Law 04-10 states that the National Sports Federation participates in fulfilling a public service mission by contributing through its activities and programs to youth education, the promotion of sportsmanship, the protection of sports ethics, and the strengthening of social cohesion and solidarity. The legislator outlined the main powers of the federations in 16 points, requiring the return to the Minister of Sports in 7 of them, meaning that half of the prominent powers of the National Sports Federation are shared with the Minister of Sports, compared to 14 powers in which the Minister participates in only one under Ordinance 09-95 Article (33). This strongly and clearly indicates the public authorities' desire to directly intervene in or at least monitor the powers of various sports federations.

The key powers include establishing a system for sports medical monitoring and anti-doping, creating a system for promoting sports ethics, preparing and managing national teams participating in international competitions, establishing a competition management system, determining criteria for joining national teams, developing programs for talent scouting, and appointing members representing Algeria in international sports bodies after approval by the Minister of Sports, among other powers specified in Article 51. Article 52 states that the National Sports Federation, as well as its affiliated leagues and clubs, can generate income related to their activities, and membership in any federation, club, or league is subject to an annual subscription fee.

When the Minister of Sports recognizes the public benefit and public interest of the National Sports Federation, it operates by delegation, and the conditions for recognition of the public benefit and public interest of the National Sports Federation are determined by regulation (Article 53). Based on this, the National Sports Federation recognized for public benefit and public interest receives financial grants, assistance, and contributions from the state and local communities on a contractual basis.

It should be noted that the legislator has abolished the National Sports Association stipulated in Ordinance 95-09.

6-2-Physical Education and Sports System According to Law 13/05

Sports clubs are established under Law 12-10, dated January 12, 2012, related to associations, and pursuant to Law No. 13-05, dated July 23, 2013, concerning the organization and development of physical and sports activities.

Types of Sports Clubs:

- By the people who constitute them: Community Sports Clubs and Government Sports Clubs
- By their level: Premier Division Clubs and First, Second, and Third Division Clubs, etc.
- By the extent of their professional sports activity: Professional Clubs and Non-Professional Clubs

Sports Clubs According to Law No. 05/13

Sports clubs are addressed in Chapter One of Part Four of Law No. 13/05 related to the organization and development of physical and sports activities.

- **Article 72:** Sports clubs can be either multi-sport or single-sport and are classified into two categories:
- Amateur Sports Clubs
- Professional Sports Clubs

According to Article 72 of Law 13-05, a sports club is the basic structure of the sports movement that ensures the education and improvement of athletes to achieve sports performances. (**Law 13-05: Article 72, p.12**)

First: Amateur Sports Club (Law 13-05: Articles 75, 76, p. 12)

- **Article 75:** It is a non-profit sports association governed by the provisions of the law related to associations, the provisions of this law, and its own statutes.
- **Article 76:** The establishment of an amateur sports club requires the prior approval of the administration responsible for sports before it can be recognized.

Second: Professional Sports Club:

- **Article 78:** A professional sports club is a commercial company with a sports objective. It can take one of the following forms of commercial companies (**Law 13-05, Article 78, p.12**):

- Sole Proprietorship Sports Company with Limited Liability
- Sports Limited Liability Company
- Sports Joint Stock Company

The companies mentioned above are governed by the provisions of commercial law, the provisions of this law, and their own specific statutes, which must particularly define their organization and the nature of contributions.

The model statutes for the aforementioned companies are determined by regulation.

6-3-International Olympic Committee

The International Olympic Committee (IOC) is an international sports organization founded in 1894 in Paris. Its headquarters are in Lausanne, Switzerland. It is the highest sports authority in the world and oversees the organization of the Olympic Games every four years.

Establishment:

The International Olympic Committee was established on June 23, 1894, in Paris, France, during the Olympic Congress. It was founded by Frenchman Pierre de Coubertin and Greek Demetrios Vikelas, with 13 countries as its initial members. It was agreed that the president of the committee should be from the city entrusted with organizing the Olympic Games. The task of forming the first International Committee was assigned to Coubertin, who requested Vikelas to chair the committee. Vikelas became the first president of the IOC and oversaw the organization of the first Summer Olympic Games in 1896 in Athens, Greece, as well as the first Winter Olympic Games in Chamonix, France, in 1924.

Vikelas resigned from the presidency of the committee in 1896 after the Athens Games, and Coubertin took over since Paris was chosen to host the next Games. Coubertin ensured that the Olympic Games maintained their international nature by being organized in different global cities. The competitions included three branches: the ancient games held in ancient Egypt and the Roman Empire, the games held during the chivalry era, and modern games.

❖ **Role of the International Olympic Committee:**

- Coordinate, Organize, and Develop Sports Games and Competitions: Ensure the advancement of sports by communicating and coordinating with national and international institutions and taking measures to strengthen the unity of the Olympic movement.
- Promote the Principle of Sports Serving Humanity: Coordinate with relevant public and private entities and various authorities.
- Protect the Rights of Olympic Movement Members and Promote Peace.
- Regularly Organize Olympic Celebrations and Games.
- Advocate for Women's Right to Participate in International Sports: Ensure women have the right to active participation at all levels within all structures, particularly in executive roles in national and international sports organizations, and promote women's sports while adhering to principles of gender equality.
- Since 1894: The IOC has been the governing body of the Olympic movement, following the Olympic Charter for its structure and procedures.

❖ **Headquarters:**

The headquarters of the International Olympic Committee is located in Lausanne, Switzerland.

❖ **Goals:**

According to the Olympic Charter, the goals of the IOC include:

- Promoting the principle of "sports in the service of humanity" through coordination with relevant public and private entities.
- Regularly organizing the Olympic Games.

- Organizing and developing sports games and competitions through coordination with national and international bodies.
- Enhancing the unity of the Olympic movement.
- Protecting the rights of Olympic movement members and promoting peace.
- Ensuring women's right to effective participation in international sports at all levels and within all structures, particularly in executive bodies of national and international sports organizations, and advancing women's sports through the application of gender equality principles.

❖ **Structure:**

Since 1981, the IOC has been classified as a non-profit international non-governmental organization. Its headquarters is in Lausanne, Switzerland, and it includes 206 National Olympic Committees. The IOC elects 105 permanent members and 32 honorary members.

The IOC's executive body, established in 1921, consists of a president elected for an eight-year term, four vice-presidents, ten members, and a secretary-general. The executive body handles the committee's affairs and ensures adherence to the Olympic Charter.

The executive body has several sub-committees specializing in sports, administration, finance, legal matters, medicine, media, coordination, and more. It also has a council for awarding Olympic honors and an office for the global Olympic movement.

❖ **Presidents of the International Olympic Committee:**

Several notable sports figures have served as presidents of the IOC:

- Demetrius Vikelas (Greece): 1894-1896
- Pierre de Coubertin (France): 1896-1925
- Henri de Baillet-Latour (Belgium): 1925-1942
- J. Sigfrid Edström (Sweden): 1946-1952
- Avery Brundage (United States): 1952-1972
- Lord Killanin (Ireland): 1972-1980
- Juan Antonio Samaranch (Spain): 1980-2001
- Jacques Rogge (Belgium): 2001-2013
- Thomas Bach (Germany) began his tenure as president in 2013 and continues to serve in this role.

❖ **Funding:**

The International Olympic Committee's financial income primarily comes from broadcasting rights for the Olympic Games and partnerships with multinational companies. In recent years, international media has estimated its revenues to be around eight billion dollars.

6-4-National Olympic Committee (Algeria)

The Algerian National Olympic Committee represents Algeria in the International Olympic Committee. It was established in 1963 and recognized by the IOC in 1964. According to Article 101 of Law 13/05 related to the organization and development of physical and sports activities, it is defined as follows: "The National Olympic Committee is an association recognized for its public utility and common good."

- ✓ The National Olympic Committee is established and managed according to its statutes and foundational laws while adhering to the provisions of the Olympic Charter.
- ✓ The National Olympic Committee conducts its activities with strict respect for Olympic values, sports ethics, and current laws, in harmony with the principles of the Olympic Charter. It ensures the protection of the Olympic symbol.

❖ **Tasks of the National Olympic Committee:**

Law 13/05 outlines the tasks of the Algerian National Olympic Committee as follows:

Article 103 specifies:

- ✓ Provide opinions and suggest measures aimed at promoting physical and sports activities, as well as combating violence and social issues in sports facilities.
- ✓ Contribute to promoting national representation within international sports organizations, in cooperation with the relevant national sports federations.
- ✓ Ensure the proper administration of public financial aid and grants in accordance with applicable legislation (Article 104).

Article 106 details:

- The National Committee must establish an arbitration court responsible for resolving sports disputes between sports organizations or their members.
- This arbitration court and its members must maintain independence from all sports organizations and their members.
- Decisions made by this court in disputes between sports organizations or their members can be appealed in accordance with current laws, regulations, and international sports regulations.

Structure of the National Olympic Committee:

- **President:** Elected by the General Assembly from its rightful members for a term of 4 years. The president represents the Algerian Olympic Committee in all social and judicial matters.
- **General Assembly:** Chaired by the president of the Algerian Olympic Committee, it includes members of the executive committee, former presidents and secretaries-general, four representatives from federations of sports included in the Olympic Games, the head of non-Olympic sports, four representatives from athletics (including two women), and representatives from the sports press.
- **Executive Committee:** In addition to the president, it includes Algerian members of the International Olympic Committee, provided they have not been excluded, the honorary life president, an honorary member from the IOC, and 13 members elected by the General Assembly from among its rightful members.

Relationship between the International Olympic Committee (IOC) and the National Olympic Committee (NOC):

For the NOC to be recognized by the IOC:

- The NOC must be the sole representative at the Olympic Games.
- The NOC must have at least five member sports federations that are autonomous and legally constituted.
- Members of these federations must be part of international federations.

6-5-The International Court of Arbitration for Sport (CAS)

6-5-1-Establishment of the International Court of Arbitration for Sport

The idea of establishing a sports arbitration institution was proposed by the International Olympic Committee (IOC) during the Paris Conference on June 23, 1894, at the request of Pierre de Coubertin. However, its scope extends beyond the Olympic movement, as it handles all matters related to sports.

On March 15, 1983, the Federal Court and the Supreme Court of the Swiss Confederation recognized the Court of Arbitration for Sport (CAS) as an independent arbitration institution based in Lausanne, Switzerland. It specializes in resolving disputes of a private nature arising from the practice or development of sports. CAS officially began its operations on June 30, 1984.

A. Its Functions:

The CAS performs various functions, including but not limited to:

- Assisting in the resolution of sports disputes through arbitration or mediation.
- Adjudicating all sports-related disputes, such as contractual disagreements or decisions from international organizations, like doping cases.
- Providing services to individuals and entities involved in sports, including athletes, national sports clubs, national sports federations, and sports sponsors.

- Maintaining the freedom and independence of the CAS while adhering to its regulations. CAS can establish ad hoc tribunals for significant global sports events such as the Olympic Games and the Commonwealth Games.
- Following specific procedural rules for each event to accommodate the circumstances.
- Ensuring a structured process aimed at resolving sports disputes through arbitration.

B. Its Composition:

The 1994 reform enabled the CAS to function with greater freedom. The CAS comprises a Vice President, a Secretary General, arbitrators, the presidents of the ordinary and appeals divisions, and a registrar, all appointed by the IOC. These officials elect the president of CAS, who represents the court in all matters. The International Council of Arbitration for Sport (ICAS) was also established to oversee CAS, with its roles defined by Article 6 of the International Sports Arbitration Code. ICAS consists of 20 members with high legal qualifications, distributed as follows:

- Four members appointed by the International Olympic Federation, including three from the Summer Olympic International Federation and one from the Winter Olympic International Federation, chosen either from outside or within.
- Four members appointed by the Association of National Olympic Committees, selected from outside or within.
- Four members appointed by the IOC, chosen either from outside or within.
- Four members from among 12 ICAS members, selected to protect athletes' interests.
- Four members from among 16 ICAS members, chosen for their independence from organizations.

- Members are appointed for a renewable four-year term and are evaluated for their objectivity and independence.
- They must adhere to the arbitration code and maintain confidentiality as mandated by Article 43 of the International Sports Arbitration Code.
- If ICAS members cannot perform their duties, legal procedures are initiated to replace them.
- The president of ICAS is elected from among the aforementioned members upon the IOC's proposal for a renewable four-year term.

6-6-The Court of Arbitration for Sport in Algeria

The Court of Arbitration for Sport in Algeria is an independent legal institution established to serve the national Olympic and sports movement, issuing decisions resulting from arbitration. The Court consists of 8 experts in arbitration law and sports regulations. It was officially established by Decree No. 752 dated July 12, 1999, and began its work with the appointment of its members under Decree No. 755 dated July 12, 1999.

A. Its Functions:

The Court of Arbitration for Sport is a legal institution under the supervision of the Algerian Olympic Committee, characterized by its complete independence from other institutions and bodies. Among its functions are:

- Resolving all disputes related to the national sports movement, in accordance with the laws and jurisdictions of national sports federations. Its arbitration decisions have the same enforceable power as those of ordinary courts.

- Any legal or natural person can approach the Algerian Court of Arbitration for Sport, such as athletes, sports clubs, event organizers, sponsors, broadcasters regarding broadcasting rights, etc.
- The Court operates with specific procedures to resolve sports-related disputes confidentially, swiftly, and simply, away from media scrutiny.
- The Court intervenes in all disputes directly or indirectly related to sports, whether commercial or related to the practice and development of sports, such as disputes over broadcast contracts or conflicts arising from decisions of sports organizations.
- It issues advisory opinions on legal matters related to sports.
- Finding a peaceful resolution to a dispute through mediation when possible.

B. Its Composition and Structure:

The Algerian Court of Arbitration for Sport consists of 8 experts in law, arbitration, and sports regulations, selected by the President of the Algerian Olympic Committee after consultation with the arbitration committee composed of representatives from the national sports movement and experts in the field. Members serve a renewable four-year term and include the President of the Court, Vice President, Secretary-General, heads of the chambers, members, and a registrar. The Court's operations are managed according to its internal regulations.

7-Legislation on Associations according to Law 12/06

An association is considered one of the most important legal entities due to its essential, vital, and effective role in society. Some regard it as one of the important institutions for socialization because of its impact on individuals and groups, as well as the strategic goals it achieves within the community. This is further affirmed by the fact that every national constitution, from the first to the most recent one issued in November 2020, enshrines the right to establish associations as an established right for every Algerian citizen, whether this citizen is a natural person, a legal person, or even a collection of funds. This right is further detailed in Law 12/06 dated 18 Safar 1433 corresponding to January 12, 2012, concerning associations, published in the Official Gazette No. 02, Year 49, on Sunday, 21 Safar 1433 corresponding to January 15, 2012. This law is considered an update to previous legislation in this field.

7-1-Definition of an Association

The Algerian legislator defined an association in Article 02 of Law 12/06 as follows:

An association, within the meaning of this law, is a group of natural and/or legal persons who come together on a contractual basis for a specified or unspecified period. These individuals volunteer their knowledge and resources for a non-profit purpose to promote and encourage activities, particularly in the professional, social, scientific, religious, educational, cultural, sports, environmental, charitable, and humanitarian fields.

The purpose of the association must be precisely defined, and its name must reflect its purpose. However, the activities and objectives of the association must serve the public interest and not be contrary to national constants, values, public order, public morals, and the applicable laws and regulations.

7-2-Characteristics of Associations

- **Official Organizations:** Associations are formal organizations focused on providing direct or indirect services to meet community needs and enhance social welfare for citizens.
- **Voluntary Efforts:** Associations are based on the voluntary efforts of a group of individuals interested in public service, who organize and manage the association within the framework of public order or the laws and regulations governing voluntary social work.
- **Non-Profit Nature:** Associations are social institutions outside the economic market and competition. Therefore, they do not seek profit as their primary purpose but focus on providing services that meet citizens' needs.
- **Philosophy and Policy:** Each association has a philosophy derived from its bylaws and has the right to enact and amend its regulations as needed, more easily than government institutions.
- **Organizational Structure:** The organizational structure of associations starts with the General Assembly at the top, followed by the Executive Board and its committees responsible for achieving the objectives.
- **Funding Sources:** Associations rely on donations, grants, bequests, membership fees, and revenue from services. They may also receive support from government or international bodies.

- **Alignment with State Policy:** These associations operate within the broader social policy of the state, avoiding political and sectarian conflicts, as they are legally prohibited from intervening in political, sectarian, or denominational disputes.
- **Service Focus:** The services provided by associations primarily focus on their members, whether able-bodied, those with special needs, or athletes (**Article 30 of Law 06.12 on associations**).
- **Flexible Operation:** Associations work with flexibility, allowing them to adjust their system, working rules, objectives, and administrative structures to suit societal changes. They establish their own flexible administrative and financial regulations, adapting to community changes.
- **Staff Selection:** Associations have broader authority in selecting their employees according to labor laws, ensuring they are specialists in social services and may include other necessary technical experts.
- **Membership Conditions:** Membership in associations is subject to specific conditions. If these conditions are met, an individual can become a member.
- **State Assistance:** Associations provide significant support that might otherwise fall on the state, including implementing large-scale social projects of national significance.
- **Societal Necessity:** Associations are essential for all communities, and the continuous formation of associations by citizens is a healthy phenomenon for societal development. They promote a sense of belonging and provide a right for every citizen to participate in planning for their needs and rights.
- **Innovation and Responsiveness:** Associations are more dynamic in their services and more capable of renewing, innovating, and experimenting to improve their work. They also provide services more quickly and minimize lengthy administrative procedures as much as possible.

7-3-Conditions for Establishing an Association

Law 12-06 specifies that certain conditions must be met to establish an association, outlined from Article 04 to Article 06. The Algerian legislator differentiates between natural persons and legal entities regarding the conditions for establishing an association as follows:

7-3-1-For Natural Persons

- **Age Requirement:** Individuals must be 18 years old or older. The new law explicitly and clearly defines this age requirement, whereas the previous Law 90-31 referred to "all adult persons."
- **Nationality:** All founding members of the association must possess Algerian nationality. Notably, the Algerian legislator does not specify whether the nationality must be acquired or original for establishing an association, or at least, this is not clarified.
- **Civil and Political Rights:** Founding members must be in possession of their civil and political rights, meaning they have not committed misdemeanors or crimes that lead to the loss of these rights, or they have not been subject to a judicial ruling affecting these rights.
- **Criminal Record:** Founding members must not have been convicted of a felony or misdemeanor that is incompatible with the nature of the association's activities, and they should not be considered disqualified in this regard.

7-3-2-For Legal Entities

The requirements are as follows:

- They must be established according to Algerian law.
- They must be operational at the time of the association's establishment.
- They must not be prohibited from conducting their activities.

Additionally, among the conditions stipulated in Law 12-06 for establishing an association is that the founders must hold a constitutive general assembly, which must be documented with a meeting report prepared and authenticated by a judicial officer.

- For associations active at the municipal level, the number of founding members must be at least 10, even though only two individuals are sufficient to establish an association.
- For associations active at the provincial level, the number of founding members must be at least 15, from at least two municipalities.
- For associations operating across provinces, the number of founding members must be at least 21, from at least three provinces.
- For national associations, the number of founding members must be at least 25, from at least 12 provinces.

Additionally, it is required to submit a founding declaration when establishing an association. Upon submission, a registration receipt is issued by the competent authorities. If the association is municipal, the declaration is submitted to the municipal council; if it is provincial, it is submitted to the province; if it is inter-provincial or national, it is submitted to the Ministry of the Interior. These authorities review the file and have a specific time frame to ensure compliance with the provisions of Law 12-06:

- **30 days:** For municipal associations, reviewed by the municipal council.
- **40 days:** For provincial associations, reviewed by the province.
- **45 days:** For inter-provincial associations, reviewed by the Ministry of the Interior.
- **60 days:** For national associations, reviewed by the Ministry of the Interior.

7-3-3-Rights and Duties of Associations

According to Law 12-06, associations are granted specific rights and responsibilities outlined from Article 13 to Article 24, under Title II: Rights and Duties of Associations. This enshrines the constitutional right of Algerian citizens to establish associations, thereby affirming and guaranteeing the right to associative work.

A. Rights:

Associations enjoy all rights associated with legal entities as described in Article 50 of the Civil Code. They have a specific objective and name that distinguish them from political parties in both structure and legal system. Additionally, associations benefit from various rights as stated in Articles 13 to 17 and Articles 22 to 24 of Law 12-06. These rights can be summarized as follows:

- Associations are distinguished from political parties particularly by their administrative and financial independence.
- Every member of an association has the right to participate in its executive body according to its statutes.
- The right to democratic deliberation in the management and renewal of the association's executive body.

- Once an association obtains its accreditation, it has the right to act with third parties and public administrations.
- The right to litigate and undertake all legal actions before competent judicial authorities, given its legal personality.
- The right to enter into contracts and agreements related to its objectives.
- The right to engage in activities in partnership with public authorities related to its objectives.
- The right to join foreign associations with similar goals as the association.
- The right to cooperate and partner with foreign associations and international non-governmental organizations.
- The right to organize study days, conferences, seminars, and any meetings related to the association's activities.
- The right to publish newsletters, magazines, informational or awareness documents, and brochures related to its activities.
- The right to acquire movable or immovable property, whether free of charge or for consideration, to carry out its activities as specified in its statutes, as well as to receive donations and bequests in accordance with applicable legislation.
- The right to amend its statutes.

B. Duties:

Given that associations, according to Article 21 of the Civil Code and the provisions of Law 06-12 on associations, are considered legal entities with the rights mentioned above, they also have corresponding duties. These duties are detailed in Articles 18 to 21 of Law 12-06 and include:

- Associations must ensure that their purpose, objectives, and activities do not contravene public order, public morals, national sovereignty, and other legal norms.

- Associations are required to avoid connections with political parties and must not receive funds, donations, or bequests from them.
- It is the duty of the association and its members to prevent any foreign entity, whether natural or legal, from interfering in its operations.
- Associations must notify the relevant public authorities when convening their general assembly and inform them of amendments or changes to their statutes or membership, which should also be published in at least one national daily newspaper.
- Associations are required to submit an annual report of their activities and finances.
- Associations must secure insurance to cover financial risks associated with their civil liability.
- Associations must notify the Minister of the Interior when joining foreign associations.
- Associations must respect national values, principles, and applicable legislative and regulatory provisions when forming partnerships with foreign associations or non-governmental organizations.

7-4-Basic Statute of Associations

According to Article 27 of Law 12-06, the basic statutes of associations must include the following conditions:

- **Rights and Duties of Members:** Clearly define the rights and responsibilities of association members.
- **Objectives, Name, and Headquarters:** Specify the association's objectives, name, and headquarters.
- **Organizational Structure and Territorial Jurisdiction:** Detail the organizational structure and territorial scope of the association.

- **Membership Conditions and Procedures:** Outline the conditions and procedures for membership, including joining, withdrawal, expulsion, and removal of members.
- **Voting Rights:** Define the conditions related to members' voting rights.
- **Delegates for General Assemblies:** Establish the rules and procedures for appointing delegates to general assemblies.
- **Roles and Operation of General Assembly and Executive Bodies:** Describe the roles and functioning of the general assembly and executive bodies.
- **Election and Renewal of Executive Bodies:** Detail the process for electing and renewing executive bodies, including their terms of office.
- **Activity Reports and Financial Audits:** Provide rules and procedures for reviewing and approving activity reports and auditing the association's finances.
- **Amendments to the Statutes:** Outline the rules and procedures for amending the basic statutes.
- **Asset Distribution upon Dissolution:** Specify the rules and procedures for the distribution of assets if the association is dissolved.
- **Inventory of Assets:** Include a provision for a judicial inventory of the association's assets in case of legal disputes, as stipulated in Article 27 of Law 12-06.

Article 28 of the law specifies that the statutes of associations must not include discriminatory clauses or procedures that infringe upon the fundamental freedoms of their members. The text of Article 28 is as follows:

"The basic statutes of associations must not contain discriminatory clauses or procedures that infringe upon the fundamental freedoms of their members."

7-5-Resources and Assets of Associations

The Algerian legislator, in Chapter Two of Title Three of Law 12-06, addresses the financial aspects of associations, including their sources of funding and foreign support.

The legislator specifies the sources of funding for associations in Article 29 as follows:

- ✓ Membership fees
- ✓ Income related to their activities and assets
- ✓ Financial and in-kind donations and bequests
- ✓ Proceeds from fundraising
- ✓ Grants provided by the state, region, or municipality

The Algerian legislator has definitively outlined all possible sources of income for associations, including fees, donations, and grants from both central and local authorities, which support these associations through designated financial programs annually.

- An exception in Article 67, paragraph 2, places foreign funding for associations under specific regulations related to the expenditure legislation mentioned in that paragraph.
- Article 30 addresses foreign support for associations, stating that financial support and funds from foreign organizations and NGOs are not permitted except those resulting from legally established cooperation agreements. Such funding must have prior approval from the relevant authority. Therefore, Algerian associations are prohibited from receiving grants or contributions from any foreign missions or NGOs.

Regarding the use of funds and resources, the Algerian legislator emphasizes that they must be used in accordance with the objectives specified in the association's statutes. Using these funds for personal purposes or for objectives not mentioned in the statutes is considered an abuse of communal assets and is punishable according to the applicable legislation, as per Article 31 of Law 12-06.

Article 32 states that associations may only accept donations and bequests with conditions if they align with the association's objectives and the provisions of Law 12-06.

Important sources of revenue for associations also include grants from the state, region, or municipality, whether restricted or unrestricted, as well as public donations authorized under relevant legislation and regulations. All resources and revenues must be recorded in the association's financial statements as mandated by Articles 33 and 34.

Articles 35 and 36 stipulate that public subsidies for associations must be granted through a contractual agreement that aligns with the association's objectives and public interest. Grants from the state or local authorities are provided only after presenting the programs and justifications for the expenditure of public aid.

Article 37 specifies the conditions that may lead to the suspension or permanent withdrawal of an association's status if the subsidies or aid are used for purposes other than those previously stated.

Article 38 requires associations to maintain dual accounting, certified by an auditor, and to operate a single bank account with a bank or public financial institution. The law mandates that associations have only one bank account to ensure streamlined financial management and oversight.

8-Legal Provisions for Sports Contracts

8-1-Concept of the Contract

As a **legal term**, the contract is defined by the Algerian legislator in Article 54 of the Civil Code as follows: "A contract is an agreement by which one or more persons undertake towards one or more other persons to give, do, or refrain from doing something. It is clear from this legal definition that a contract is an agreement aimed at creating legal effects." (Ali Filali, 2005, p. 35).

8-2-Classifications of Contracts

Contracts can be divided according to legislative classifications and doctrinal classifications.

First: Legislative Classification:

The legislator has classified contracts based on the French Civil Code, distinguishing between bilateral contracts, unilateral contracts, commutative contracts, aleatory contracts, remunerative contracts, and gratuitous contracts.

➤ **Bilateral Contract:** The legislator defined a bilateral contract in Article 55 of the Civil Code as follows: "A contract is bilateral when the parties reciprocally undertake obligations towards each other. A bilateral contract, or a reciprocal contract, is one that imposes mutual and interdependent obligations on both parties." This entails:

- Obligations must arise simultaneously at the time the contract is concluded.
- Obligations must originate from a single source, i.e., the same contract.

➤ **Unilateral Contract:** Defined by the legislator in Article 56 of the Civil Code: "A contract is unilateral when one or more persons undertake obligations towards one or more other persons without any reciprocal obligation from the latter. For instance, a contract whereby one party undertakes without the other party's obligation to conclude a future contract imposes a single obligation on the promisor alone, thus being a unilateral contract."

➤ **Commutative Contract:** This type of contract has clearly defined obligations and rights for the contracting parties at the time of its conclusion. For example, a sales contract is not valid unless the item sold and the price are specified.

- **Aleatory Contract:**

An aleatory contract is one where, at the time of contract formation, the contracting party does not know the exact amount they will give or receive. This uncertainty is due to the amount being dependent on a future event that is uncertain both in occurrence and timing. The element of chance, or "alea," inherent in such contracts means there is a potential for either gain or loss for both parties.

It is important to distinguish between aleatory contracts and conditional contracts. An aleatory contract is tied to an uncertain future event, which directly impacts the contract's value. In contrast, a conditional contract depends on a future uncertain event for its existence or termination. In a conditional contract, the condition acts as an independent element that suspends or terminates the contract's effectiveness upon its occurrence, whereas in an aleatory contract, the uncertain event is a fundamental part of the contract itself. (**Ali Filali, Previous Reference, p. 50**)

- **Commutative Contract:**

Defined in Article 58 of the Algerian Civil Code, a commutative contract is one where each party is obliged to give or do something. This type of contract ensures that each party gains a financial benefit in exchange for fulfilling their obligation, ensuring neither party is left in a worse financial position upon fulfilling their part of the contract.

- **Gratuitous Contract:**

A gratuitous contract is characterized by one party committing to give or do something without receiving any financial benefit in return. This type of contract involves a one-sided benefit without any expectation of reciprocation in terms of monetary value.

Secondly: The Doctrinal Classification:

A-According to the Formation of the Contract:

Contracts are divided into three types based on their formation: consensual contracts, formal contracts, and real contracts.

- **Consensual Contract:** This is a contract that is formed as soon as an agreement is reached between the parties, regardless of the manner or without following a specific form or procedure.

- **Formal Contract:** This type of contract requires not only the agreement of the parties but also the adherence to a specific formality. This formality is considered an essential element of the contract, and its omission prevents the contract from being valid. This is established by the legislator in Article 883.333.418 of the Civil Code, for example.

- **Real Contract:** This is a contract that requires, in addition to mutual consent, the delivery of the object of the contract. If the delivery does not occur, the contract is not considered valid. The delivery of the object is a fundamental requirement of the contract, as stipulated either by the contracting parties or by law.

B. According to the Execution of Contracts:

- **Immediate Contract:** This is a contract where the obligations of the parties are defined regardless of the time of performance. The time does not affect the obligations imposed by the contract on the parties, and these contracts are usually performed at once and immediately, which justifies their designation.

- **Continuous Contract:** Also known as a time-based contract, it is one where the element of time is essential. The obligations of the parties or the subject of the contract are measured by time, with the obligations of the parties being continuously associated with time.

C. According to the Equality of the Parties:

- **Bargaining Contract:** This reflects the traditional model of a contract where each party enjoys full freedom to set the terms and clauses of the contract. Each party contributes to shaping the agreement and has the right to present offers that can be negotiated by the other party.

- **Adhesion Contract:** This is a contract where one party imposes its terms on the other party, which only has the option to accept or reject the contract. These contracts result from the legal or actual monopoly of certain essential services, such as electricity or water companies. (Ali Suleiman, 2003, p. 26).

D. According to the Regulation of Contracts:

- **Named Contract:** This is a contract that the legislator has specifically named, defined, and regulated.
- **Unnamed Contract:** This is a contractual arrangement not specifically named, defined, or regulated by the legislator. These contracts are created by the parties themselves, provided they do not conflict with public order or good morals (TERRE, 1957, p. 487).

8-3-Formation of the Contract

The legislator has addressed the conditions of the contract in the Civil Code, specifically focusing on consent and the subject matter, making each a heading for separate sections. Professor Ali Fellali observes that the legislator has mixed up distinct issues: the elements of the contract on one hand and its conditions on the other. The element pertains to the existence of the contract, while the condition is a less critical matter concerning the validity of consent only. Additionally, it is noted that the Algerian legislator has omitted a third element not explicitly mentioned, namely the cause, which is discussed in Articles 97 and 98 of the Civil Code. Moreover, a fourth element, the formality, which was not mentioned at all by the legislator, should also be considered (Ali Fellali, p. 66).

- **Element of Consent:** The element of consent is the essential foundation for the existence of the contract and is realized when the parties' wills align to produce a specific legal effect. Therefore, to establish this element, consent must be present and valid.
- **Existence of Consent:** For consent to exist, a person must express their intention to create a specific legal effect, and this intention must align with that of another party aiming to achieve the same effect, thus ensuring alignment between the wills (Article 59 Civil Code).

First: Expression of Will: The expression of will is the manifestation of the internal will of the person, as the law only acknowledges the will if it is expressed and manifested externally.

- **Forms of Expression of Will:** The expression of will can be either explicit or implicit.
- **Explicit Expression:** This is the direct manifestation of will, whether through speech, writing, gestures, or by adopting a position that clearly indicates consent according to Article 60/1 of the Civil Code.
- **Implicit Expression:** This is the indirect manifestation of will, permitted by Article 60/2 of the Civil Code. For example, the tenant's continued occupation of the leased property after the lease term ends is considered an indication of their desire to renew the lease.

Second: Alignment of Wills: The expression of will occurs in two forms: offer and acceptance.

- **Offer:** This is a decisive and final expression of will involving a proposal to contract made by one person to another or to several other people under certain conditions. It is an offer made by a person called the offeror, who expresses their desire to contract with another person called the offeree or acceptor.
- **Acceptance:** This is an expression of will by the recipient of the offer, showing their agreement to contract on the same terms stated in the offer.

8-4-Elements of the Contract

- **Validity of Consent:**

The element of consent requires that the consent be valid, meaning it must come from a contracting party with full legal capacity and free from any defects in consent such as mistake, fraud, duress, or undue influence (**Ali Fellali, op. cit, p. 108**).

- **Element of the Subject Matter:**

The subject matter is one of the elements of the contract and does not arise unless there is a subject matter agreed upon by the contracting parties. The subject matter of the contract is the legal transaction that the parties' wills aim to achieve through the contract. This is done through the obligations arising from the contract. The subject matter of the obligation is the performance that each party undertakes to provide under the contract. The subject matter of the contract can be either a tangible asset (whether real estate, movable property, or a sum of money) or the performance of a specific act or the abstention from performing a specific act. The subject matter must be existent or possible, specified, and lawful.

- **Element of Cause:**

The cause is considered an element of the contract, and the contract does not exist without a cause. It must be existent, valid, and lawful.

- **Element of Form:**

According to the principle of freedom of contract, it is sufficient for the contract to have consent, subject matter, and cause to be valid. However, if the law requires a specific form for a particular contract or if the contracting parties agree to a specific form, then the contract is only valid if consent, subject matter, cause, and form are present. In this case, the formality becomes an element of the contract's formation. The legislator has required formality in some contracts to alert the parties to the importance of the legal act they are about to undertake, especially if the subject matter has significant economic value.

8-5-Specific Provisions of Contracts in the Sports Field

Professionalism has become the predominant characteristic distinguishing sports activities today, especially when these professions are closely connected with sports in all its forms. In our era, sports have become both a profession and a craft practiced for financial gain and livelihood. It also serves as a means of personal benefit. Therefore, it is essential for the law to address these aspects by establishing rules and regulations to ensure that this social phenomenon is conducted in the best manner, protecting rights and achieving the interests of individuals, the community, and the organization alike (Hassan Ahmed Al-Shafie, 2005, p. 9).

8-6-Nature of Contracts in the Sports Field

Article 54 of the Algerian Civil Code states, "A contract is an agreement whereby a person or several persons undertake to give, do, or refrain from doing something." It further specifies that a contract is binding on both parties when they exchange obligations (Article 55). Additionally," Article 56 of the Civil Code defines a contract as binding on a person or several persons when one party contracts with another or others without any obligation from the latter.

Professionalism has become a predominant feature distinguishing sports activities today, especially when these professions are closely connected with sports of all types. In our era, sports have become both a profession and a craft practiced for financial gain and livelihood. It also serves as a means of personal benefit. Therefore, it is essential for the law to address these aspects by establishing rules and regulations to ensure that this social phenomenon is conducted in the best manner, protecting rights and achieving the interests of individuals, the community, and the organization alike (Ahmed Al-Worfli, 2015, p. 122).

A sports employment contract is defined as a work contract under which the athlete commits to performing sports activities as work under the supervision and direction of the club as the employing entity, in exchange for a fixed monthly salary regardless of other financial obligations”.

In our study of contracts in the sports field, it was necessary to address a series of criteria established by various scholars that can be used to determine the nature of a sports contract:

8-6-1-Personal Criterion

According to this perspective, a contract is considered a sports contract if it is entered into by a sports person, whether natural or legal, regardless of the subject matter of the contract or its nature. The details are as follows:

A. Natural Sports Person:

A natural sports person is an individual who actively participates in sports. It is not required for them to be a graduate of physical education or sports schools, but it is expected that they are knowledgeable about the specific sports rules they practice. This person should have good physical fitness, health, high performance, competence, cleanliness, and good appearance. A sports person may be a professional in a specific sports role, such as a sports coach or referee. They could also be an amateur who has another job or profession for their livelihood while practicing sports as a hobby. Additionally, they may be a professional athlete who earns a living from sports and supports themselves and their family through it (Mohamed Abdel Ghani El-Masri, 1989, p. 50).

B. Legal Sports Person:

A legal person is a group of natural persons or a collection of assets united by a common purpose, with this group having a legal personality necessary to achieve this purpose, separate from the personal identities of its members or beneficiaries. This includes entities such as associations, companies, institutions, ministries, governments, states, and international administrative organizations. These are called legal or moral persons because they are legal entities that cannot be perceived physically but exist conceptually (Ramadan Abu Saoud, 1986, p. 308).

Court of Cassation: The depositor is not considered a party in property registration disputes. Legal sports persons include international, regional, and national sports organizations, as well as Olympic committees, the International Olympic Committee, institutions involved in sports and sports media, and sports clubs.

8-6-2-Objective Criterion

According to this criterion, a contract is considered a sports contract if its subject matter involves a sports activity, whether it is a sports game or an activity with a sports purpose and goal. This includes sports forms outlined in Olympic laws, which are recognized Olympic sports that can be the subject of organizing the Olympic Games. Generally, the scope of sports is not limited to these recognized sports alone; additional sports patterns may develop in a country that can be the subject of a contract or agreement. This would render the contract sports-related, given that its subject matter is a sports game. Additionally, any activity aimed at or related to sports, such as the operations of sports clubs, stadiums, and institutions specializing in sports media and culture, is also considered sports-related.

8-6-3-Mixed Criterion

According to this criterion, a contract is considered a sports contract if its nature requires it, making it the most suitable for determining the sports nature of a contract. It relies on both the personal and objective criteria and emphasizes the importance of understanding the reason and purpose behind the contract to classify it as sports-related. The following conditions must be met:

- At least one party to the contract must be a sports person, based on the previously discussed personal criterion.
- The contract must be connected to sports activity in terms of its conduct and organization.
- One of the goals or reasons for the contract must be sports-related, provided that this sports goal or reason is the primary element among other goals or reasons.

Based on the above, a sports contract can be defined as: "A contract in which a sports person undertakes to perform a sports activity to achieve the primary sports objective for which the contract was made" (**Mohamed Suleiman Al-Ahmad, Yasin Ahmed Al-Takriti, Louay Ghanem Al-Sumaydai, 2005, p. 95**).

8-7-Characteristics of Contracts in the Sports Field

Sports contracts exhibit several key civil characteristics:

- **Consensual Contract:** It is concluded by the mutual agreement of offer and acceptance without requiring any specific form. Writing and registration, which some clubs use when concluding contracts with athletes or other clubs, are conditions for proving the contract, not for its formation, unless a specific law stipulates the necessity of following a registration process for the contract.
- **Bilateral Contract:** The contract between a club and an athlete, where both parties have mutual obligations—the club must pay the salary, and the athlete must perform their duties and follow the club's directives.
- **Onerous Contract:** Each party receives something in return for what they provide and gives something in return for what they receive.
- **Continuous Performance Contract:** The duration is a fundamental element in most of its forms.
- **Determinate Contract:** Each party can determine the amount given and received at the time the contract is concluded, as in the case of a sports training contract. It can also be an aleatory contract, as in the case of a bet between competitors.

- **Adhesion Contract:** Athletes often adhere to the club's predetermined conditions to contract with it. However, negotiations in sports contracts are sometimes unavoidable.
- **Unnamed Contract:** The legislator has not specifically regulated it in the civil code.
- **Contract with a Sports Party:** At least one of the parties involved is a sports person.

8-8-The Legal Nature of Employment Contracts in the Sports Field

The classification of a sports employment contract has encountered several difficulties. We will attempt to address the most significant ones (**Ragab Karim Abdullah, 2008, p. 45**).

A-Economic Difficulties:

- **High Earnings:** Professional athletes often earn significantly more than regular employees.
- **Payment Methods:** The way athletes receive their earnings may prevent them from being classified as regular employees. They typically receive payments in various forms, such as bonuses, allowances, and grants, rather than in regular, fixed amounts. Employees generally receive their wages periodically in a fixed amount, ensuring stability and security, as the wage is a vital means of livelihood.
- **Non-Profit Nature of Sports Clubs:** The sports club that contracts with the professional athlete may not aim to make a profit as it could be an association. Associations are typically not formed with the intent of generating financial profit.

B-Legal Difficulties:

- **Participation in Official Competitions:** An athlete cannot participate in official competitions with their club just by signing a professional contract. They must be licensed by the relevant sports federation. Obtaining this license requires membership in the sports federation, which in turn requires compliance with the federation's rules and conditions.
- **Dual Legal Framework:** The professional contract is subject to two sets of legal rules. In addition to general employment contract laws, it is also governed by the sports regulations established by sports federations. This duality may prevent the relationship between the athlete and their club from being considered purely an employment relationship, as adherence to federation regulations is mandatory.
- **Multiple Contracts:** Professional athletes often enter into several contracts. In addition to their professional contract with the club, they may also have contracts with advertising or media companies, as well as a contract with an agent to manage their relationship.

The complexities surrounding the legal and economic aspects of sports employment contracts underscore the unique nature of professional sports and the challenges in classifying and regulating such relationships.

8-9-Elements of the Sports Employment Contract

To understand the elements of this contract, we referred to the general principles of labor law, as this contract is subject to these principles, with certain specificities required by the nature of the activity (**Ben Azouz Ben Saber, 2010, p. 48**). The French Court of Cassation has stated that the existence of an employment relationship for remuneration does not depend on

the expression of the parties' will or the designation they give to the relationship but on the actual working conditions of the employees. Therefore, the judiciary does not rely on the classification given by the parties to the relationship or agreement but rather on the specific and factual elements of the relationship between the parties. Accordingly, a sports employment contract must contain essential elements common to all types of employment contracts: the element of work, the element of subordination, and the element of remuneration.

The French Court of Cassation also emphasizes that an employment contract is a service subject to the employer's control in exchange for remuneration. Therefore, the presence of these three elements is crucial for the contract to exist (**Pierre Iriart, P09, 2006**).

A-Element of Work: This refers to the performance of sports-related activities based on physical and intellectual effort by the employed athlete, performed in a personal capacity and serving as a source of livelihood. The requirements for this element include:

- **Personal Performance:** The specified and agreed-upon work must be performed personally by the athlete (**Daniel Longé, 40, 2003**).
- **Execution of Work:** The work must be carried out according to the employer's directives and instructions.
- **Provision of Tools and Conditions:** The employer must provide the necessary tools and suitable conditions for work.
- **Primary Source of Income:** The sports activity must be the athlete's main source of income, with the remuneration for playing the sport being their primary means of subsistence (**El-Eid Barbash, Othman Khelifi, 2024, p. 228**).

B-Element of Remuneration: This element is covered by Articles 80 to 90 of Law 11/90 concerning labor relations. Thus, remuneration is given in exchange for the work performed by the employee and can be in kind or monetary.

These elements establish the framework within which sports employment contracts operate, ensuring that the relationship between the athlete and the club is legally recognized and appropriately regulated.

8-10-Contractual Obligations in Sports Contracts and Their Provisions

The contractual obligations in sports contracts and their provisions can be categorized into two main elements:

8-10-1-The Nature of Standard Contracts in Sports

Standard contracts (or what are known as unified contractual models) play a significant role in drafting various national and international contracts across different fields. It is common in such contracts for the parties to negotiate only the essential elements of the transaction, subject to attaching general pre-printed terms prepared by one party on the back of the agreement, or by referring to standard terms set by local or international organizations (Ahmed Sharaf Al-Din, 2008, p. 125).

Concept of Standard Contracts:

- **Definition of Standard Contracts:** Standard contracts are not considered contracts in the strict legal sense but are pre-prepared contractual formulations, usually printed and ready for use by the contract parties. They only bind the individuals who agree to them, typically by signing them.

Parties may choose to use the pre-printed form of standard contracts without needing to draft another written agreement. They may simply fill in the blanks related to the contract subject and sign the printed form. In this case, this form is considered an independent contract in itself. Alternatively, the parties may opt to enter into a special contract with a clause referring to the terms in the standard contract, known as general conditions. In this case, these conditions are not considered an independent contract but are supplementary and complementary to the original contract (**Amin Saad Salim, 2005, p. 13**).

The French judiciary has established several criteria that must be met for this referral to be effective. The referral must be explicit, clear, and visible, and the contracting party must be aware of what is being referred to during the contract. It is not valid to refer to future conditions. Additionally, the referral must be mentioned in the body of the contract.

- **Standard Contracts in Sports:** These are contracts and contractual formats with an adhesive nature to pre-determined contractual terms in the form of standard contracts issued by an employing entity in the sports field, usually pre-printed. They are ready for use by the contract parties and only bind those who agree to them, typically by signing them. They may include preliminary agreements agreed upon or imposed general conditions that refer to the terms of the final contract.

8-10-2-Features and Characteristics of Standard Contracts in the Sports Field

- Pre-prepared and formal contracts.
- Generally represent adhesion contracts.
- Specifically, they are fixed-term employment contracts.
- Bilaterally binding contracts.
- Issued by specialized sports organizations and entities.
- Subject to international laws and regulations.

8-10-3-Types of Standard Contracts in the Sports Field

Contracts in sports are varied and numerous, yet they share the characteristic of being a special type of employment contract issued by specialized sports organizations. These contracts are pre-prepared in a standard format, often as adhesion contracts regarding the contractual obligations of one party, the professional athlete, who must adhere to the terms set forth by the employing entity. Among the most important of these contracts, which are the focus of our study, are:

- Contracts for the sponsorship of professional athletes.
- Contracts for the transfer of athletes.
- Contracts for the use of trademarks during competitions.
- Advertising and promotional contracts.
- Contracts for television broadcast rights.
- Licensing contracts for the use of athletes' images.
- Training contracts between coaches and clubs.
- Contracts between players, their agents, and their managers.
- Contracts for match organizers.
- Sports insurance contracts.

9-Legal Framework of the Professional Athlete's Contract

Professional Contract and the Conditions and Qualities Related to Its Parties

9-1-Professional Contract in Football

Article 59 of the Algerian Civil Code states, "The contract is concluded as soon as the two parties exchange expressions of their will, without prejudice to the provisions of the law."

It can be said that the professional contract in football is a contract concluded between the professional athlete and a sports club for an agreed-upon amount of money. The athlete commits to playing for the benefit and interest of the club, under its supervision and control (**Kashi Allal, Abdul Halim Bouchekioua, 2021, p. 5**).

Thus, the professional contract is concluded once the professional athlete exchanges expressions of will with the sports club, but this rule is defined according to specific terms and conditions. Even when the element of consent is present in the professional contract, the expression of will must come from a legally qualified person, and both the professional athlete and the sports club must provide consent. Therefore, the following points are considered:

9-2-Conditions and Qualities Related to the Parties of the Professional Contract - Athlete / Sports Club

While a simple contract, according to general rules, is concluded by the mutual agreement of the athlete and the sports club, practice shows that the professional contract is only valid if both parties, the athlete and the club, possess legal capacity, highlighting its distinct and specific nature.

- **Qualities of the Parties in the Professional Contract (Football Player):**

To enter into a contract, an individual must have the ability to make a decision, and this decision must be from a legally recognized person. The athlete must have the legal capacity for this action, and similarly, the sports club must also possess legal capacity for the contract to be valid.

A. Quality of the Athlete:

The first party in the contract, the worker, must be a professional player. This player must commit to playing football for a monetary reward under the supervision of the employer (the sports club). Article 38 of the general regulations of the Algerian Football Federation defines a professional player as "a player who has signed a written contract with a sports club and receives a reward greater than the amount he spends on practicing sports activities."

Thus, the worker in an employment contract is always a natural person, and the player in a professional contract is like any other worker in employment contracts, performing physical and mental work. The player cannot be a legal person. The distinguishing factor in a professional sports contract is that the player, as a professional, can contract with sports clubs if registered with the National Football League and licensed to practice. Only then can the player's name be listed among professional players; otherwise, the player is prohibited from entering into or being a party to a professional contract.

B. Quality of the Employer:

In the professional football player's employment contract, the employer is the club, which is either a sports association or a sports-oriented company recognized and accredited according to the laws related to sports associations and sports education regulations in force. The employer, as the second party in the professional contract, must be a legal entity, specifically a sports club, which can have two statuses:

- It is an establishment or club, a legal entity, not a natural person.
- It must have a sports status, composed of bodies that oversee its activities, and the club's will is expressed by the club president or the head of the administrative body, who is obligated to represent the club before courts and other entities. The employer is a legal entity that enters into the contract through a representative, reflecting the specific nature of this contract.

In ordinary employment contracts, the employer can be either a natural or legal person, depending on the situation. However, in a professional contract, the employer is exclusively a legal entity. The employer must be affiliated with the sports federation for football and licensed to organize sports competitions, achieving this license if the club meets the necessary financial and organizational capabilities. Otherwise, the club is not permitted to enter into professional contracts with players. This aspect underscores the unique nature of the professional football player's employment contract, contrasting with other employers in standard employment contracts, where the employer may engage in any trade or activity without the obligation of obtaining a license for other activities.

9-3-Legal Capacity of the Parties in a Professional Contract (Football Professional Contract)

Legal capacity is of two types:

A) Capacity for Rights:

This is the ability of a person to be entitled to rights.

B) Capacity for Performance:

This is defined as the ability of a person to exercise their rights. Both the athlete and the sports club must possess the capacity as stipulated in general rules.

-Capacity of the Athlete:

The search for the athlete's capacity requires distinguishing between two types of capacity: the legal capacity, which grants the athlete the ability to enter into a professional contract, and the sports capacity, which allows the athlete to participate in official matches.

-Legal Capacity:

This capacity refers to the athlete's ability to enter into professional contracts with clubs. In civil law, this is known as the capacity for performance. The capacity for performance is usually associated with age:

- A person under the age of 7 is considered to have no capacity and is called an "incompetent minor."
- A person aged between 7 and 16 has partial capacity and is referred to as a "competent minor."

- A person who reaches the age of majority, which is 18 years old, is considered to have full capacity and can enter into all legal transactions, being of legal age and maturity. According to these rules, for an athlete's actions to be valid, they must be of legal age. Otherwise, their contract is considered, according to general rules, contingent upon the approval of their guardian.

Article 34 of the FIFA Regulations states: "A player who has not yet reached the age of 18 may sign a contract as a non-amateur player for a period not exceeding three years, and any clause referring to a longer period shall be null and void."

From this text, it is clear that the minimum age for a young player to enter into a professional contract with sports clubs is not specified. (Hafni, Abdel Hamid Othman, 2003).

10-Formal Requirements for the Conclusion of a Professional Contract (Professional Football Player Contract)

Regardless of the substantive conditions (elements) of a contract in general, such as consent, cause, subject matter, and the legal capacity of the football player when entering into a sports contract, there are specific formal conditions for the professional football player's contract as follows:

- Writing and Publication Requirement:

Sports contracts for professional football players must be written on pre-printed forms provided by the sports federation and must be ratified by the National Football League.

- Writing the Contract on Pre-Printed Forms:

In general, civil contracts, including employment contracts, are consensual and do not require a specific form for their conclusion. Writing is only necessary for ease of proof and is not an essential element for the contract's conclusion. Therefore, employment contracts are generally not formal contracts and can be valid even if not in writing. However, Law 11/90 concerning the employment relationship mandates that the sports club, as the employer, and the professional athlete, as the employee, adhere to a specific formality to validate their agreement. Professional contracts, which are fixed-term contracts, require certain formal procedures as outlined by the regulations of professional sports and athletes.

- National League Ratification Requirement:

The professional football player's employment contract is a formal, consensual contract that only comes into effect when the National League ratifies it. Similar to a collective employment contract, it is only enforceable against the sports federation and third parties after this ratification. The ratification process involves several stages:

A) The professional contract is drafted in the presence of a representative from the relevant sports federation.

B) The sports federation, through a special committee, reviews the professional contract to ensure its validity and compliance with the regulations and conditions of professional sports, thereby protecting the professional athlete.

C) The federation's board of directors approves the professional contract, and it is recorded in special registers when the contract is finalized by the sports federation. The professional contract is not final until it receives ratification, allowing each party to dissolve the contract and possibly enter into a different contract with another player or club under different terms.

11-Obligations of the Parties in the Professional Sports Contract

- Obligations of the Professional Football Player:

The player is responsible for fulfilling the contract's subject matter and adhering to what has been agreed upon. The player must utilize all their skills and exert their best efforts to achieve the agreed-upon objectives.

First - Obligations of the Athlete Employee:

In the execution of the contract's terms and conditions, the athlete must respect the duties outlined in the contract, primarily related to performing the sports activity, maintaining physical and mental fitness, and avoiding any prohibited actions that could negatively affect the contract's proper execution. Additionally, the athlete has obligations related to representing the club and its clients, all under the authority of the club's direction.

- There is an emphasis on the presumption of good faith, requiring the athlete to exert maximum effort and capabilities in all trainings and matches they participate in. Article 12 of the National Collective Agreement on Sport in France states, "The professional athlete must place at the employer's (club's) disposal all their physical abilities, technical, and tactical expertise in return for a salary, aiming to achieve sporting victory in the competition."

- It should be noted that the athlete's obligation to perform their sports activity for their club is an obligation of means, meaning the athlete must do their utmost, with effort, capabilities, and skills to achieve the desired outcome.

- The athlete is also obligated to undergo procedural and routine medical examinations periodically and must completely abstain from taking any doping substances, as it is considered an activity contrary to sports ethics and punishable by law as a reprehensible act. Contractually, the athlete must adhere to the principles of loyalty and integrity outlined in the employment contract. Failure to comply with this obligation can lead to criminal penalties as stipulated in Law 13/05 on physical and sports activities [21], in addition to disciplinary sanctions included in the same law.

- The athlete must also respect the authority of direction from the employer, which is a component of the dependency relationship. Additionally, the athlete must use the sports equipment provided by the employing club as part of presenting and representing the club publicly. This obligation is fundamental and must be explicitly included in the sports employment contract. The athlete is also required to participate in commercial events organized by the club to promote and raise awareness about the club, thereby gaining greater popularity (**Law 13/05, Official Journal No. 39, p. 25**).

- There is an obligation for the athlete to reside in the city of the club, as stipulated in Article 274 of the French Football Professional Charter (**Manmani Mohamed El-Amin, Barakat Emad El-Din, 2019, p. 53**).

Second - Obligations of the Employing Entity:

❑ **Provision of Work:** According to Article 06 of Law 11/90, the employing entity is obligated to provide work for the athlete employee. This involves allowing the athlete to participate in all competitions, subject to the employer's authority to prevent participation for legal reasons, particularly injury or

disciplinary reasons (Law 90/11 of April 21, 1990, on employment relationships, as amended and supplemented).

❑ **Payment of Wages:** Besides being one of the contract's execution pillars, the payment of wages is extremely important for the professional athlete as it constitutes their primary source of income. Article 88 of Law 11/90 on employment relationships stipulates, "The employer must regularly pay wages to all employees when they are due."

❑ **Sports Insurance and Health Monitoring:** The employing entity in the sports field must provide health insurance for the athlete, including necessary treatment and mandatory medical examinations. Additionally, comprehensive insurance covering injury, disability, or death throughout the contract's duration must be provided.

12-Legal Causes of Disputes within the Framework of a Sports Contract

It is well-known that contracts in the sports field, particularly standard contracts, are somewhat contracts of adhesion. This can lead to situations where parties find it impossible to fulfill their obligations due to the ambiguity inherent in such contracts, which prevents their proper execution. Each party might interpret the contract differently from the other, claiming that the expression of intent differs from what they intended.

In such cases, the role of the judge is crucial. The judge is responsible for resolving the dispute by interpreting the contract and clarifying any ambiguities. This involves seeking the mutual intent of the contracting parties or determining the purpose for which the contract was established. The obligations arising from the contract are defined according to the mutual intent of the parties. Since a contract represents the agreement of two wills, the obligations arising from it are determined by what both wills intended together, not by what one party's will intended alone.

13-Termination and Rescission of a Football Player's Professional Contract

The professional contract of a football player, being a fixed-term contract, ends upon the expiration of its term or the completion of the agreed-upon work. However, it may terminate prematurely due to certain exceptional circumstances preventing one of the parties from fulfilling their contractual obligations. Given the significance of this topic as the final stage before the parties separate and terminate their contractual relationship, it is essential to study the following aspects:

A - Termination by Expiry of Term: (End of the specified period agreed upon by both parties).

B - Termination of the Professional Contract before the End of the Specified Period (Rescission).

◆ Expiration of the Fixed-Term Employment Contract:

The contract dissolves upon the expiration of its term, thereby severing the relationships it established and discharging the obligations of each party. The dissolution of the contract in this sense is significant because the time duration in this type of contract is crucial and imposed on the parties when the purpose intended by the contract is fulfilled.

◆ Premature Rescission of the Professional Contract:

The provisions of Order No. 75/31 related to the general conditions of work in the private sector and Law No. 82/06 concerning individual labor relations were repealed by Law No. 90/11, which addresses the rescission of fixed-term employment contracts. Paragraph 2 of Article 32 of Order 75/31, which discusses rescission, states: "The employment relationship is terminated under the conditions of this order

following the rescission of the employment contract due to serious misconduct by the employer or his subordinate." Article 68 of Law No. 82/06 specifies that the termination of the employment relationship includes legal rescission of the employment contract. However, Law No. 90/11 did not explicitly address rescission as a form of employment contract termination but instead outlined general termination methods in Article 66: "The employment relationship ends in the following cases: the expiration of the employment contract term, force majeure, serious misconduct, unilateral will of one party, or mutual agreement between the contracting parties." Therefore, the rescission of a fixed-term employment contract is subject to previous labor legislation and the Civil Code, as well as judicial decisions and interpretations.

13-1-Cases of Rescission of a Football Player's Professional Contract

Certain circumstances may arise that prevent the execution of the contract, leading to the dissolution of the relationships created by the contract as intended by the contracting parties. Therefore, the dissolution of a football player's professional contract, being a fixed-term employment contract, follows general rules due to the presence of force majeure, serious misconduct, mutual agreement, or the unilateral will of one party. This is aimed at ensuring the stability and durability of the temporary contractual relationship until the agreed-upon term is achieved, thereby serving the interests of the contracting parties. We will examine the cases of rescission of a football player's professional contract as follows:

◆ **Case of Force Majeure:**

This refers to any external event that cannot be foreseen or prevented. In other words, it is any unforeseen event beyond the control of the contracting parties. Force majeure prevents the continuation of the contractual relationship until the agreed-upon term, resulting in the rescission of the contract between the parties. Examples include the player's death or the club's bankruptcy, among others.

◆ **Case of Serious Misconduct:**

As a reason for contract rescission, Professor "Mazeaud" defined serious misconduct as a deviation in behavior that a prudent person would not commit under the same external circumstances faced by the wrongdoer. Professor "Sanhoury" attempted to reconcile two elements of fault: transgression and attribution. In employment relations, misconduct is "an act causing losses and damages to the employer's interests or property, making it impossible to continue the contractual relationship until the agreed-upon term, either due to the severity of the act or to maintain order and stability in the workplace."

Judicial rulings indicate that serious misconduct by one of the contracting parties manifests in the breach of contractual obligations, with rescission being the legal penalty for the worker's failure to fulfill their contractual obligations. This allows the employer to also be released from their obligations if they do not wish to continue the contract. Therefore, the sports club employer can rescind the fixed-term employment contract if the player breaches their obligations, constituting serious misconduct. In employment contracts, rescission does not require a judicial ruling but typically occurs by the will of one party. If the other party agrees, the rescission takes effect;

otherwise, the aggrieved party may seek compensation for premature contract termination in court, making judicial oversight subsequent to, rather than prior to, the rescission, as is the case with other contracts (Abdel-Razzaq Al-Sanhouri, 2000).

◆ **Case of Mutual Agreement:**

The principle of contractual autonomy and the binding nature of contracts is fundamental. Contracts are a primary source of obligations in transactions. While the law emphasizes the formation of contracts, its concern with their execution is equally significant because the primary purpose of contracts is their execution. Contract rescission dissolves the contractual relationship and nullifies all its effects retroactively. However, in the context of sports, particularly football, the legislator has established legal provisions to prevent the party seeking rescission from abusing their right, thus maintaining stability in transactions between contracting parties. A professional player's contract with the club ends either upon the expiration of the contract term or by mutual agreement. The contract can be rescinded at any time with the consent of both parties, requiring signatures from the president, vice-president, general secretary, assistant general secretary, and the player or their guardian if under eighteen (18) years old. A full-time player can terminate the contract for a valid reason within fifteen (15) days after the last official match of the season by notifying the club via registered mail with acknowledgment of receipt. The parties may agree on a release clause, allowing the player to unilaterally terminate the contract by paying a fixed contractual compensation to the club. By paying or depositing the full agreed amount with the football federation, the player can unilaterally terminate the employment contract. If the club refuses to accept the agreed compensation, the player may deposit the total compensation amount with the football federation. The parties agree on the terms and conditions for the application of the release clause as per their written agreements (Abdel-Razzaq Al-Sanhouri, 2000).

◆ **Case of Unilateral Will of One Party:**

In bilateral contracts, if one of the contracting parties fails to fulfill their contractual obligations, the other party, after giving notice, may request rescission along with compensation if necessary. However, the court may grant the debtor a grace period or reject the request for rescission if the unfulfilled obligation is minor in comparison to the entire obligation, or as per the law when it explicitly grants one party the right to unilaterally terminate the contract without the consent of the other party. Examples include:

❑ **Termination of Agency Contract by the Principal:**

According to Article 947(1) of the Civil Code, the principal has the right to dismiss the agent or restrict their agency, and the agent can also resign. Any agreement contrary to this is invalid, but if third-party rights are involved, neither dismissal nor restriction is allowed without their consent.

❑ **Termination of Loan Contract by the Lender:**

As per Article 862 of the Civil Code, the lender can request the termination of the loan in the following situations:

- ✓ If an urgent need for the item arises unexpectedly.
- ✓ If the borrower misuses the item or fails to take necessary precautions to maintain it. If the borrower becomes insolvent after the loan contract is established, or if they were already insolvent before but the lender only discovered the insolvency after the contract was formed.

❑ **Employer's Right to Terminate Employment During Probation:**

According to Article 37(3) of the Labor Law No. 37 of 2015, the employer can terminate the contract during the probation period if the worker is found unsuitable for the job, provided that the worker is notified at least seven (7) days prior to the contract termination date.

❑ Worker's Right to Resign:

As stipulated in Article 43(1) of the Labor Law, the worker has the right to terminate the employment contract by resigning, provided they notify the employer at least thirty (30) days in advance. If the worker leaves without notice or before the end of the contract term, they must compensate the employer equivalent to the wage for the notice period or the remaining duration (**Mohammad Hassan Qasim, 2018**).

Summary

The law is a necessity dictated by the circumstances of the community and the peaceful life of society, as it ensures the regulation of individuals' behaviors and relationships through its rules that clarify their rights and duties, preventing conflicts of interest and avoiding chaos. Given the multitude and diversity of individuals' transactions in various fields, leading to conflicting interests and disputes, the law intervenes to preserve rights by setting forth rules that organize disputes and resolve them. These rules specify the procedures and methods to be followed for claiming and protecting rights and preventing infringements. They also contain substantive provisions regarding legal relationships in their formation, effects, and termination.

To achieve this goal, legislative rules are characterized by generality, abstraction, and compulsion. They must be respected by those addressed by them, who are presumed to be aware of their existence. Legislations also strive to balance legal relationships and the rules governing them to harmonize conflicting interests and achieve justice among individuals.

Legal texts in their various forms are essential to reconcile individuals' conflicting interests on the one hand and protect societal security on the other. They maintain economic, social, political, cultural, and sports interests, ensuring justice and equality among individuals' conflicting interests, protecting their rights, and imposing duties on them. Legal texts are particularly important in the sports field, which has received significant attention worldwide.

Sports organizations in Algeria need competencies to implement legal texts and develop sports practices. It is evident that the Algerian legislator continuously attempts to amend laws influenced by the country's circumstances at each stage. It is clear that law and sports are two sides of the same coin; one cannot be separated from the other. Thus, law cannot be absent from sports, and sports must be practiced under recognized legal regulations. This can only be achieved by establishing and implementing modern organizational mechanisms in the structures of sports movements and international organizations. Therefore, it is necessary to promote legal culture within the sports community to apply the law, which was established to regulate sports practice, protect athletes, and focus more on sports development, encouraging participation to unlock potential, training, and competitions to achieve continental and international results.

Evaluation Questions

- ✓ What is meant by law and what are the characteristics of a legal rule?
- ✓ Law is considered a human necessity due to the social nature of humans, who cannot live in isolation from their kind. Through this, explain the human need for law.
- ✓ Compare between legal text and religious text.
- ✓ What is meant by mandatory rules and supplementary rules, and what is the criterion for distinguishing between mandatory and supplementary rules?
- ✓ Discuss the physical education and sports system according to Law 04/10 and also according to Law 13/05, which were added to improve this system under Law 13/05.
- ✓ Talk about the International Olympic Committee regarding its role, tasks, and how it is financed.
- ✓ The Court of Arbitration for Sport is considered a permanent arbitration body, specialized in resolving sports disputes that occur between parties in the sports field, thus transcending the limits of a single state and avoiding the authority of the domestic judge. Address the following:
 - ✓ The establishment of the International Court of Arbitration for Sport.
 - ✓ Its tasks and structure.
- ✓ Discuss the Court of Arbitration for Sport in Algeria regarding its establishment, tasks, and structure.
- ✓ Define an association according to Law 12/06. What are the conditions for its establishment for natural and legal persons?
- ✓ State the tasks and formation of the association. Discuss the rights and obligations of the association according to Law 12/06.
- ✓ Define a professional contract, stating its conditions. What are the classifications and components of contracts?

- ✓ What is a sports contract? What are its main characteristics?
- ✓ Discuss the nature of model contracts in the field of sports.
- ✓ What are the conditions and characteristics related to the parties of a professional contract?
- ✓ Discuss the obligations of the parties to a professional sports contract and the cases of termination of a professional contract.
- ✓ What are the cases of termination of a professional player's contract?

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Chapter Two

Management and Administration of Modern Sports Facilities

After completing this chapter, it is expected that you will be able to:

- Understand the essence of sports facilities.
- Explain the importance and goals of sports facilities.
- Identify the types of sports facilities.
- Explain the requirements of modern sports facilities:
- Describe the necessary considerations in the design, construction, and uses of sports facilities.
- Identify the organizational structure of sports facilities.
- Control the capabilities of sports facilities.
- Recognize the benefits of studying the capabilities of sports facilities.
- Identify the steps for analyzing the function of human resources in sports facilities.
- Understand the importance of management in sports facilities.
- Determine the basic principles of sports facilities.
- Recognize the factors to be considered in the aesthetic aspect of sports facilities.
- Describe the principles of designing sports facilities.
- Explain the rules for organizing events and championships in sports facilities.

Preface

The management and development of sports activities depend on the sports facilities available, where specialized and efficient management oversees their operation to achieve the goals for which these facilities were established. Amine Anwar Al-Khouli sees them as "the material institutional reality that sports commit to."

To maximize the benefits of these sports facilities, special conditions must be considered to effectively manage them. This includes following a planned administrative approach, supervising the implementation of all administrative texts and instructions, and taking into account the social aspect of human resources working towards the advancement of sports, its practice, and giving it a proper place within society (**Amine Anwar Al-Khouli, 1995, p. 329**).

This is what the Algerian state has focused on when overseeing these facilities or when delegating authority to some capitalists or other institutions to supervise according to sports requirements and principles.

Achieving the goals of a sports facility depends on how it is managed, operated, and utilized appropriately. This allows those responsible for its affairs to direct their capabilities to accomplish these facilities by following the correct principles, coordinating their work, and evaluating the facility to identify deficiencies and requirements to align programs with available resources, to avoid falling into errors that may hinder or reduce the effectiveness of the facility in fulfilling its mission and achieving its intended goal. There are many principles and foundations that must be considered and addressed during the design and planning stages of building a sports facility.

When major sports institutions undertake marketing their sporting events, they prioritize equipment, venues, and the communities surrounding the event because they contribute to achieving the various goals of hosting such events, which undoubtedly have positive effects on the entire region. As for institutions participating in sports tournaments, whether federations, sports clubs, or private commercial institutions seeking the right to host and organize sports events, they always have long-term goals. The decision to host such sporting events is usually linked to the good use of existing resources, which will not be available for just any use.

1-Introduction to Sports Facilities

1-1-Concept of Sports Facility

A- Linguistically:

It is a singular feminine noun, referring to a place of work or industry where machinery and workers are gathered, and these are called facilities.

B- Terminologically:

It is defined as "a social technical unit that is supposed to be managed to achieve the best form if it follows overlapping main aspects, where each aspect affects and is affected by the others, including known and clear goals, material and human resources, and administrative functions such as planning, organizing, directing, and monitoring." (**Hassan Ahmed Al-Shafei, 2004, p. 172**). It is also defined as "the material institutional reality committed to by sports" (**Amine Anwar Al-Khouli, 1995: p. 329**).

C- Legally:

The concept of sports facilities according to Executive Decree (416-91) dated 02/11/1991, which defines the conditions for establishing and utilizing sports facilities. The sports facilities referred to by the legislator are public facilities, the legal concept of which can be understood by referring to Article 02 of the Joint Ministerial Decision dated 03/02/1993 regarding the use of public sports facilities for educational, competitive, and popular sports practices in the educational environment. The public sports facilities referred to are any structure prepared for sports activities under the authority of the multi-sport complex agencies and stadiums under the authority of the youth and sports administration. In addition to this decision, we find references to this type of facilities within the provisions of Order (95-05), especially Articles 88 to 99 of the ministerial decision, where we can understand that public sports facilities are those completed with financial contributions from the state or local authorities. These facilities are for special use, where their use is free for elite and high-level sports, physical education, sports organizations for the disabled and mentally handicapped, for sports training conducted by public institutions. Sports facilities are any facility open to the public specifically designed for sports and physical activities, meeting technical, health, and safety conditions to accommodate sports and physical activities.

1-2-Importance of Sports Facilities

The availability of sports facilities adequately and in suitable locations is considered essential for:

- Engaging in physical and sports activities.
- Training and nurturing the youth and adolescents.
- Addressing various goals associated with sports facilities.

1-3-Objectives of Establishing Sports Facilities

These objectives include:

- Organizing sports competitions, events, and other levels of physical and sports activities.
- Conducting preparatory training for athletes.
- Training athletes and coaches, improving their skills, and updating their knowledge.
- Hosting athletes from local, regional, national, and international teams and providing necessary facilities for their preparation and gathering.
- Contributing to the development of sports practices within sports schools.
- Organizing and enhancing sports events and shows, ensuring quality service provision in the field of entertainment and audience comfort.
- Organizing and hosting all sports, cultural, and social events within the sports facility.
- Ensuring compliance with all laws and regulations related to sports and administrative practices of the facility for its users.
- Developing annual plans for the use of each facility according to its functional capacity at the beginning of each sports season in agreement with federations, associations, clubs, institutions, and organizations using the facility, considering the priority system as follows:
 - ✓ According to competitive sports at the national level managed by national sports federations, as well as elite sports with high levels.
 - ✓ According to recreational, popular, and physical education sports practices.

Note: The implementation methods of the annual plan and the use of sports facilities are determined by the director of the "Sports Facility" and the users.

1-4-Types of Sports Facilities (Stadiums)

Sports facilities vary based on the areas dedicated to sports activities, thus they can be classified into several types regarding the following aspects:

- ✓ **Objectives:** Competitive facilities, training facilities, recreational facilities, educational facilities, therapeutic facilities, etc.
- ✓ **General Form:** Outdoor (open-air) facilities, indoor (covered) facilities.
- ✓ **Architectural Design:** Rectangular, square, circular, oval, etc.
- ✓ **Sport (Game):**
 - Team sports (football, basketball, volleyball, etc.).
 - Racquet sports (tennis, squash, etc.).
 - Individual sports (athletics, etc.).
 - Combat sports (self-defense, wrestling, etc.).
 - Water sports (swimming, diving, etc.).
 - Display and rhythmic sports (gymnastics, etc.).
 - Children's sports (neighborhood playgrounds, etc.).
- ✓ **Legal Classification:**
 - Facilities with legal sports fields (for official competitions).
 - Facilities with non-legal sports fields (for education, training, and recreation).
- ✓ **Ownership:**
 - Governmental facilities (schools, universities, public squares, etc.).
 - Private facilities (companies, clubs, etc.).
 - Commercial facilities (specialized sports centers: self-defense, fitness, bowling, etc.).

✓ **Type of Surface:**

- Depends on the type and nature of the sports activity (natural grass, synthetic grass, asphalt or concrete, wooden, ice, sand, rubber, etc.).

1-5-Requirements of Modern Sports Facilities

In the modern era, those overseeing sports embody the idea of considering comfort and satisfaction, which the state provides for sports officials. They have worked on establishing sports cities and villages, whose importance becomes evident when organizing international tournaments and accommodating the largest possible number of athletes. Additionally, these facilities play a vital role in preparing and equipping national teams, providing all amenities, and ensuring comfort. Sports cities have specific specifications and conditions, including:

A. Main Stadium:

- It includes a legal football field surrounded by a track with a distance of 4 meters. It contains 6-8 lanes with special equipment for athletics competitions, such as jumping and throwing events. It also has stands for over 25,000 spectators, VIP boxes, media facilities, and service areas below the stands.

B. Indoor Arena:

- The arena should have a central field with dimensions not less than 45 meters in length and 27 meters in width to accommodate various sports. It should also have spectator stands and service areas below, including restrooms, storage rooms, medical services, etc. Additionally, it should have a secondary hall for different activities, a theater, meeting rooms, a TV viewing area, and a cafeteria.

C. Outdoor Fields:

- It's necessary to provide a variety of open-air fields within the sports city, including football fields, hockey fields, handball fields, along with open gymnastics and multiple basketball, handball, volleyball, and tennis courts, each with dedicated stands.

D. Swimming and Diving Pool:

- An Olympic-sized swimming pool (50x21 meters) with a depth of 2.10 meters, a separate diving pool with dimensions not less than (15x12) meters, and a gradually sloping depth from 3.5 to 5.25 meters should be provided. Additionally, training and warm-up pools should be available, with spectator stands and dressing room facilities below.

E. Residential Areas:

- A set of rooms for accommodation, not less than 100 rooms, equipped with hotel services, centralized air conditioning, meeting and sitting rooms, a library with books and multimedia resources, a main restaurant, and all necessary amenities for athletes during their stay.

F. Central Services:

- Responsible for providing general services such as electricity, water, sewage systems, communications, main and subsidiary roads, parking areas, commercial centers, postal services, security, tourism services, inquiries, etc.

2-Sports Facilities Management

2-1-Essential Considerations in Sports Facility Design

There are several elements that must be taken into account when designing a sports facility and initiating the processes related to its facilities and sports capabilities. Some of these considerations include:

- ✓ **User Needs:** Sports facilities should be designed according to the nature of their users' needs. Additionally, requirements from international federations should be considered.
- ✓ **Detailed Specifications:** Engineers tasked with designing the sports facility should be provided with comprehensive details regarding its usage, including the type of flooring, lighting requirements, sound system specifications, and the multifunctional use of rooms, halls, storage areas, and dressing rooms.
- ✓ **Facility Management Planning:** Those responsible for managing the sports facility should carefully plan how to optimize its use, cleanliness procedures, parking arrangements, waste disposal methods, and accommodations for individuals with disabilities. Additionally, they should identify the services required by spectators.
- ✓ **Accessibility:** Considerations should be made regarding the accessibility of the sports facility for spectators, users, and staff.

(Reference: Mufti Ibrahim Hamadeh, 1999, p. 153)

2-2-Essential Considerations in Sports Facility Construction

- Sports facilities should be built with the understanding that they will be used in the long term. Although building with this perspective may incur higher costs initially, it will save considerably in the future.
- Utilizing good quality tools and construction materials in the building will lead to long-term savings and better performance.
- Available materials should be taken into consideration, as this will impact the overall construction costs.
- If the sports facility is intended for international competitions, construction specifications must adhere to the rules set by international federations.

2-3-Essential Considerations in Sports Facility Usage

When beginning the design of a sports facility, several considerations should be made regarding its usage:

- ✓ The number of individuals who will work in the facility and their respective roles.
- ✓ Costs associated with usage, maintenance, and security measures.
- ✓ The number of hours during which the facility will be used.
- ✓ Other activities that the sports facility can accommodate besides sporting events, such as receptions, meetings, libraries, etc.
- The facility's usage should align with societal trends, ensuring that its equipment, devices, and buildings are safe and attractive.

- The sports facility should be managed in a way that ensures financial viability, covering maintenance and operational costs through usage fees.
- Labor costs for the sports facility are among the most significant ongoing expenses, so ensuring they are covered while maintaining efficiency is crucial.
- Establishing concise operational procedures for the sports facility and adjusting them as necessary, including floor plans, equipment lists, employee duties, emergency protocols, and building management requirements.
- Implementing work systems and utilizing the sports facility efficiently, including financial controls, reporting, fire and theft protection, employee training, and policy summaries.

2-4-Organizational Structure of the Sports Facility

A sports facility is considered an institution like any other, with defined goals and performance standards. Therefore, certain obligations and conditions must be met to manage it properly and achieve its intended goals. These include:

- Defining the detailed work and tasks.
- Evaluating work based on the nature of the sports activities present.
- Establishing the relationship between superiors and subordinates.
- Determining management levels and the hierarchy of authority.
- Clarifying lines of authority and responsibilities to elucidate the rights and duties of individuals working within the sports facility.

The specific content of the organizational structure for each sports facility depends on factors such as:

- The facility's goals.
- The size and nature of its activities (types of sports activities).
- The human resources and resources available to the sports facility.

2-5-Potential of Sports Facilities

The potential of sports facilities encompasses everything that can contribute to achieving their goals, including facilities, fields, equipment, budgets, climatic and geographical conditions, information, and specialized frameworks. This is managed using scientific management methods across all elements to achieve those goals.

These potentials play a significant role in the operation and development of sports facilities, working towards achieving their goals, including:

- ✓ Contributing to the process of youth education and development by providing the necessary means and basic conditions for their enhancement.
- ✓ Promoting the spirit of sportsmanship by providing opportunities for the maximum number of citizens to engage in physical and sports activities.

A) Human Resources:

Human resources are the main driving force behind any sports facility. The absence of human resources renders these facilities ineffective and is divided into several categories:

- **Participants:** These could be athletes in a specific competition, school sports students, or anyone engaging in physical and sports activities within the facility, varying in gender, age, and goals.
- **Implementers:** Those who work in the practical application aspect of sports, such as coaches, teachers, leaders, etc.
- **Technicians:** Specialists in various sports-related fields, including managers, HR managers, financial managers, administrative staff, and medical personnel.
- **Skilled Workers:** Laborers within facilities and fields requiring more physical effort than mental, such as security personnel, maintenance workers, cleaners, electricians, etc.

B) Material Resources:

Material resources include a collection of places, devices, and equipment dedicated to various physical and sports activities, divided into:

- **Exercise Locations:** Such as fields, halls, pools, tracks, which must meet certain standards and specifications.
- **Facilities:** Physical structures containing exercise locations, such as sports cities, colleges, sports institutes, sports complexes, etc.
- **Equipment and Tools:** Including all necessary tools and equipment for various sports activities, such as weights for weightlifting, bicycles for cycling, as well as management equipment like offices, IT systems, documents, etc., and facilities equipment like sportswear, sports shoes, maintenance tools, first aid kits, etc.

○ **Financing Resources:**

Both material and human resources require capital to achieve their goals. The amount of money needed varies depending on the nature and size of the sports project and the sports facility to be managed. Capital refers to cash flow in the form of a budget spent on monthly salaries, financial rewards, equipment, and necessary requirements for sports activities. Considering the importance of money as one of the essential factors necessary for managing sports facilities, it possesses certain characteristics, including:

- ✓ Capital is a human-made element to meet various needs.
- ✓ Capital is temporary as it is consumable.

Capital requires constant maintenance and renewal and is subject to increase or decrease depending on its utilization. Proper investment in capital leads to its growth, helping the expansion and better development of sports facilities and their activities (Afaaf Abdel Moneim, Shuhata Darwish, previous reference: p. 41).

2-6-Advantages of studying the capabilities of sports facilities

A. Access to Better Methods and Means of Facility Operation:

Studying the capabilities enables us to develop the facility's performance, allowing for the enhancement of its technical and administrative efficiency, thus contributing to delivering better sports activities.

B. Optimal Organizational Evaluation of the Facility:

The study of capabilities necessitates an ideal study of the characteristics, features, and specific goals of the facility. Through this, it is possible to access possible alternatives for organizational design that achieves flexibility, aiding the facility in delivering its activities with a high degree of efficiency.

C. Better Satisfaction of Human Needs:

Studying the available capabilities in sports facilities helps in identifying how to achieve better satisfaction in the best ways and forms, thereby achieving satisfaction with minimal effort and cost.

D. Development of Various Sports Activities:

Through studying the capabilities and resources, it is possible to identify the best types of activities, elevate them, and bring their participants to higher levels of competition, as well as identifying weaknesses, strengthening them, and disseminating strengths.

E. Increase in the Number of Practitioners:

Studying the different capabilities in sports facilities puts the hands of decision-makers on areas of deficiency, prompting them to complete and expand their establishment and provision. This allows for the opportunity for the largest possible number of individuals to enjoy participating in various sports activities.

F. Optimal Use of Available Resources:

Understanding the available resources in a given community allows for the optimal use of community resources, achieving the satisfaction of citizens with minimal effort and cost.

G. Detailed Achievement of Objectives:

The ultimate outcome of all the above advantages achieved from studying resources and capabilities is accessing the best ways to assist facilities effectively in achieving and accomplishing the objectives they were established for, which is the best satisfaction of human needs for citizens with minimal effort and cost.

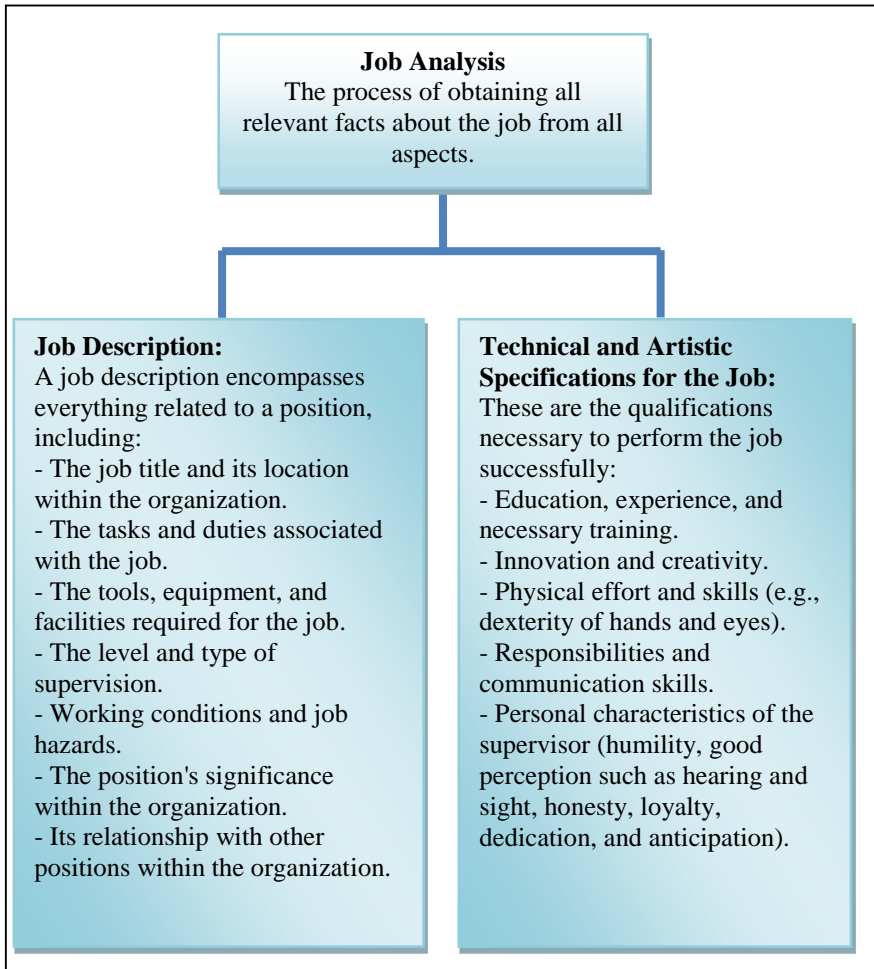
2-7-Steps for analyzing the human resources function in a sports facility

Based on the important and optimal methods in job analysis adopted by modern management of sports facilities, and to achieve the effectiveness of these methods in analysis and understanding the facts and reality of the human resources function, and starting from the idea of placing the right person in the right place to activate the facility's role in enhancing both employee productivity and sports performance, there are several steps:

- ✓ Gathering Information and Data:
- ✓ Utilizing optimal methods for understanding and clarifying the employee's role, encouraging them to speak up, assisting them, and ensuring good interviewing conditions.
- ✓ Preparing a Draft Job Analysis:
- ✓ The analyst records all the data and requirements, ensuring that all aspects are covered comprehensively.
- ✓ Reviewing the Draft and Analyzing the Job:
- ✓ Reviewing the draft with the direct supervisor, managers, and employees to ensure its accuracy.
- ✓ Preparing Final Job Analysis Sheets:
- ✓ Presenting a clear picture of the job's requirements in its future state.
- ✓ Compiling Job Sheets by the Analyst:
- ✓ Compiling all job sheets and submitting them to senior management for approval and decision-making.

These steps ensure effective analysis and understanding of the facts and realities of the human resources function in the sports facility, with the aim of placing the right person in the right position to activate the facility's role in enhancing both employee productivity and sports performance. (Boutalbi Yahia, 2008: pp. 50-51).

Figure (1): Illustrates the process of job analysis in the sports facility.

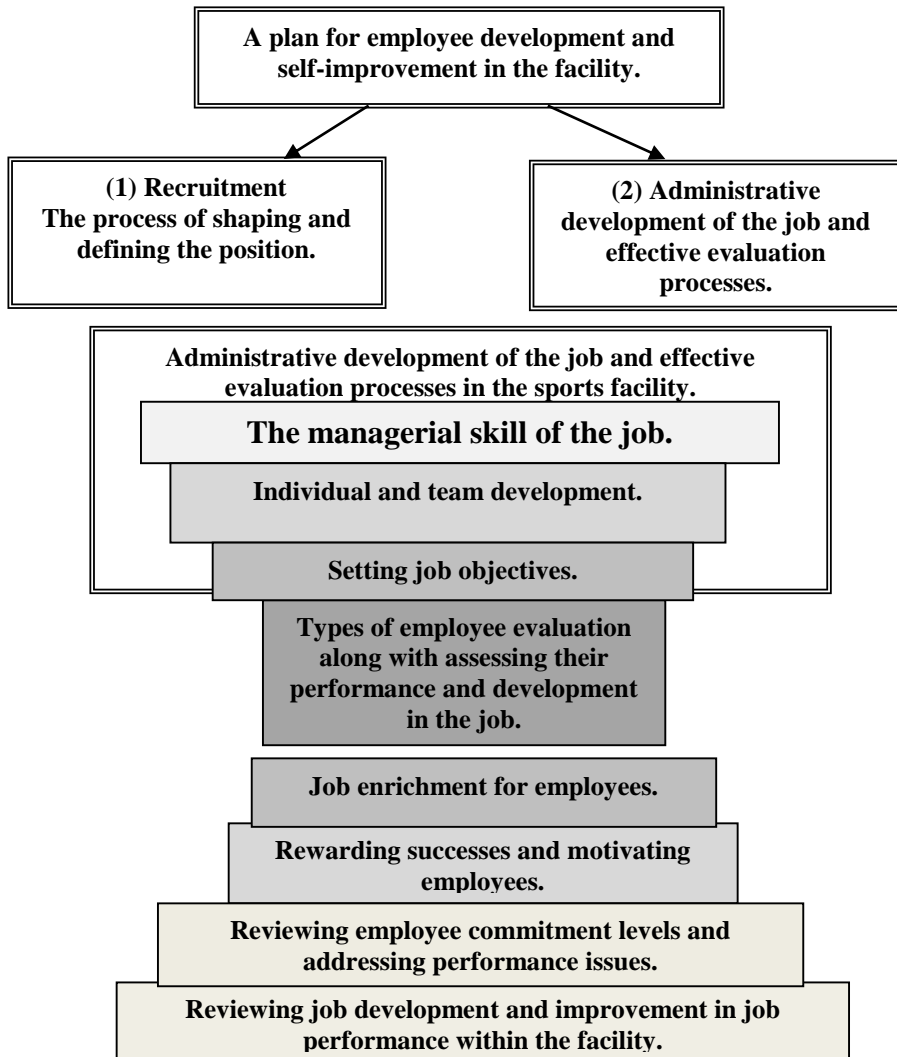


Source: (Mustafa Najib Shawish, 2004: p. 137).

2-7-1-Modern Job Management in Sports Facilities

Modern human resource management works on planning the development and self-improvement of employees through effective performance evaluations in their jobs. It encourages creativity and constructive criticism of organizational policies, while coordinating between different jobs and units within the sports facility.

Figure (2): Plan for Employee Development and Self-Improvement in the Facility



Source: (Bork Press, 2003: p. 5).

2-7-2-The Importance of Management in Sports Facilities

- ✓ Development of Administrative Systems: Management in sports facilities works towards enhancing administrative systems within these institutions.
- ✓ Fundamental Element: Sports management is a fundamental element of any sports activity as it fosters the development and prosperity of these activities by enhancing individuals' physical, mental, social, and cognitive skills.
- ✓ Planning and Facility Management: Sports management involves planning and managing sports facilities, as well as organizing their relationships with the community as youth development and promotion institutions.
- ✓ Scientific Approach: The evolution of physical education and sports, particularly in recent times, necessitates reliance on a scientific approach in addressing its issues and achieving its goals, which depends on good planning and organization.
- ✓ Core Management: All activities require a core management to execute their objectives, and consolidating employees' efforts in achieving them can only be achieved by empowering them with knowledge of management capabilities.
- ✓ Ensuring Continuity: Management principles include focusing on successful endeavors and rectifying strategies and actions that resulted in losses, thereby portraying a positive image for the sports facility.
- ✓ Professional Development: Knowledge of sports management techniques and administrative performance can be disseminated through professional development programs tailored for the workforce in this field, including employees at various managerial levels, as needed. **(Marouan Abdel Madjid Ibrahim, 2000: p. 25).**

3-Foundations and General Principles of Sports Facilities

3-1-Site Selection

The selection of a site depends on several factors, foremost among which is the type of sports facility to be constructed (e.g., small fields, training centers, or stadiums), the available space for the facility, the distance from residential areas, and transportation accessibility. For example, the suitable area for small fields or youth training centers should have sides not less than 750 meters long and be approximately 4 kilometers away from residential areas. On the other hand, a sports stadium requires an area with sides not less than approximately 1500 meters long. Additionally, other factors such as future population growth, transportation infrastructure, road readiness to the site, and the availability of public services should also be taken into consideration.

3-2-Functional Homogeneity of Fields and Units

The fields should be homogeneous and close to each other (open fields with solid surfaces, indoor fields according to the type of surface, etc.) to facilitate their management and maintenance. Additionally, changing rooms, restrooms, and shower facilities should be located as close as possible to the fields. It is also preferable for administrative buildings to be nearby to facilitate communication and task completion efficiently.

3-3-Isolation

There are some undesirable factors that require isolation, including:

- Isolating the facility from hazardous and noisy areas (factories, airports, etc.).
- Isolating sports fields that require quietness from other fields (such as shooting ranges, gymnastics, etc.).
- Separating adult fields from those for children.
- Separating spectators from the playing fields with barriers that do not obstruct or disfigure the fields.
- Allocating spaces for press and media personnel.
- Dividing stands with independence in entrances and stairs.
- Allocating enclosed spaces for storing electrical and mechanical equipment away from tampering.

3-4-Security and Safety

There are several factors related to security, safety, and athlete health that must be considered, including:

- The facility should be located away from pollution and contagious areas.
- Sufficient and clear spaces around the sports fields free from any sharp or solid objects should be ensured.
- The number and size of doors leading to the fields should be proportional to the number of users, and they should open outward to avoid crowding.
- All maintenance tools and sports equipment should be kept completely away from the sports field surfaces.
- A room should be designated for first aid.
- Places for fire alarms and fire extinguishers should be allocated according to civil defense regulations.

3-5-Public Health

Attention should be given to the following factors:

- The number and size of bathrooms should match the number of facility users.
- Care should be taken regarding drinking water sources, sewage systems, daily cleanliness, and regular maintenance.
- Proper ventilation, sufficient and legal lighting should be ensured.
- Continuous care should be given to leveling sports field surfaces, cleaning them, and ensuring they are free from anything that could harm the players.

3-6-Supervision

Several aspects related to supervision are crucial, including:

- Supervisory areas should facilitate communication with all facility locations.
- Ideally, supervision areas and rooms should overlook the facility fields with good visibility angles (their fronts should be made of glass).
- Supervision places should be provided in all units of the sports facility.
- Supervision areas should be suitable for managing them effectively.

3-7-Optimal Utilization

Operating the sports facility to its maximum capacity and getting the most out of it is the golden rule. Increasing operating hours for multiple purposes is evidence of the facility's positivity. This is achieved by organizing its operation program for different periods throughout the day to suit various user groups, with attempts to maintain usage continuity in all seasons regardless of weather factors. Therefore, the following should be considered:

- Maximizing the use of facility space, location, and capabilities for multiple purposes.
- Constructing multiple sports fields to maximize space utilization.
- Using the best quality materials capable of withstanding continuous pressure.
- Organizing multiple programs in all seasons and events.

3-8-Economic Aspects

Financial costs should not hinder the facility from achieving its vital value. However, the following should be considered:

- The project can be divided into multiple stages.
- Develop a development plan according to the budgets allocated to the project (long-term and short-term).
- Reduce financial costs as much as possible without compromising construction and operation quality.
- Achieve goals with minimum costs (economic operation and electricity without affecting performance).
- Utilize site spaces and their multiple facilities and uses.

3-9-Legal Aspects

Architectural engineering has laws that must be followed, in addition to laws related to security aspects and specifications of sports fields. Therefore, the following should be considered:

- Compliance with legal specifications and standards (international and local) in designing and implementing the facility.
- Following scientific principles in facility design, planning, and operation.
- Consideration of modern trends and developments in sports facilities.
- Application of legal rules for sports fields, equipment, and devices (considering the purpose of the facility).

3-10-Future Expansion Possibilities

Anticipating expansion or modification in some aspects of sports facilities in the future is likely to occur, especially in the era of modern technologies. Therefore, the following should be considered:

- Considering continuous development operations in sports equipment technology.
- Considering the possibility of modifying regulations for sports fields.
- Considering the possibility of increasing the number of users of the sports facility.
- Considering the possibility of horizontal or vertical expansion of the facility.

3-11-Beauty Aspect

3-11-1-Factors to Consider in the Aesthetic Aspect of the Sports Facility

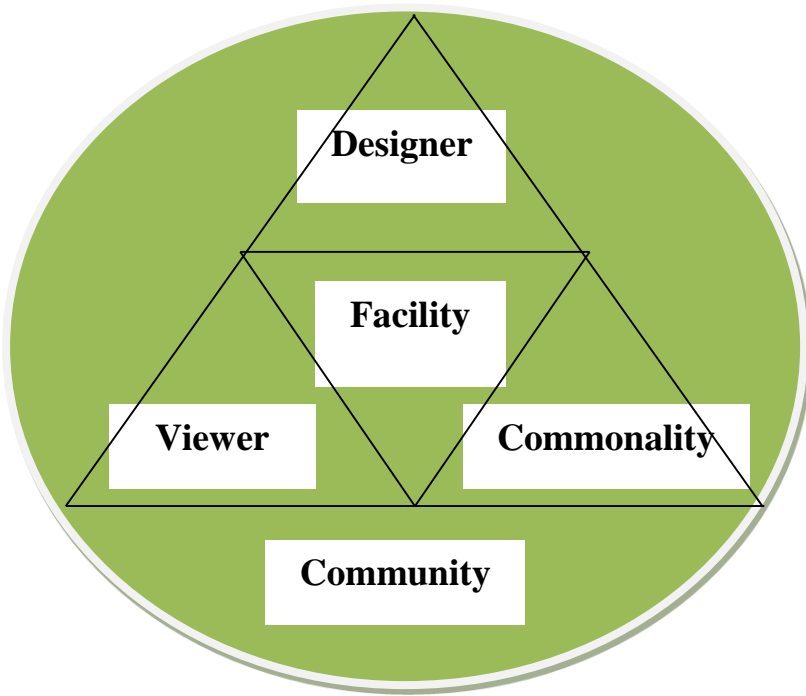
- Distributing fields and buildings evenly across the land area while considering aesthetic aspects in the design.
- Increasing green spaces with various aesthetic geometric shapes while paying attention to landscaping and gardens.
- Paying attention to attractive exterior building colors.
- Using flowers, fountains, and umbrellas in a way that promotes relaxation and beauty.

The aesthetic aspect of the sports facility is associated with the feelings, sensations, and experiences of the viewer, as judgment on the aesthetic aspect of the facility primarily depends on individual expectations and comparisons with what exists. This is the responsibility of the architectural designer, who must evoke sensations and emotions, despite the difficulty of balancing sensations with the functional performance of the facility and dealing with the tastes of many individuals.

3-11-2-Interconnected Elements in the Aesthetic Aspect of the Sports Facility

This is illustrated in the following figure.

Figure (3): Model of Interrelated Elements in the Aesthetic Aspect of the Facility



Source: (Hassan, 1995)

- The Community:

The community (represented by the circle) interacts with and influences the facility, thereby affecting their perception and judgment of the facility.

- The Designer:

The designer must utilize all their expertise in designing the facility to achieve integration in terms of both its function and aesthetic aspect. They should interact with the community in general and with the individuals who use the facility (the commonality / the viewer) in particular.

- The Viewer:

The viewer is one of the most important elements that must be considered and cared for in the planning stages of sports facilities. They should derive a sense of enjoyment, mental clarity, focus, and everything that contributes to achieving the best performance levels and continued excellence.

Note: A lack of aesthetic appeal may lead the viewer to feel negatively and frustrated, potentially resulting in discontinuation of participation.

- The Viewer:

The viewer interacts with the sports facility in various ways, as a consumer of its services and the activities it hosts, as a recreational center for members of their community, and as a cultural landmark in their city, among other roles. If the sports facility exhibits a high level of aesthetic appeal, it instills a sense of pride and admiration in the viewer, leading them to defend and support it.

- The Facility Itself:

The designer must strive to elevate the facility to a high level of beauty that brings joy to the soul. This is achieved by considering factors that contribute to the integration of the facility both functionally and aesthetically.

4-Principles of Sports Facility Design

4-1-Pre-construction Considerations

Given the importance of audience attendance at sports competitions and events, it is essential to focus on the grandstands and spectator seating areas. Therefore, several studies must be conducted to determine the number of staircases, aisles, and pathways necessary to access the grandstands and their locations. These elements should be proportional to the number of spectators and the speed and flow of movement. Hence, the following should be taken into account:

- The speed of crowd movement on staircases leading to sections of the grandstands (estimated at 4 seconds per step).
- Each spectator will occupy approximately 50 cm of stair width at times, so the length of the staircase should not exceed 50 meters.
- Calculate the speed of crowd evacuation from the grandstands (crowd exit), estimated at one minute to cover a distance of 40-60 meters.
- It is preferable for staircases to be straight (avoiding curves), with a landing (resting point) for every 12 steps approximately, to facilitate the movement of the crowd up or down.
- Consider ease of distributing the audience to their seating areas in the grandstands (from bottom to top, top to bottom, or from the middle section).
- Consideration for individuals with special needs by providing facilities in entrances, aisles, grandstands, etc. to accommodate their needs.

4-2-Evacuation Speed of Grandstands

In all sports facilities, local safety regulations concerning the capacity and evacuation speed (emptying the grandstands and the facility) must be adhered to.

Open Stadiums: The time required to evacuate them is estimated between [10-12 minutes].

Covered Stadiums (Indoor Arenas): They should be evacuated within a period not exceeding (5 minutes).

Based on this, the designer and architect must determine the required evacuation speed of the facility, then specify the number of spectators in each section of the grandstands (divided into parts), the number and length of corridors and staircases, as well as the number and capacity of exit doors. Taking into account some factors related to:

- **Spectator Comfort:** Each spectator needs a seat with a width ranging from [50-80 cm] for indoor arenas and open stadiums.

- **Good Visibility:** This depends on the distance between the seating area and the field, as well as the line of sight (the distance between the seat and the center of the field considering the gradient, and the degree of sunlight inclination). A spectator can see an object with a height of (3 cm) from a distance of (100 m) approximately, or even more. Hence, good visibility is governed by the size/capacity of the stadium (the larger the stadium, the longer the line of sight) and the type of sport (e.g., football differs from tennis).

Despite the existence of various modern engineering designs for grandstands around sports fields (circular, oval, semi-circular, etc.), it is preferable for the maximum distance between the farthest spectator and the center of the field to be less than [approximately 100 m] to ensure proper and comfortable visibility. Therefore, the width (height) of the grandstands has been reduced to [less than 70 cm], so that the line of sight is proportional to the height.

4-3-Creating Outdoor Sports Facilities

Before constructing outdoor sports facilities, several fundamental principles must be considered:

- **Wind Directions:** Wind affects the athletic performance in outdoor stadiums due to air currents influenced mainly by surrounding environmental factors (such as architectural buildings, mountains, tall trees, etc.). Therefore, wind direction should be taken into account when selecting the facility's location. There are two types of winds: regular winds and seasonal winds (variable winds blowing in specific seasons of the year). Because winds impact performance and results in all sports played in outdoor stadiums, the stadiums should be oriented to face the wind's axis so that both teams face the wind with the same force and proportion throughout the match halves.

- **Wind Speed:** The importance of considering wind directions and speeds is particularly evident in track and field competitions (digital competitions). Wind affects athletes positively or negatively depending on its direction (with or against). For example, in a 100m race, an athlete's speed decreases by about [0.03 seconds] if the wind speed facing them is [16 km/h]. Thus, the International Association of Athletics Federations (IAAF) has established a special system for internationally recognizing records, which prohibits athletes from receiving assistance from winds with speeds equaling or exceeding [2 meters/second], equivalent to (4.5 miles/hour = 0.1 seconds).

▪ **Sunlight Inclination on the Fields:** The degree and direction of sunlight inclination are factors to consider when choosing the site. They not only affect the players' performance but also the referees and spectators. The field must be exposed to direct sunlight without any barriers (natural or artificial) obstructing parts of it. There should be equality in distributing sunlight across the field's sections and ensuring equal visibility levels for all users (players, referees, spectators). Therefore, it is necessary to:

- Position the field to allow equal distribution of sunlight during sunrise and sunset between the field's halves, ensuring equal visibility for both teams.
- Preferably orient the field's axis from north to south to ensure fair sunlight distribution. This orientation can be adjusted within (15 degrees) particularly for stadiums used in the evening, where precise directions can be determined to ensure equal sunlight distribution throughout the year.

▪ **Slope of the Field Surfaces:** It is essential to include a slight slope in the surfaces of all fields to facilitate rainwater drainage in outdoor stadiums and excess water drainage resulting from cleaning and maintenance in indoor stadiums. However, the slope should not affect athletic performance. The slope should always be perpendicular to the field's direction and should not exceed (0.5%) in large outdoor stadiums and (0.15%) in indoor stadiums. The mentioned slopes have minimal, almost negligible, impact on athletes' effort. Since the slopes are crucial for draining excess water out of the field, care must be taken to determine the slope directions and implement drainage processes using specialized tools.

4-4-Creating Indoor Sports Halls/Arenas

Indoor sports halls are defined as sports facilities located under roofs and surrounded by walls on all sides. These halls are designed to be multipurpose for various team and individual sports such as basketball, volleyball, tennis, handball, gymnastics, judo, and others. These halls may include spectator stands, changing rooms, restrooms, shower facilities, storage rooms, offices, etc. The sizes of these halls vary depending on the type of sport and their intended use.

Below is a model for some required spaces and the ceiling height according to the type of sport:

Activity	Play Area	Safety Zone	Total Area	Ceiling Height
Archery	5 × 60	15end	5 × 75	12
Basketball	94 × 50	6 on sides, 8 at ends	110 × 62	24
Badminton	44 × 20	6 on sides, 8 at ends	60 × 32	24
Volleyball	60 × 30	6 on sides, 6 at ends	72 × 42	24
Squash	32 × 18.5	.	.	16
Fencing	6 × 46	9 on sides, 6 at ends	52 × 18	12
Wrestling	24 × 24	5 on sides, 5 at ends	36 × 36	.

***Measurements in feet**

Got it, here's the translation of the table:

Note: 1 foot equals 0.3 meters, or 1 foot equals 30 centimeters.

Activity | Play Area (feet²) | Safety Zone (feet²) | Total Area (feet²) | Ceiling Height (feet)

The contents of sports halls vary depending on their size and purpose, but there are some considerations to take into account when designing and planning these facilities, including:

☒ **Walls:**

In enclosed facilities, walls should be used to separate and isolate areas according to their use, in addition to serving as soundproofing (preventing echo), light and temperature control, and humidity regulation. Modern sports halls often use smooth wall surfaces, especially in lower areas, to be used as rebound surfaces for balls, in addition to being easy to clean and not collecting dust as much as rough surfaces. There's also a recent trend towards using colors, oil paintings, drawings, and lines to give an aesthetic appearance.

In changing rooms, bathrooms, and shower areas, walls should be resistant to moisture and rust and have soundproofing qualities. Walls separating bathrooms or certain courts (like squash) from other areas where noise is a major concern (like meeting halls or lecture halls) must have high-quality soundproofing.

☑ **Ceilings:** Designing and constructing the ceiling of a sports hall depends on the facility's size, the type of sports activity, architectural design, and local building regulations. Ceiling height ranges from 8 meters for small halls to 12 meters for medium-sized halls and 18 meters for large halls. Ceilings should have excellent waterproofing and thermal insulation, and it's preferable for them to be paintable to enhance aesthetic appeal and light reflection.

During design, consideration should be given to the ceiling's resistance to suspended sports equipment and maintenance methods. Ceilings with maintenance-related features are used effectively, such as those allowing for maintenance of lighting, ventilation/air conditioning systems, and sound without the need for additional equipment like ladders or lifts.

☑ **Ventilation:**

- Temperature should be suitable for the activity practiced, ranging between 18-23 degrees Celsius in the activity area and may slightly increase in spectator areas.
- Temperature control keys should be available in multiple locations and securely covered.
- Ventilation should be of high quality, allowing for air change (4 times per hour) as a minimum requirement.
- Humidity levels should be between 40-60%.
- Airspeed should not affect athletic performance or ball direction, not exceeding 1.5 meters per second.
- Considerations in air conditioning include good ventilation, quiet operation, basic cost, maintenance cost, device power, and accessibility for maintenance.

☑ **Lighting:**

- Lighting in sports halls, whether open or closed, is crucial for all sports activities and requires specialized technical expertise for selecting suitable lamps and measuring the intensity and distribution of light throughout the playing area (each sport has specific lighting intensity requirements). Light sources should be at specified heights suitable for the sport type (approximately 10 meters for tennis, up to 45 meters for football) to achieve good visibility and clear tracking.
- Lighting intensity is measured in candlepower per square foot as a unit of measurement for light strength/density in the specified area. Light intensity, reflected from lighting sources and visible surface reflections (meaning the proportion of light reflected from the illuminated surface), is a key factor in eye comfort and visual effectiveness for all facility users.
- In addition to quantity and quality (strength/density/distribution) of light emitted from the available lighting system, some factors must be considered when choosing the electrical lighting system, including maintenance, repair, replacement, and cleaning. (Most fixed electrical lighting sources require periodic care).
- In closed halls, pools, and similar areas, lighting sources should be evenly distributed, with additional lighting in target or goal areas to increase visibility clarity. It is also preferable to have low lighting in spectator areas, and additional lighting should be carefully managed to minimize its negative impact on visibility for both spectators and participants alike. Areas with high humidity, such as bathrooms, shower areas, and swimming pools, require moisture-resistant lighting fixtures.

There are several types of lamps that can be used in sports facilities, such as:

- + Incandescent Lamp
- + Fluorescent Lamp
- + Mercury Vapor Lamp
- + Sodium Vapor Lamp

Each type has its advantages and disadvantages that must be considered. For example, incandescent lamps have a long lifespan and are not affected by the number of times they are turned on, in addition to being very reasonably priced. However, their light is concentrated, and they generate heat. On the other hand, fluorescent lamps have a longer lifespan and provide higher illumination compared to incandescent lamps by a factor of 2.5 with the same power consumption. However, mercury vapor lamps are costly to purchase.

Regarding outdoor stadium lighting, there are three main factors to consider: distance, environmental factors, and safety and security. The first two factors affect the quality of lighting and the financial cost, while the third factor is related to the players and spectators.

☑ **Distance:** In outdoor stadiums, lighting sources are placed on poles outside the playing areas (fields) at different distances, which affects the intensity and quality of the lighting.

☑ **Environmental Factors:** Lighting sources mounted on poles are affected by wind, dust, and other environmental factors, especially light reflectors, due to their exposure to these factors around the clock. This exposure may affect the direction of the light, reducing its level. For example, a deviation in the direction of the light source by 10 degrees can reduce the illumination at the playing area from [30 candles per square foot to 10 candles per square foot]. Additionally, faults may affect the distribution of light in the stadium, thereby affecting the visibility quality for both players and spectators. Other factors such as humidity and dust can also reduce the effectiveness of the lighting, hence the need for special lamps to avoid these issues.

☑ **Safety and Security:** Since lighting in outdoor stadiums is distributed around the fields and draws power from a single source, electrical connections (cables) should be extended underground whenever possible. These connections must be brought out of the ground and connected to the lighting poles through certain electrical devices and switches that should not be accessible to ordinary individuals. Outdoor stadium lighting typically requires a high level of electricity (220 volts, 480 volts, or more), which requires the use of devices that pose a hazard if not properly considered.

4-5-Some of the conditions for good lighting in sports facilities include

- Adhering to recommended lighting intensity levels according to (**the Illuminating Engineering Society of North America**) -IESNA- for each type of sport.
- Ensuring measurement of lighting intensity and uniform distribution throughout the field.
- Avoiding the presence of dark spots or areas on the playing surface.
- Avoiding problems with light reflections or flickering resulting from poor lighting distribution.
- Ensuring no shadows cast by equipment or players on the playing surface.
- Ensuring that lighting does not affect spectators in the stands.
- Using transparent, unbreakable plastic covers to protect lighting sources in some stadiums.
- Considering appropriate heights for lighting sources.
- Applying legal construction specifications and standards for lighting poles.

- Ensuring the use of electrical extensions (cables) with appropriate strength for present and future needs.
- Using suitable lighting control panels for each unit of the facility.
- Conducting regular maintenance of all lighting fixtures.

Regarding sports facility flooring:

Flooring in sports facilities varies depending on the different units within the facility (offices, bathrooms, etc.), and sports court flooring differs based on the type and nature of the sports activity and whether the court is indoors or outdoors (covered or uncovered).

A) Outdoor Fields:

There is no single type of flooring or surface that suits all the needs of outdoor activities. Each sport requires a specific type of surface with its own conditions and specifications, which dictate the selection of materials for the flooring.

When choosing flooring for outdoor fields, the following points should be considered:

- Multiplicity of use.
- Durability and resilience.
- Resistance to dust and rust.
- Reasonable initial cost.
- Ease of maintenance.
- Pleasing appearance.
- Resiliency and year-round usage.
- Non-abrasiveness.

With technological advancements in sports flooring, selecting the appropriate surface type has become a challenge for facility managers. Currently, available types of sports flooring include:

- Natural grass, such as turf, lawn grass, meadow grass, etc.
- Earth surfaces, including sandy, clay-sand, clay-stone, and soil-cement.
- Masonry tiles, such as brick, sandstone, limestone, etc.
- Concrete with aggregates and fine sand.
- Asphalt, including asphalt with aggregates and asphalt sheets.
- Aggregates, such as gravel, volcanic stones, rocks, etc.
- **Synthetics**, including the following types:
 - **Synthetic turf** made of materials like polyvinyl chloride (PVC) or urethane plastic, which can be placed on various surfaces, preferably asphalt or concrete bases, with thickness, density, resistance, and flexibility adjusted according to expected usage.
 - **Asphalt compositions** mixed with cork, fibers, rubber, or plastic, categorized into cushioned and hard surfaces, requiring a base layer of ground materials (small stones, gravel, or asphalt), leveling layer (hot or cold compound asphalt), followed by a soft or hard surface layer, and a coloring layer, typically applied to hard surfaces for color and smoothness, while soft, absorbent surfaces are naturally colored, such as tartan tracks.
 - **Plastic surfaces**, consisting of two main types suitable for outdoor activities: (1) **Polyvinyl chloride (PVC)**, which is currently not satisfactorily used due to its susceptibility to sunlight and heat. (2) **Polyurethane**, which is more successful and can be applied as sheets or poured liquid, providing practical, colorable surfaces with high resistance, good flexibility (returning to its natural state), and can be smooth or rough as needed.

4-6-Evaluating Outdoor Sports Flooring

The method used to evaluate artificial surfaces for outdoor sports fields includes the following points:

- Initial cost (construction cost).
- Maintenance and repair costs.
- Durability and resilience.
- Traction.
- Shock absorption.
- Flexibility and maintaining quality.
- Degree of susceptibility to temperature, sunlight, and weather factors.
- Tensile strength (expansion).
- Texture of the material used in manufacturing.
- Color stability.
- Suitability for use.

A) Indoor Courts / Facilities:

Choosing flooring for indoor sports courts or gymnasiums is not an easy task due to the frequent usage, moisture, heat, etc. Additionally, the flooring must meet minimum standards related to quality, light reflection, ball rebound, etc.

In general, there are three types of flooring used in the main sections of sports facilities:

- Service areas (restrooms, changing rooms, etc.) require moisture and rust-resistant surfaces.
- Lecture rooms, meeting rooms, offices, and corridors typically have similar flooring, such as tiles, cement, plastic, etc.
- Sports activity areas (courts) require wooden (parquet) or synthetic surfaces.

Most types of synthetic flooring in indoor sports facilities include:

- Plasticized Polyvinyl Chlorides (**PVCs**), which are prefabricated compounds.
- Polyurethanes, which are either prefabricated sheets or can be poured directly into place. They are considered the best due to their many desirable properties for indoor sports flooring.

There are three methods used to evaluate the feasibility of using synthetic flooring compared to wooden flooring in indoor sports facilities:

- Multiplicity of use.
- Durability.
- Cost-effectiveness of construction and maintenance.

4-7-Common Mistakes in Indoor Sports Facilities

- Inappropriate building construction on allocated land, reducing space for courts.
- Lack of adequate storage rooms or poor placement.
- Overemphasis on spectator comfort, leading to increased financial costs at the expense of other aspects.
- Failure to select suitable flooring for the types of sports being played.
- Use of flooring with poor resistance.
- Use of smooth flooring surfaces in changing rooms and shower areas, posing slipping hazards.
- Absence of designated asphalt or cement paths between courts and buildings, leading to dirt and mud inside the facility.
- Lack of comfortable and safe means to repair overhead lighting.
- Absence of suitable space (room) for receiving or delivering equipment and tools.

- Lack of separate maintenance rooms.
- Poor chemical care of pools.
- Inappropriate natural lighting for sports activities (windows facing east or west).
- Absence of suitable elevators for transporting heavy equipment in multi-story facilities.
- Lack of appropriate facilities for people with special needs.
- Inadequate electrical outlets with proper distribution for television broadcasting or other purposes.
- Wasting space in changing areas by placing locker rows too far apart.
- Failure to study traffic flow around the facility before construction.
- Failure to study human movement within the facility.
- Multiple uses of certain courts without appropriate barriers/dividers between them.
- Absence of dedicated rooms for meetings and lectures.
- Poor ventilation or air conditioning.
- Absence of designated areas inside walls for water coolers and fire extinguishers.

4-8-Common Mistakes in Open-Air Sports Facilities

- Inconsistent spacing between homogeneous courts (the closer the courts, the lower the need for them).
- Use of unsuitable flooring for all seasons.
- Poor or lack of outdoor lighting.
- Proximity of courts to each other affecting practice.
- Weakness in the bases of surrounding nets of some courts, unable to withstand wind resistance or direction.
- Lack of drainage slopes or poor planning for it.

- Distance of courts from supporting units (restrooms, changing rooms, etc.).
- Absence of safety barriers in shooting fields.
- Neglect of security and safety factors in the courts in general.
- Insufficient or poorly distributed lighting in the courts.
- Lack of facilities in entrances, passages, and stands for people with special needs. (Ahmed Al-Fadil, 2009, pp. 8-19).

5-Organizing Events and Tournaments in Sports Facilities

5-1-Concept of Sports Events and Tournaments

A) Sports Events:

Sports events are a way of occupying a space by specific means accepted by all. What distinguishes a sports event from others is its physical nature based on competition, subject to specific conditions, including its legitimacy towards the relevant authorities and its sporting character. (Francois Alaphilippe et al., 1990, p. 113).

B) Sports Tournaments:

Sports tournaments are a series of matches, competitions, or sporting events held between sports units to determine the best among them or to arrange them based on their sporting performance.

C) Sports Events and Tournaments:

It is a gathering of sportspeople during a specific period of time in a particular place or multiple places to organize a series of matches, competitions, or both, held between different sports units representing associations, schools, countries,

federations, or organizations competing under the same rules and regulations to determine the best units, winners, and their rankings based on their results. (**Academy of Hope in Sudan, Guide to Organizing and Managing Sports Tournaments, 12/08/2017**).

Source: [Academy of Hope in Sudan Facebook page]

Link:<https://web.facebook.com/walsheekh99/posts/327535331007575>

5-2-Goals of organizing sports tournaments and events

- Promoting unity and harmony among nations.
- Fostering enthusiasm and competition among teams and players.
- Providing entertainment and recreation for participants, spectators, and organizers.
- Showcasing the technical and athletic skills of participants.
- Identifying winners and champions in various categories.
- Promoting tourism for the host country.

5-3-Types of sports tournaments and events

- Olympic tournaments.
- Global tournaments.
- International tournaments.
- Local tournaments.

5-4-Steps for organizing and managing sports tournaments and events

There are several steps that the organizing committee or the host country must follow to organize any sports tournament or event, and these steps include:

5-4-1-Steps to be followed before organizing a tournament

First: Forming the organizing committee for the tournament:

This committee consists of a group of individuals responsible for managing the tournament, appointed by the organizing authority. It may require forming a national committee, especially if the tournament is international or continental. This committee is responsible for planning, organizing, supervising, and overseeing the execution, evaluation, and follow-up of the tournament.

Second: Establishing the organizational structure of the tournament, which includes:

- Leadership positions and relevant personnel.
- Sectors, departments, and work units.
- Defining the tasks of sectors, departments, and units.
- Specifying the qualifications of personnel.

The organizational structure of the entity responsible for organizing the tournament is developed to include the required activities, then divided into several committees. The primary functions of each committee are determined, followed by assigning authorities and responsibilities for each task and position.

Third: Forming specialized committees for organizing the sports tournament:

The number of committees depends on the type, size, and importance of the tournament. When forming various committees, the following should be considered:

- Each committee should include a group of specialists and experts in line with its scope.
- The committee should be led by leaders with managerial abilities, expertise, and experience related to the committee's field.
- Each committee should have one or more dedicated members.

Fourth: Establishing the supreme committee for the tournament or event:

A high-level committee is formed to include officials responsible for its activities, who have the authority to make decisions. Its task is to establish the general framework for the tournament, including:

- Determining participating teams.
- Setting the opening and closing dates and approving the tournament schedule.
- Approving the overall budget and determining the expenditure guidelines.
- Appointing the tournament director.
- Selecting the tournament venue and team accommodation.
- Submitting the final report on the tournament.

Fifth: Tournament President:

This role is usually held by the president of the federation, the organizing committee, or the club. It is often an honorary position and involves the following responsibilities:

- Overall supervision of the tournament.
- Drawing up general policies for the tournament.
- Executive and subordinate responsibility in major tournaments.

Sixth: Tournament Director:

This role is usually held by the club's representative, secretary, or federation manager, or by whoever is deemed suitable by the board or the organizing committee. It involves the following responsibilities:

- Ensuring smooth operation of the tournament.
- General oversight of the tournament organization.
- Achieving the tournament's overall goal and ensuring its success.
- Facilitating the work of committee heads to achieve each committee's goal and overcoming obstacles.
- Direct communication with the tournament president.

Seventh: Committee Heads:

Their responsibilities include:

- Developing executive programs for committee work.
- Direct involvement in committee work to achieve each committee's goal and overcome obstacles.
- Direct communication with the tournament director.
- Writing reports on committee work.

Eighth: Defining the Authorities and Responsibilities of the Tournament's Organizing Committees:

1/- Administrative Committees:

✓ Reception Committee: Its responsibilities include:

- Requesting lists of names for each delegation from the Technical Secretariat Committee and identifying the level of accompanying guests for the teams, and contacting the Ceremonies Committee to determine the level of reception representative.
- Receiving joint delegations according to the specified arrival schedules and facilitating their entry procedures.
- Distributing books to guests about the tournament, including the names of all responsible leaders, telephone numbers, and locations.
- Preparing a means of transportation dedicated to transporting delegations to accommodation locations and providing interpreters for the head of the delegation.
- Setting up a suitable place for the reception committee at the arrival location, displaying a sign with the tournament logo, and ensuring the presence of a committee representative on a 24-hour rotation during the designated reception days to facilitate the arrival of teams outside the predetermined arrival times.
- Preparing participant cards for the tournament according to their data.
- Preparing a schedule for opening VIP halls for senior official delegations and accompanying officials only, and continuously monitoring it.

✓ **Accommodation and Catering Committee: Its responsibilities include:**

- Enumerating the number of participating delegations in the tournament and distributing them into categories representing each one (players, administrators, supervisors, heads of delegations, referees, guests, invitees, etc.).
- Allocating suitable accommodation for each category, preferably by name and room number.
- Preparing a statement including the accommodation arrangements for all teams and guests in the designated accommodation places and informing the Reception Committee for the delegations' reference upon arrival.
- Holding a meeting with delegation heads and coaches to present the main food items to them for their feedback and acceptance, and in case of rejection, agreeing on alternative items to be communicated to the Nutrition Committee.
- Holding a meeting with coaches two days after the start of accommodation or individually asking them about any accommodation difficulties to address them.

✓ **Nutrition Committee: Its responsibilities include:**

- Ensuring the availability of all food items that meet the efficiency of meal provision according to the specified standards.
- Supervising the meal serving location, monitoring cleanliness and service.
- Regularly inspecting the kitchen to ensure everything is prepared and ready.
- Setting meal serving times and announcing them to everyone and informing the Accommodation Committee.
- Holding a meeting with team managers two days after the start of accommodation along with the Accommodation Committee to discuss any difficulties regarding nutrition to address them.

- Enumerating the number of drivers and arranging necessary meals for them at appropriate times that do not conflict with their duties and in a location other than the players' and administrators' nutrition venue.
- Preparing packed meals for teams that require them according to their schedules.
- ✓ **Transportation Committee: Its responsibilities include:**
 - Compiling a list of members for each delegation and allocating appropriate vehicles.
 - Translating the match schedule into transportation means for teams and guests to and from the stadiums.
 - Translating the schedule of parties and group visits into collective transportation means.
 - Daily supervision of the movements of guest teams and addressing any arising difficulties.
 - Allocating one or two reserve cars that can be used immediately in case of any malfunction.
- ✓ **Media Committee: Its responsibilities include:**
 - Compiling a daily bulletin to be distributed to various media outlets (press, radio, television) containing information about participating players, their levels, previous numbers, as well as delegation heads, guests, and any tournament-related information, to be published seven days before the tournament begins with numbers (-1, -2, -3, -4, -5, -6, -7), indicating that their issuance precedes the tournament by seven days, starting with number (1) for the first day, not negative one and so on.
 - Broadcasting match results and hiring specialists to analyze the matches practically.
 - Organizing press, radio, and television interviews and conferences held by media outlets with coaches, players, administrators, or guests.
 - Organizing match broadcasts in coordination with media agencies in conjunction with the Stadiums Committee.
 - Setting up media centers to serve the tournament.

✓ **Awards Committee: Its responsibilities include:**

- Determining winning positions in each competition.
- Providing prizes for each and delivering them to the Ceremonies Committee at the distribution venue on time.
- Receiving awards and competitions according to the type of competition and preparing them for redistribution.
- Announcing prizes for each competition before the start of the tournament.
- Printing the necessary certificates for participants with their rankings in the tournament's competitions.
- Establishing a gift-giving system and training girls or children on gift presentation systems.
- Receiving the protocol list for guests and senior officials who will participate in presenting medals or cups.

✓ **Medical Committee: Its responsibilities include:**

- Enumerating the matches to be held and their locations.
- Distributing doctors and assistants to the stadiums.
- Appointing a resident doctor at the accommodation location for emergency cases.
- Arranging with a hospital to allocate a number of beds for cases requiring it during the tournament.
- Providing massage places for teams that request them.
- Supervising the doping laboratory and suggesting the number of players to be tested or drawn lots for in coordination with the tournament's official delegate.
- Preparing the necessary medicines for first aid.
- Conducting first aid operations at the stadium.
- Being present at all times during the tournament.

✓ **Financial Affairs Committee: Its responsibilities include:**

- Taking all financial measures for spending on the tournament based on existing instructions and regulations.
- Receiving the subscription fees from delegations.
- Presenting a detailed statement to committee heads regarding their expenses, what has been spent, and the remaining amount allocated to each committee.
- Reviewing all spending documents.
- Providing the final financial report including:
 - The approved amount for the tournament and its distribution on spending items.
 - The total spent and if it exceeds the approved amount, it should be clearly stated along with accompanying exceedance attachments.
- Issuing necessary checks for hotels, transportation, and others.
- Providing cash liquidity (advance) for immediate and direct spending.
- Ceremonies Committee: Its tasks branch into:
 - Welcoming ceremonies for participating delegations.
 - Flag-raising ceremonies for various delegations.
 - Opening and closing ceremony of the tournament.
 - Prize ceremonies.

***1* Reception of Participating Delegations Ceremony:** Its responsibilities are limited to the following:

- Knowing the arrival times of the delegations.
- Forming an airport committee to receive sudden arrivals, with access to transportation means as needed.
- Preparing clothing and flower bouquets (according to the importance of the delegation) to receive delegation leaders at the airport.

- Preparing arrangements with customs to facilitate customs procedures for the entry and exit of equipment.
- Handling emergencies promptly and tactfully, ensuring guests do not feel any problems or difficulties.

***2*Opening and Closing Ceremony of the Tournament:** Its responsibilities are limited to the following:

- The organizing committee determines the date and location for the opening and closing ceremony.
- It informs all delegations of the details and summons the heads of delegations to a meeting at the designated venue to explain the instructions regarding standing, walking, saluting, lining up, and departing. Usually, a symbolic number of members from each delegation participate in this meeting, which serves as a rehearsal for the opening or closing.
- The opening ceremony proceeds as follows:
 - A procession is formed for all delegations to enter the stadium or the opening venue.
 - A brief speech is delivered to seek permission to hoist the championship flag, which enters the venue in a procession of athletes.
 - The flag is raised accompanied by music, facing all participants.
 - The national anthem of the organizing country is played.
 - Delegations begin to depart from the venue.
 - It is ensured that the name of each country is written on a banner held by one of the girls or individuals at the forefront of the teams, followed by a flag bearer from the country, then the head of the delegation and the athletes, with the flag bearer saluting the focal point in the manner determined by the organizing committee.
 - The distance between each delegation is approximately ten meters.
 - The closing ceremony resembles the opening ceremony, with the championship flag being lowered.

***3*Victory Ceremony Committee:** Its responsibilities are limited to the following:

- The Victory Ceremonies Committee consists of a team of its members at each venue where the final matches are held.
- This committee prepares the victory platform in front of the media and distinguished guests.
- It arranges music to play the national anthem of the winners.
- It selects a group of girls to carry the victory medals on trays or cushions for presenting gifts, awards, medals, and flowers.
- It designates a group of soldiers in uniform to raise the flag.
- It prepares a distinctive melody to precede the victory ceremonies to capture the attention of the spectators.
- The results of each competition and the timing of the ceremonies are announced.

2/.Technical Committees:

✓ Stadiums and Equipment Committee:

- Determines the stadiums for the tournament matches and ensures their suitability and compliance with legal specifications.
- Develops a plan for the construction, repair, and implementation of required stadiums, ensuring they are delivered to the committee at least three months before the tournament starts.
- Schedules training times for each team.
- Provides stadiums with necessary tools and equipment and prepares them for matches.
- Organizes spectator areas, VIP sections, team areas, and player dressing rooms.
- Notifies the security committee of the location and timing of each match for necessary security measures.
- Organizes media facilities.

- Ensures the presence of fire fighting equipment in indoor arenas and all venues to handle emergencies.
- Completes any necessary additions to stadiums during emergencies such as lighting, equipment, and medical aid.
- Designates locations for first aid stations and contracts with hospitals for emergency transfers from stadiums at the appropriate times, coordinating with the medical committee for emergency treatment.
- ✓ **Competitions and Programs Committee:**
 - Establishes regulations for each competition in coordination with the relevant federation according to international sports laws.
 - Organizes the tournament match schedule.
 - Determines the method of scoring results.
 - Defines the method for ranking winners.
 - Determines tie-breaking methods.
 - Supervises match proceedings, ensures agreed-upon procedures are followed, and verifies the application of necessary specifications for the selected methods.
- ✓ **Referees Committee:**
 - Assigns referees to matches listed in the tournament.
 - Determines the necessary referees for each match.
 - Holds meetings with guest referees to agree on the matches they will officiate.
 - Holds meetings for all referees to study the conditions set for each competition.
 - Considers the possibility of conducting upgrading or qualification courses for referees during the tournament and assumes responsibility for their implementation if decided.
 - Evaluates matches and announces results.
 - Organizes referee meetings throughout the tournament.
 - Appoints heads of arbitration committees and assistant referees.
 - Prepares forms and control cards for refereeing.

✓ **Appeals and Protests Committee:**

- Reviews all complaints regarding the conduct of the tournament.
- Determines the necessary time for protest assessment, who is responsible for filing it, and the applicable fees for each protest.
- Makes decisions on protests, announces them, and provides the protester with a copy.

✓ **Technical Secretariat Committee:**

- Oversees the technical aspects of the tournament.
- Organizes the schedule.
- Monitors match proceedings.
- Adjudicates technical inquiries and protests.
- Ensures the suitability of stadiums and equipment used.
- Conducts competitions draws in the presence of representatives from participating teams.
- Gathers participants' information and their types.
- Compiles the results of all competitions.
- Collects arrival and departure schedules of participating delegations.
- Collects final report deadlines from committees and prepares the final report for presentation to the high committee.
- Documents all data and information related to the tournament and publishes necessary publications.

5-4-2-Preparation for Hosting the Tournament

Afterward, the organizing committee begins by selecting and appointing the members of the subcommittees. The preparation phase for the tournament begins well in advance, during which invitations are sent to teams or countries to participate in the tournament. These invitations should clarify the objectives, conditions, date, and location of the tournament, as well as emphasize the importance of participation. The conditions should be clear, including the tournament system and organization method.

Then, the committee starts its work by preparing the stadiums, providing equipment, arranging transportation, and continuing advertising coverage. Additionally, social programs are arranged, such as parties and visits for participating delegations, and agreements on required gifts are made. Subcommittees continue their meetings to fulfill their responsibilities, and meetings are held for participating teams to explain the rules and regulations of the tournament.

5-4-3-Steps to Follow During the Tournament

- The tournament phase proceeds according to the established schedule and includes organizing and managing competitions and matches and implementing various programs (social, technical, cultural, media, seminars, conferences). After the various committees complete full preparation for the tournament requirements and are fully prepared to receive participating teams, there are several duties that must be noted and executed during the tournament:

- Welcoming teams upon their arrival for registration, providing administrative and coaching seating areas.
- Providing the necessary tools during the tournament and selecting members of assistant referees to monitor players and ensure their compliance with official rules regarding clothing and equipment.
- Organizing the easy entry and exit of teams to and from the stadiums without subjecting them to fatigue or contact with the audience upon their arrival at the stadiums.
- Monitoring matches and receiving and submitting referee reports.

- Ensuring audience comfort inside the playing hall or stands, with each person seated in their designated area as per the seating map, whether the tournament is indoors or outdoors.
- Inviting players after the final matches of their competitions to prepare for the awards ceremony, clarifying the ceremony system to the present leadership and ensuring the precise and successful execution of the awarding process while maintaining time constraints.
- Clearing stadiums of teams, players, coaches, and administrators who have finished their matches, making them ready to receive the next matches.
- Clearing the hall or stands of the audience after the matches end to preserve the safety of the hall, stadium, or existing equipment and ensure the audience's safe departure without friction or exit issues.
- Preparing for the closing ceremony, whether it is a tea party, dinner, or closing ceremony, each level of the tournament has its own specific protocol for closing ceremonies.

5-4-4-Steps to Follow After the End of the Tournament

Among the most important tasks and duties that various committees and the organizing committee should consider after the end of the tournament are:

1. Returning the tools and equipment used in the tournament to their proper storage places.
2. Clearing the hall or stadium of all chairs, tables, and services that were brought in for the tournament, as they were not part of the usual equipment in the hall or training fields.

3. Preparing for the departure or return of teams or delegations, ensuring that it follows the same protocol as their arrival. Often, organizing committees overlook farewell ceremonies, which leave a lasting impression about the tournament and the organizing entity or state.
4. Each committee prepares a comprehensive report on the positives and negatives encountered during its work, ensuring that weaknesses are addressed in future tournaments.
5. Preparing press reports for daily newspapers, weekly newspapers, magazines, and various media outlets, providing them with detailed results necessary for journalists or media professionals to present the results according to available publication space and providing a suitable media center.
6. Granting rewards to workers and administrators and providing allowances to referees and judges after the tournament.
7. Preparing necessary reports and submitting them to relevant authorities regarding the tournament, ensuring that officials are informed about the actual results of the tournament, its success, and achievement of its goals.
8. Tournament Evaluation: The evaluation process begins from the formation of the organizing committee, through each stage and subcommittee, evaluating goals, general policies, organization, programs, and efforts of the workers. Evaluation methods include observation, surveys, personal interviews, and opinion polls. The evaluation process should be continuous, carried out by the evaluation committee, which submits a comprehensive report at the end of the tournament to the organizing committee, which in turn prepares a final comprehensive report on the tournament.
9. Saving samples of medals, certificates, diplomas, publications, and referee reports for use in preparing final reports for the tournament.

- 10.** Honoring committees, individuals, and champions who achieved excellent results in the tournament or provided significant services to the tournament.
- 11.** Preparing a visual record (films, videos, computer discs, internet messages) about the tournament and providing participating countries with some of these documents.
- 12.** Compiling complete notes on the positives and negatives of the tournament and convening a meeting to discuss them to create a future map for addressing shortcomings in organizing future tournaments.
- 13.** Holding a final meeting of committee heads to review the report on the positives and negatives during the organization of the tournament to mitigate any future negative feedback.
- 14.** Each federation prepares a technical report on the level of the game and the achievements in light of the expectations set by sports federations or organizing committees.
- 15.** Encouraging sports federations to prepare their technical plans for the next tournament or events either after the current tournament or before its conclusion, ensuring that planning in sports federations is scientific and objective, including future expectations.

Link:

<https://web.facebook.com/walsheekh99/posts/327535331007575>.

5-5-Requirements for Facilities to Host Tournaments and Sports Events

Facilities hosting various tournaments and events must meet specific technical approval procedures and standards as stipulated in Article 26 of Executive Decree No. 09/184 dated May 12, 2009, which outlines the procedures and laws regarding technical and security approval for public sports facilities. The application of these procedures includes:

5-5-1-Security Measures

- Installation of fencing around the sports facility.
- Establishment of gates between different spectator stands and necessary arrangements to separate the flow of spectators from their arrival at the sports facility until their departure.
- Designation of entry and exit gates, as well as evacuation routes for groups.
- Preparation and protection of the official stands with a dedicated entrance.
- Direct entry points for ambulance vehicles to the playing fields.
- Protection of the playing area (fencing and safety nets).
- Parking spaces designated for spectators, supporters, athletes, referees, officials, press, and security personnel.
- Remote surveillance system for stadiums.
- Access roads and adjacent pathways facilitating rapid flow of spectators and potential emergency interventions.
- Command center for security and video surveillance.
- Crowd reception procedures, warning signs, banners, and signage near and inside the facility to help guide the audience according to the established regulations.
- Ticket booth operation and ticket sales.

- Adequate restroom facilities and amenities for the audience.
- Medical services for the audience.
- Accessibility features for disabled individuals.
- Firefighting equipment.
- Installation of reinforced seating.
- Provision of a security services center.
- Necessary personnel for the smooth operation of the sports facility and the conduct of sports events.

5-5-2-Technical Requirements

- Classification of the sports facility by the relevant national sports federation.
- Compliance of the playing area with the requirements of the specific sports discipline (s) practiced.
- Availability of administrative offices.
- Planning of the playing area and traffic zone.
- Nature of facilities and equipment related to the specific sports discipline (s).
- Changing rooms and accessories for athletes and referees.
- Clinic for athletes, users, and facility personnel.
- Anti-doping control room.
- Facilities, halls, and rooms designated for media.
- Provision of lighting systems, alternative lighting, and security.
- Lighting of the playing area according to the requirements of the specific sports discipline(s) practiced.
- Lighting of spectator areas and pathways.
- Identification and sanitization of playing area edges and tracks.
- Public address and sound system for the audience.
- Maintenance equipment specific to the facility.

Summary

It is evident that sports facilities serve as places equipped with specialized sports equipment, resources, and infrastructure for engaging in athletic activities. They provide necessary services to achieve sports-related goals both presently and in the future. These facilities are adequately available in suitable locations to increase physical activity and sports engagement, contributing to combating social issues and harnessing youth energy positively.

Sports facilities aim to organize sports competitions and events, train athletes, improve their skills, and advance sporting practices. Modern sports facilities require various sports amenities, comfort facilities, and amenities to ensure satisfaction. These include main stadiums, indoor arenas, outdoor fields, swimming and diving pools, refreshment areas, and service facilities.

To successfully organize sports tournaments and events, efficient organization and management across all levels are essential, especially concerning sports facilities, infrastructure, refreshment areas, and transportation networks in the hosting country.

- ✓ What are sports facilities, and what do they mean from the perspective of Algerian legislation?
- ✓ What is the importance of sports facilities, and what are the objectives of their establishment?
- ✓ List the types of sports facilities with brief explanations.
- ✓ What are the requirements of modern sports facilities with brief explanations?
- ✓ What are the necessary considerations in the design, construction, and use of sports facilities?

- ✓ Discuss the organizational structure ensuring the proper functioning of sports facilities.
- ✓ Explain the role of resources in the operation, development, and achievement of goals of sports facilities.
- ✓ What are the advantages of studying the capabilities of sports facilities?
- ✓ What are the fundamental principles to be considered and focused on during the planning stages of sports facility construction?
- ✓ Summarize the content of each principle of the general principles of sports facility planning.
- ✓ What are the important factors to consider in the aesthetic aspect of sports facilities?
- ✓ Discuss the overlapping elements in the aesthetic aspect of sports facilities briefly.
- ✓ What are the essential considerations before construction and during the planning of outdoor sports fields?
- ✓ What procedures should be taken into account when designing and planning indoor sports arenas (gyms)?
- ✓ List some requirements for good lighting in sports facilities.
- ✓ List the types of sports flooring based on the type and nature of the sports activity and the location of the field (indoor/outdoor).
- ✓ What are the most common mistakes in outdoor sports facilities?
- ✓ What is meant by sports events and tournaments? Explain their objectives of organization.
- ✓ List the types of sports tournaments and events.
- ✓ What are the steps to be followed before, during, and after organizing sports tournaments and events?
- ✓ What are the mandatory provisions for sports facilities to host tournaments and sports events?

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Chapter Three

Management and Administration of Human Resources in the Sports Institution

Objectives:

After completing this chapter, it is expected that you will be able to:

- Understand the essence of human resources management.
- Explain the importance and goals of human resources management.
- Explain the reasons for the emergence of human resources management.
- Describe the stages of historical development of human resources management.
- Define the process of human resources planning, its importance, goals, and steps.
- Identify the concept of human resources employment and its goals.
- Recognize the stages of human resources employment: recruitment/selection/ appointment.

- Determine the formation of human resources and the development of their performance/its goals/importance/and types.
- Recognize the incentive system for human resources in the sports institution: its importance/and types.
- Identify the foundations and criteria of the incentive system, the stages of designing the incentive system, and the conditions for its success.
- Understand occupational health and safety for human resources in the sports institution.
- Explain the Algerian labor law.

Define the control over human resources/ its importance/goals/principles/and stages.

Preface

Sporting institutions nowadays strive to ensure their sustainability and continuity, which necessitates them to optimize their resources efficiently in order to achieve their goals. Among the resources that institutions rely on, and which cannot be dispensed with, is the degree of technology used in them. We find the human element, whose perception has shifted from being merely a labor force working for wages, to being strategic capital that institutions seek to invest in to achieve certain results.

Thus, modern human resource management is not a recent phenomenon but rather the result of a combination of interrelated developments. These developments directly or indirectly contributed to the emergence of the need for specialized human resource management, which oversees employee affairs in institutions and works to provide effective mechanisms for efficiently managing human energies, thereby increasing the performance and productivity of individuals working in the sports sector.

The success of any sports institution in achieving its goals largely depends on the effectiveness and efficiency of its human resources, as it represents the most effective input for enhancing and improving the institution's effectiveness. Human resources are considered the true wealth of any institution, while other resources are only auxiliary resources, given their skills and capabilities. As one of the ancient Chinese sages said: "If you want to plan for a year, plant crops; if you want to plan for ten years, plant trees; but if you want to plan for a lifetime, educate people." (Nader Abo Shiha, 2000: p. 32).

Human resources and their development and planning are at the forefront of the factors contributing to the success of an establishment. This is because "human resources are the main driver for improving the efficiency and performance of any establishment. This resource cannot achieve valuable results simply by its availability; rather, it must be developed and its visible and hidden knowledge utilized. Therefore, it is certain that the development of human resources and the investment of their energy and capabilities cannot be achieved simply by obtaining these resources, but rather it is the result of the establishment's efforts directed towards the development of these resources using appropriate methods." (Abdelaziz Barouth, 2009: p. 76)

1-Nature of Human Resource Management

1-1-Concept of Human Resources

Human resources are considered one of the fundamental pillars whose rational and prudent utilization can lead to efficiency in performance, attainment of desired levels of success, excellence, and achievement in work. They are essential components necessary for the process of economic and social development. Jeffrey Pfeffer emphasizes the importance of human resources by stating: "The success of organizations and the achievement of their organizational efficiency depend on their human capital, which is a source of strategic competitive advantage in modern organizations. Therefore, investment in human resources and care for them are essential." He further adds, "Other competitive foundations have begun to lose their advantage day by day. Success factors such as technology used in production, the organization's market share, and the degree of protection provided by the state or reliance on low-cost local financing sources no longer have the same impact they once did."

For this reason, the topic of human resources has garnered attention from many researchers, thinkers, scholars, employers, and even the workers themselves, after realizing the importance of human resources in achieving quality standards, maximizing organizational productivity, and shifting the perception of individuals from being a cost factor that needs to be minimized to being assets of the organization that can be invested in, increasing their value to the organization. They are considered an essential resource that generates wealth and desired work outcomes.

As organizations recognized the importance of optimally utilizing the energies, capacities, skills, and experiences of these resources, they integrated them as a significant part of their strategic planning. Considering human resources as the primary element that determines the overall goal of development and growth processes within the organization, supports the organization's capabilities and potentials, and meets the requirements of its internal and external environment. Therefore, organizations seek to establish a stable, productive, efficient, understanding, cooperative, competitive, aware, and positively influential workforce in the development and growth processes undertaken by the organization by attempting to develop their mental and intellectual capacities. **(Mohammed Saeed Al-Soultan, 1993: p. 48)**

The term "Human Resource Management" has been generally used in the last twenty years, whereas before that period, this field was known as "Personnel Management." The change in name was not just a linguistic change but went through multiple stages, which we will mention in the subsequent lecture. The term "Personnel Management," which emerged clearly in the 1920s, mostly focuses on the technical aspects of hiring, evaluating, training, and compensating employees. It was suitable for the function of "employees" in most organizations and did not usually focus on the varied employment relationship within the comprehensive organizational performance or on the organizational relationships between such practices. The concept also lacked a unified example. (Youssef Al-Taie, Hashem Al-Abbadi, 2015: p. 25)

1-2-Concept of Human Resource Management

The concepts of human resource management have varied among scholars and experts in the field, but overall, they converge on a unified goal. It can be defined as: "The administrative activity related to identifying the project's needs for labor, interpreting them in terms of numbers and specific competencies, and coordinating the utilization of this human wealth with the highest possible efficiency." (Mustafa Najib Shaweesh, 2004: p. 30).

According to Butler et al. (1991), it takes on a strategic dimension, as it is "the strategic management that deals with formulating human resource strategies and policies in alignment with environmental opportunities, business strategies, and organizational structure, aiming to achieve competitive advantages through the human element."

Schuller (1995) defined it as "the management responsible for increasing the effectiveness of human resources in the organization to achieve the goals of the individual, the organization, and society."

It is also defined as: "A process involving the analysis and management (selection, recruitment, leadership, and control) of human resources specific to business organizations, aimed at ensuring the achievement of desired goals and a certain level of satisfaction. Therefore, this process focuses on human resource planning, selecting the appropriate ones, appointing them, promoting them, and evaluating their performance in light of the specified goals." **(Haitham Ali Hajazi, Shoukri Naji Jawad, 2002: p. 70).**

Therefore, the definition of human resource management can be crystallized as the process of caring for everything related to human resources that an organization needs to achieve its goals. This includes acquiring these human resources, supervising their use, maintenance, preservation, and directing them to achieve the organization's objectives. **(Hamdaoui Wasila, 2004: p. 30).**

1-3-Importance of Human Resource Management

The importance of human resource management has become one of the most significant managerial functions in modern organizations. Human resource management holds great importance in the institution, considering that the human element predominates in the organization. The significance of human resource management function can be summarized as follows:

- It helps diagnose organizational effectiveness and efficiency through various means related to the workforce, such as measuring professional productivity, absenteeism rates, tardiness, turnover rates, accidents, and complaints.
- Providing advice and guidance to executive managers on all aspects related to the workforce.

- It helps identify problems related to the workforce and the difficulties affecting the effectiveness of the institution.
- Coordinating all activities related to the workforce and management through discussion.
- Human resource management acts as an alarm and warning system within the institution, alerting to the occurrence of serious problems that affect the institution's strategy, such as escalating conflicts between workers and management leading to strikes and work stoppages. Human resource management attempts to calm the situation before problems arise.
- Providing procedures related to the workforce, from hiring, preparing and training employees to structuring wages, salaries, and incentives, all to ensure better productivity and performance.

Several key factors increase the importance of human resources as one of the main functions, including:

- Recognizing the importance of the human element in work as one of the basic production factors, and the significant role that human resource management can play in developing and improving human performance at work.
- The emergence of labor unions has placed great importance on human resource management. Project management has become fundamentally and directly dependent on human resource management to establish good relations and create an atmosphere of effective and constructive cooperation between the union and the organization's management.
- Continuous development and increasing intellectual advancement have led to increased awareness and culture among employees, as well as diversification of their desires and future aspirations, necessitating the presence of experts who study human behavior to understand how to deal effectively with it.

- Government intervention in the field of labor through laws and regulations regulating the relationship between management and employees has increased the responsibilities and importance of human resource management. Creating a new way of thinking in the field of work through employee participation in management has imposed new burdens on human resource management, such as formulating policies for dealing with the human element under laws and regulations. (Hajim Al-Taie, 2005, pp. 41-42)

1-4-Objectives of Human Resource Management

The general objective of human resource management is to develop strategies to improve human resource management with the aim of achieving a real balance between individual development and employee management, according to the institution's circumstances and external pressures.

The primary objective of human resource management is to provide the institution with human resources possessing the following characteristics: (Rabia Ali Mahmoud, 2003: p.41)

A) Productive Human Resources: Efficiency is a crucial aspect of the worker or employee whom the institution seeks to promote. Efficiency contributes significantly to increasing productivity.

B) Stable Human Resources: Stability in human resources implies stability in the institution itself because the fundamental idea in the field of human resource development is the control of all individuals within the institution, subject to specific conditions. Stability means stability for the institution.

C) Effective Human Resources: Effectiveness plays a vital role in the development and prosperity of the institution. A productive and stable human resource lacking effectiveness is an unproductive resource.

The above characteristics can be included in the following objectives:

○ **Economic Objectives:**

- Providing education opportunities and improving the educational level of workers and employees to encourage their contribution to the institution's economic goals.
- Maintaining a quality work environment to enhance productivity efficiency and achieve the institution's economic objectives.

○ **Social Objectives:**

- Ensuring fairness in job distribution and equal opportunities for training and development.
- Compliance of human resource management with social determinants such as legislation and regulations.
- Placing the right individual in the right position based on competence and experience, providing new opportunities for development and growth.
- Achieving society's goals by integrating individuals into various institutional activities.

○ **Humanitarian Objectives:**

- Addressing workers' psychological aspects and assisting them with problem-solving within or outside the institution.
- Creating suitable working conditions for human relationships.

- Providing better conditions to minimize workers' daily problems.
- Achieving job satisfaction and readiness for change.
- Seeking to understand workers, build trust and satisfaction in their work, encouraging initiative, creativity, and thereby improving productivity efficiency. (Abbas, 2003: p.57)

2-Reasons for the Emergence of Human Resource Management

- Industrial Expansion: The expansion and industrial development in the modern era facilitated the emergence of organized labor organizations. This led to conflicts between management and human resources, necessitating specialized management to address and resolve human resource issues within the organization.
- Significant Expansion in Education and Cultural Opportunities: The significant expansion in education and cultural opportunities for workers led to increased awareness due to higher levels of education and cultural development. This increased the need for specialists in human resource management and modern methods to handle contemporary types of human resources.
- Increased Government Intervention in Labor Relations: The increase in government intervention in labor relations, through the enactment of labor laws and regulations, necessitated the presence of specialized management to ensure compliance with these laws and regulations. This was essential to avoid conflicts between organizations and the government.

○ Emergence of Labor Unions and Workers' Organizations:
The emergence of labor unions and workers' organizations advocating for human resources highlighted the importance of managing relationships between management and labor organizations. This emphasized the necessity of having specialized management to foster cooperation between management and labor organizations.

(Source: Salima Faeal, "Historical Development of Human Resource Management," Management Forum, Tuesday, July 5, 2011, at 02:37, via the following link: [:https://grp2man.forumalgerie.net/t238-topic](https://grp2man.forumalgerie.net/t238-topic))

2-1-Stages of Historical Evolution of Human Resource Management

Human resource management has undergone several developments in terms of function, objectives, and roles before taking its current form. These developments coincided with changes in the growth of institutions or needs related to human resources. The most important stages can be summarized as follows:

First Stage: Emergence of the Industrial Revolution:

The Industrial Revolution in Europe during the 18th century marked the beginning of the concept of human resource management. Industrial life evolved after the Industrial Revolution. Before that, industries were confined to specialized guild systems, where craftsmen practiced their trades manually with simple tools. The Industrial Revolution brought about various human problems, including:

- Viewing workers as commodities bought and sold, as management relied more on machines than on workers.

- The emergence of many repetitive tasks that did not require skill due to the large factory system and the high demand for work. Workers remained poor individuals in modern industrial communities, unable to afford even basic self-awareness. They lacked the awareness of their own identity, and their revolutionary movements reflected the severity that numbed the fear of imprisonment or death. Despite this, the Industrial Revolution achieved a tremendous increase in production and goods.

Second Stage: Emergence of Scientific Management:

One of the developments contributing to the emergence of the importance of human resource management is the spread of the scientific management movement led by Frederick Taylor. Taylor developed four principles of management, including:

- Real development in management: replacing trial-and-error methods with scientific methods based on logical principles and organized observation. This involved simplifying and streamlining required tasks, relying on the best materials and equipment used.
- Scientific selection of workers: Taylor considered this the basis for the success of human resource management. After confirming their abilities and necessary skills to handle the job, workers were selected.
- Focus on developing and training human resources: Taylor emphasized that workers would not produce the required energy unless they were prepared and adequately trained for the job. Thus, proper training was essential to achieving the required level of work.

- Genuine cooperation between management and human resources: Taylor believed that it was possible to reconcile the workers' desire to increase their wages with the employer's desire to reduce labor costs by increasing worker productivity and allowing them to share in the extra income from increased productivity.

Third Stage: Growth of International Organizations:

Many consider the emergence of international organizations in countries, especially in transportation and heavy industry, along with labor unions' attempts to increase workers' wages and reduce working hours. This stage witnessed the emergence of scientific management, which attempted to exploit workers for the benefit of employers. It began in the early 20th century in industrialized countries.

Fourth Stage: Beginning of World War I:

World War I highlighted the need to use new methods to select employees before hiring them, such as the Alpha and Beta tests, to prevent their failure after employment. With the development of scientific management and industrial psychology, some human resource management specialists began to appear in establishments to assist in recruitment, training, health care, and industrial security. These specialists can be considered as pioneers who contributed to the formation of modern human resource management. There was also an increased focus on social welfare for workers, including the establishment of social service centers and housing. This period witnessed the establishment of independent human resource departments, primarily concerned with previous aspects.

Fifth Stage: Between World War I and II:

This stage emphasized human relations as a field of human resource management, which became crucial due to studies conducted by Elton Mayo. These studies proved that the working individual is not merely a simple tool but an interactive personality within the work environment. It also highlighted the need to study and address human issues within the organization, workers' satisfaction with their work, and the necessity of providing suitable work conditions.

Sixth Stage: Post-World War II to Present:

In this stage, the scope of human resource management widened to include training and development of employees, establishing programs to motivate them, and rationalizing human relations. Human resource management now goes beyond maintaining employee records, attendance, and routine tasks. Modern trends in human resource management focus on human relations, utilizing findings from psychology and anthropology. This is due to the increasing use of the term "human sciences," which considers all aspects of work, the worker, and their impact on behavior. It is essential to ensure that behavioral sciences are only tools to help management understand the motives of employees' behavior and the factors influencing it, adding new knowledge that is beneficial in areas such as motivation policy and non-official organizations.

Looking ahead, human resource management is in continuous growth due to its importance in all establishments, resulting from political and technological changes. There are challenges that human resource management must address, such as increasing reliance on computers and automation in many tasks previously dependent on human labor, as well as

political and economic pressures and continuous changes in the components of the workforce in terms of professions and specialties. Emphasis should be placed on using new concepts such as management engineering and total quality in the field of human resource management.

(Source: Abderrahman Toufik, "Skills of Success Encyclopedia," Thursday: September 9, 2010, at 13:30, via the following link: [Link]:

<https://sst5.com/readArticle.aspx?ArtID=390&SecID=50>)

3-Human Resource Planning

Is considered one of the humanitarian concepts, with various definitions and interpretations. Some view it as simply planning the workforce, while others see it as encompassing workforce planning, education planning, and human resource planning. Researchers believe that Human Resource Planning is the most comprehensive approach because it not only addresses the issues and aspirations of the workforce but also focuses on preparing and developing them through training, education, and other means. Additionally, it extends to areas such as healthcare planning, industrial safety, and social care, making it a more holistic and inclusive concept. **(Source: Aqeel Jasim Abu Ragheef, 2009: p. 76; Qureen Ali, 2014: p. 71)**

3-1-Definition of Human Resource Planning

"It is the systematic process through which the analysis of human resources is conducted within the context of changing circumstances and evolving personnel policies that align with the long-term effectiveness of the organization. This process is considered a complementary part of joint planning and budgeting procedures because the costs and estimates associated with human resources affect long-term joint plans and are influenced by them." **(Barry Kashwan, 2003: p. 24).**

Human Resource Planning is also defined as: "A set of principles, policies, and procedures related to human resources aimed at identifying and managing the required numbers and levels of individuals to perform specific tasks within specified time frames at appropriate costs that align with the organization's overall plan and contribute to achieving its objectives." **(Abdul Hameed Abdul Fattah Al-Maghribi, 2007: p. 45).**

From the above definitions, we can conclude that the process of Human Resource Planning is a continuous dynamic process aimed at providing different numbers and types of human resources over a future period to ensure the smooth operation of the plan, achieve the organization's goals, fulfill the aspirations of these resources, and preserve them. **(Qureen Ali, 2014: p. 72).**

3-2-Human Resource Planning Objectives

The objectives of human resource planning are aimed at assisting the organization by:

- Helping the organization in goal setting.
- Revealing strengths and weaknesses in the workforce.
- Protecting the organization from any sudden changes and aiding in developing corrective measures.
- Ensuring the optimal utilization of available human resources. (**Rabai'ah, 2000, p. 41**).

3-3-Importance of Human Resource Planning

Despite the normal circumstances experienced by an organization, it needs, at each stage, to replace the human resources it will need in the future. This underscores the importance of human resource planning, which can be highlighted in the following points:

- Leads to cost reduction associated with human resources by accurately predicting future needs for each job within the organization. This leads to efficient utilization of human potential and reduces surplus in some other jobs, especially those requiring high skills that are in short supply.
- Provides the organization with the required inputs (skills, abilities, characteristics) at the right time, leading to the success of career planning and development programs for employees.
- Achieves efficient balance between human resource management activities and organizational goals, ensuring both individual and organizational performance efficiency.

- Contributes to building the fundamental base for the success of other human resource plans and policies such as selection, training, incentives, etc.
- Ensures the provision of competencies consistent with the needs and requirements of the organization, thereby enhancing employee satisfaction with their work and organization.
- Human resource planning at the organizational level is fundamental in developing the national human resource plan, especially in public sector organizations or those operating under socialist systems.
- Tangibly contributes to the comprehensive strategic plan of the organization by providing the means to achieve the desired goals of those plans. (Abbas, 2003, p. 57).

3-4-Steps in the Human Resource Planning Process

Study of Organizational Objectives The process begins with studying the overall objectives of the organization or project and its impact on the required workforce. This involves analyzing the demand and supply conditions in human resources, which includes:

A) Demand Conditions: This step involves identifying the required workforce by predicting the human resources needed in terms of quantity, quality, and competence. Managers should consider factors such as labor availability and the costs associated with it. It's essential to match the organization's human resource needs with the available workforce, considering factors such as:

- The number of workers needed to increase production.
- Technological advancements in production.
- Expected organizational changes. (Ahmed Maher, 1999: p. 93)

B) Supply Conditions: Supply conditions require the following points:

- Analyzing workforce movement in terms of recruitment, turnover rates, and flowcharts of work.
- Analyzing and studying employee lists or the available skills inventory within the company.
- The impact of modern work schedules on the number of employees, such as technological changes affecting the workforce, and the potential replacement of manual labor with technology.

C) Surplus Determination:

Surplus is determined through a simple comparison between the required labor and the available labor within the organization. If there's a deficit, it must be fulfilled. **(Jawadi Khaled, 2009: p. 137).**

Handling surplus or deficit depends on the organization's circumstances, labor supply outside the organization, and government regulations that may prevent laying off excess labor. In capitalist societies, excess labor is easily laid off, and if there's a shortage, it's compensated by new hires or overtime work. **(Ahmed Maher, 1999: p. 94).**

If supply and demand are equal, there's no need for change or adjustment, and the situation remains unchanged.

D) Execution:

In this stage, the workforce plan is continuously and periodically evaluated and monitored to correct deviations promptly, which may arise due to differences between theoretical planning and practical implementation. **(Monji and Mustafa, 1988: p. 42).**

3-5-Primary Problems in Human Resource Planning Process

- Surplus in Human Resources in Some Positions and Shortage in Others:

There is an excess of human resources in certain positions while other positions face a shortage of staff.

- Mismatch Between Selected Human Resources and Actual Needs in Terms of Quality and Quantity:

The selected human resources do not match the real needs of the organization in terms of skills, qualifications, and quantity.

- Disruptions in Human Resource Management Functions:

There are disruptions in the functions of human resource management.

- Performance Disruptions Due to Sudden Changes in Human Resources:

Performance disruptions occur due to sudden changes in human resources resulting from unexpected circumstances. (Al-Mudhoun, 2005: p. 21)

4-Recruitment of Human Resources

4-1-Concept of Recruitment

a-Linguistic Definition:

Recruitment is derived from the verb "to employ," which means to use or engage something or someone with the aim of obtaining new value from it. For instance, money is employed to generate profits and benefits, while workers and employees are utilized for the production of goods and services. (Al-Munjid in Language and Information, 1973: p. 265)

b-Technical Definition:

Recruitment refers to the necessary actions to select a candidate for a specific position. It is a term synonymous with employment, where the first meaning involves using individuals in job positions, while the latter involves assigning specific responsibilities and duties to individuals within the organization. **(Borash Shafia, 2008: p. 10)**

c-Definition by Scholars:

- **Definition 01:** "Recruitment is a series of processes aimed at searching for and selecting individuals." **(Dimitrie Weisse, Pierre Morin, 1982: p. 279)**

- **Definition 02:** "It is the activity that involves announcing vacant positions, encouraging qualified individuals to work in the organization to achieve set goals." **(Rabih Mustafa Alian, 2007: p. 241)**

- **Definition 03:** "It is the ongoing process by which an organization identifies its needs for capable and willing workforce, searches for and encourages these elements to work in the organization, selects the best candidates to become members, and prepares them to contribute to achieving the organization's goals, urging them to work and continue working to ensure the availability of loyalty, cooperation, and team spirit." **(Mansour Ahmed, 1975: p. 95)**

Based on the definitions provided, it is noted that there are differences. Some define recruitment narrowly (recruitment as attracting, selecting, and hiring), while others give it a broader meaning to include various functions performed by HR management. However, the first opinion seems closer to reality because recruitment is a subsidiary activity of HR management activities. Therefore, recruitment can be defined as follows:

Recruitment is the search for individuals with high competencies and capabilities and their provision according to the organization's needs through recruitment efforts, seeking to select the most suitable candidates from the pool of applicants for acceptance and appointment to vacant positions.

4-2-Objectives of Human Resource Recruitment

The objectives of the recruitment process stem from the importance of this stage for both the organization and individuals. The desired objectives of the recruitment process include:

- Utilizing the Highest Skills Needed by the Organization: Recruitment aims to assess the organization's need for the workforce and strive to utilize the highest skills required.
- Confirming and Ensuring Opportunities for Self-Development and Employee Competence: Recruitment provides opportunities for self-development and competence enhancement for employees.
- Achieving Optimal Satisfaction of Individual Needs and Desires: Recruitment seeks to meet the individual needs and desires to the optimal level.
- Encouraging Employee Participation in Decision-Making: Recruitment encourages employee participation in decision-making processes, especially in HR decisions.
- Recognizing Individual Autonomy and Encouraging Goal Alignment: Recruitment recognizes individual autonomy and encourages individuals to align their personal goals with organizational goals.
- Maximizing Individual Contribution to Organizational Goals: Recruitment aims to maximize individual contributions to achieving organizational objectives.
- Ensuring the Competence, Capability, and Efficiency of Leadership: Recruitment ensures the competency, capability, and efficiency of organizational leadership.
- Providing a High Level of Economic Security for Employees: Recruitment aims to provide employees with a high level of economic security.

- Placing Candidates in Suitable Positions: Recruitment ensures that candidates are placed in positions that allow them to utilize their talents and capabilities effectively.
- Meeting the Organization's Workforce Needs: Recruitment aims to fulfill the organization's required workforce.
- Attracting a Large Pool of Candidates: Recruitment endeavors to attract a large number of candidates, enabling the organization to select the best among them.

4-3-Stages of Human Resources Recruitment

The process of recruiting human resources follows the following stages:

First: Attraction:

The organization seeks to obtain human resources in terms of quantity and specific type during the human resource planning process by performing the function of attraction, which is considered one of the fundamental means for that.

4-3-1-Concept of Attraction

Attraction is defined as "the process of discovering potential candidates for current or expected vacant positions in the organization, meaning an activity that connects those seeking jobs with those offering jobs." (**Mohammed Saleh Al-Hanawi et al., 2000: p. 249**)

Attraction is also defined as "the organizational activity designed to influence the number of individuals applying for jobs, their qualifications, and the likelihood of accepting suitable candidates for the offered position." (**Gamal El-Din Marzouk, 2003: p. 231**)

4-3-2-Objectives of Attraction

Attraction works to attract these resources from various sources in order to achieve the following objectives:

- Attract the largest possible number of human resources who possess the required qualifications and specifications to fill vacant positions in the organization, among those who desire to work for the organization.
- Differentiate and select among the candidates for these positions.
- Provide sufficient information about the jobs to the human resources. **(Qurain Ali, 2014: p. 104)**

4-3-3-Factors Influencing the Attraction Process

In order for attraction to have meaning and to be effectively carried out by selecting those deemed suitable by human resource planners to occupy positions in their organization over others, there are several factors that, when available, can ensure the objectivity and effectiveness of the selection. The influencing factors in the attraction system include:

- Organization Size: It is considered one of the factors influencing its scope in attracting the workforce.
- Market Conditions in the area where the organization operates.
- Organization's previous experience in recruiting the workforce and the effectiveness of its efforts in attracting and obtaining its needs from competent workers.
- Working conditions, pay, and various benefits provided by the organization.
- Organization's direction towards growth or contraction.
- Nature of the offered jobs and the organization's reputation in attracting workers easily. **(Al-Sultan, 2001: p. 117)**

The attraction strategy that the organization adopts holds special importance among the organizational factors, as it is required that the attraction process be clear in purpose, specific in end, and justified in means. Regardless of the positive results the organization achieves in the field of attraction, the results remain limited in achieving the attraction goal if the precise determination of attraction sources is not taken into account. (Al-Heithy, 2005: p. 126)

4-3-4-Attraction Sources

The attraction sources that the organization resorts to in order to obtain its human resource needs are represented by two sources:

- **Internal Sources:** What is offered from human resources within the organization represents the most important internal attraction sources that the organization relies on to fill vacant positions, especially for supervisory leadership positions that require experiences and skills that may not be available outside the organization or whose attraction cost may be very high and burden the organization. Among the most important internal attraction sources are the following:

- Promotion.
- Transfer and job rotation.
- Through colleagues and acquaintances (former employees).
- Internal advertising.
- Skills inventory. (Al-Kubaisi, 2004: p. 110)

• **External Sources:** Through numerous evidence, it is evident that there are few organizations that rely on their internal sources to meet their needs. No matter how much the organization achieves self-sufficiency in human resources, it is always in dire need of renewing and expanding capabilities, knowledge, and skills. Job requirements and prevailing market conditions are some of the fundamental factors determining the external sources for attraction, and among the most important external attraction sources are the following:

- Direct application to the organization.
- External advertising.
- Recruitment agencies and offices.
- Schools and institutes.
- Unions and professional organizations.
- Military service. (Qurain Ali, 2014: p. 109)

4-4-Second: Selection

4-4-1-Concept of Selection

It is "procedures followed by the organization through which information is collected about the applicant for a vacant position, and this information serves as a guide for the organization in making a decision to accept or reject the candidate." (Khaled Abdul Rahim Matar Al-Heithy, 2005: p. 123).

It is also defined as "selecting and appointing the workforce on sound bases such as readiness, suitability, and ability to achieve objectives, which are scientific bases in the field of selecting workers in the organization and assigning them to tasks that match their preparedness, inclinations, and abilities. These bases are based on the principle of objectivity in light of competence and capability, ensuring ultimately placing the right person in the right job, which significantly impacts raising the organization's productivity." (Mustafa Najib Shweish, 2004: p. 157).

4-4-2-Importance of Selection

The selection process is of great importance to the organization and its normal functioning. The importance of selection lies in:

- Achieving organizational productivity and ensuring job satisfaction for human resources, as compatibility between aspirations and requirements contributes to increasing organizational productivity and also contributes to achieving job satisfaction because it fulfills the aspirations of human resources as well, by selecting them in the job they desire to occupy. Conversely, it may lead to severe frustration resulting from being placed in the wrong position.
- Proper selection leads to avoiding many negative effects (selection costs, effort, time), and it reflects on the performance level of human resources and the organization as a whole.
- Poor selection sometimes leads to hiring individuals who cannot be dismissed due to government laws governing collective labor agreements, which becomes an additional burden on the organization.
- Poor selection can lead to increased turnover costs, as there is a high probability of unsuitable human resources leaving their jobs shortly after being hired, and this increases the cost of finding alternative resources, compensating them, and training them for these tasks and positions. **(Mazen Fares Rashid, 2004: p. 495).**

4-4-3-Problems of the Selection Process

Among the most important problems of the selection process are:

- Absence of the role of human resource management in the organization and the absence of a clear strategic plan that makes the selection process characterized by unclear frameworks and bases, often relying on randomness, which increases the cost of selection and makes it a process with limited results.
- Poor human resource planning reflects on the accuracy of determining human resource needs.
- Sometimes weak job analysis leads to randomness and inaccuracies in determining job requirements and the conditions of its occupants.
- Weakness in the selection process through job advertising or in identifying the targeted sources for attracting human resources, which leads to the recruitment of unqualified human resources who do not meet the requirements and specifications required by the jobs.
- Lack of integration between selection processes and stages. Common mistakes include relying on a few steps in the selection process, which may cause the organization to miss out on highly qualified candidates.
- Inefficiency of those responsible for the selection and appointment process, which fundamentally stems from the limited information, skills, and knowledge or the absence of specialists in the selection process.
- Lack of support from the organization's management by providing the necessary means for the selection and appointment process, which deprives it of its importance.

- Increased costs due to failure to specify, accuracy, and length of recruitment procedures, affecting the nature of the skill required in the candidate for the job. (**Khaled Abdul Rahim Al-Heithy, 2005: pp. 141-142).**

4-4-4-Factors Affecting the Selection Process

There are two sets of factors related to the organization, as follows:

- **Internal Factors:**

These factors are associated with the organization and include:

- Type and nature of the organization in terms of its practiced activities.
- Time available for the selection process.
- Use of modern techniques in the selection process.

- **External Factors:**

These are factors related to the external environment, including:

- Characteristics of the labor market in terms of demand, supply, age composition, and skill characteristics of qualifications.
- Laws, regulations, and specific regulations.
- Terms of unions and labor unions such as seniority or skill conditions imposed by some unions. (**Al-Heithy, 2003: p. 131)**

4-4-5-Criteria for the Selection Process

These represent a set of criteria or characteristics and specifications that must be met by the applicant for the job, and these criteria include:

- Educational level.
- Previous experience.
- Physical attributes.
- Personal traits.
- Previous knowledge of the individual. (**Mazen Fares Rashid, 2004: pp. 499-501**)

4-4-6-Steps of the Selection Process

The selection process goes through a series of stages or steps to ensure objectivity, but there is no uniform formula for selection steps, whether in terms of quality, quantity, or sequence.

These steps depend on the size of the organization, the nature of the jobs to be filled, and the number of candidates to be selected. The steps of the selection process include:

- Receiving job applications.
- Preliminary interview.
- Tests.
- Final interviews.
- Final decision.
- Medical examination.
- Appointment or rejection. (**Mohammed Jamal Al-Kafani, 2005: p. 144**).

Third: Appointment Process:

The appointment process is considered the final stage of the recruitment process. After comparing between candidates and selecting the appropriate candidate for the job, an order is issued to accept the employee into the organization. A series of procedures are then followed to establish the employee in their position. Here, a file is opened for the employee, and all information related to them, such as qualifications and experience, is recorded. The file also includes other information such as the date of appointment, the job title, the grade assigned, salary, incentives, and bonuses associated with the position. This information is then submitted to senior management and the department in which the employee will work. The employee's start date, working hours, tasks that may be assigned outside of regular hours are specified. Before starting work, the employee may be required to undergo some medical examinations deemed necessary by the employer to prove their fitness for the job. Additionally, an identity card is issued to the new employee. (Barqaoui, 2013: p. 196).

5-Human Resource Development and Performance Enhancement

5-1-The Concept of Training

Training occupies an important place among administrative activities aimed at providing individuals with specialized job-related knowledge and skills, optimal performance methods, and refining the abilities and capacities they possess. This enables them to utilize their potentials effectively, which otherwise might remain untapped. Additionally, training aims to modify behaviors and enhance performance methods to facilitate further improvement and development in productive work, ensuring the achievement of escalating productivity goals. (Shibani Fouzia, 2010: p. 26).

5-1-1-Defining Training

A- Linguistically:

The term "training" is derived from the Latin word "farmare," meaning to shape individuals, objects, or others. It refers to the profound process individuals undergo to modify their mechanisms, methods, skills, and cognitive patterns. Training aims to provide individuals with specific knowledge, skills, or mental orientations necessary to achieve organizational goals. (**Masmoudi Zain al-Din, 2001: p. 265**).

B- Technically:

"It is the preparation of an individual for productive work and retention at the required level of service. It is a type of guidance directed from one human being to another aimed at achieving organizational objectives. It is what is provided to the individual in terms of specific knowledge, skills, or behavioral attitudes necessary for the organization's achievement." (**Rashad Ahmed Abdel-Latif, 2000: pp. 122-123**).

It is also defined as, "A positive modification process with specific orientations that address the individual's professional or functional behavior, aiming to impart knowledge, experiences, work ethics, management, behavioral patterns, and appropriate skills, necessary habits to enhance the individual's performance level and increase productivity, ensuring the required conditions for mastering work, and demonstrating efficiency with speed, cost-effectiveness, and the efforts expended in the time involved." (**Ali Al-Salami, 1998: p. 6**).

5-2-The difference between the concepts of training and development for human resources

Researchers and specialists in the field of human resource training and development perceive a distinction between the concepts of training and development. Training involves imparting knowledge, theoretical information, and scientific skills to employees that influence their future behaviors. Therefore, training focuses on acquiring specific skills related to their jobs or assisting them in correcting deviations in their performance aspects.

On the other hand, development entails efforts to equip employees with the capabilities they will need in the future, in line with environmental and technological changes. Thus, development is a strategic process for future job roles. It requires viewing the organization as an integrated workforce that necessitates a comprehensive outlook and diversity in skills and capabilities. Based on this, we can identify the differences between training and development in the following table:

The table (1): illustrates the design of training as a system with its inputs, processes, outcomes, and evaluative controls

Dimensions of Comparison	Training	Development
Focus	Current job roles	Current and future job roles
Scope	Individual employees	Teams and workgroups (collective)
Timeframe	Short-term	Long-term
Objectives	Addressing skill gaps for current roles	Preparation for future skill needs

Source: (Abbas, 1999: p. 186).

Despite these differences, we will adopt the comprehensive concept of the training process in our lecture, which considers training and development as one concept referring to equipping human resources with current and future skills and knowledge to change their attitudes and behaviors in line with the organization's strategy and environmental variables.

5-3-Goals of human resource training

- **Regular training goals:** Derived from primary duties, these goals address recurring ordinary situations and include traditional training objectives such as training new employees or preparing reminder programs for some individuals to emphasize their basic information. These goals aim to achieve the required level of performance efficiency and maintain the job's balance with other tasks.
- **Problem-solving training goals:** Focused on finding specific solutions to problems that arise at work and attempting to identify obstacles and deviations that hinder performance. This type represents a higher level of the previous type, requiring expertise in organization, its conditions, the ability to diagnose and analyze, and then skill in design.
- **Innovative training goals:** Related to development, discovery, and renewal, this represents the highest levels of training tasks, aiming to achieve creative and innovative results to elevate performance levels in the organization to unprecedented heights.
- **Personal developmental goals:** Those individuals aim to achieve for themselves, including self-development, promotion, respect for others, and self-affirmation. The four previous types work in harmony and integration, as each paves the way for the other and complements each other. (Abdel Fattah Diab Hussein, 1997: p. 100)

One researcher pointed out that the primary goal of training is to strengthen communication within the community and to pay attention to the information being conveyed. (Marie José, 1988: p. 180).

5-4-Importance of Human Resource Training

The importance of human resource training is evident in the focus on training programs by many organizations, due to the benefits it yields for both the organization and the individual simultaneously. The significance of human resource training includes the following:

5-4-1-Importance of Training for the Organization

- Increase productivity and organizational performance, as equipping workers with the necessary skills and knowledge to perform their tasks efficiently helps them execute assigned tasks with efficiency, reducing wasted time and financial resources used in production.
 - Training contributes to creating positive attitudes among employees towards work and the organization.
 - It clarifies the organization's general policies, thereby enhancing employees' performance by understanding the organization's goals.
 - It rationalizes administrative decisions and develops managerial leadership methods, principles, and skills.
 - It assists in renewing and updating information in accordance with the various changes in the environment.
 - It contributes to building an effective basis for internal communications and consultations, thereby developing interaction methods between employees and management.
- (Suhaila Mohamed Abbas, 2006: pp. 187-188).

5-4-2-Importance of Training for Employees

- Assisting them in improving their understanding of the organization and clarifying their roles within it.
 - Helping them solve their work-related problems.
 - Developing and enhancing motivation towards performance and creating opportunities for growth and development for employees.
 - Helping them reduce stress resulting from knowledge or skill deficiencies or both.
 - Contributing to the self-development capacities of management and the well-being of employees.
- (Suhaila Mohamed Abbas, 2006: pp. 188-189).**

The benefits mentioned above of training programs are determined by the extent to which the following learning principles are available, as any program lacking these principles may not achieve some or all of these benefits.

5-4-3-Importance of Training in Developing Human Relationships

- Developing social interaction methods among employees.
- Developing individuals' abilities to adapt to changes occurring within the organization.
- Strengthening relationships between employees and management.
- Developing and enhancing the self-guidance process to serve the organization. **(Suhaila Mohamed Abbas, 1999: p. 110).**

5-5-Types of Training

Every organization or institution should define its general policy (philosophy) in training, meaning determining the types of training preferred by the organization and focusing on implementing them. The organization can choose from among the types of training that suit it based on the nature of its current activities, anticipated future activities, and expected changes in technology and work organization.

The available types of training for human resource management are as follows:

5-5-1-On-the-Job Training

Organizations sometimes prefer to provide training at the workplace rather than elsewhere to ensure higher training efficiency. In this case, organizations encourage and strive for direct supervisors to provide information and training individually to trainees. It's worth noting the importance of this type of training because many modern machines are complex, requiring not only the worker's readiness or past experience but also direct training on the machine itself by a skilled supervisor. The drawback of this training type is that there is no guarantee that the training will be efficient unless the supervisor is a skilled trainer and a role model. (Ahmed Maher, 2003: p. 325).

5-5-2-Training for Renewal of Knowledge and Skills

When individuals' knowledge and skills become outdated, especially when there are new work methods, technologies, and systems, appropriate training becomes necessary. For example, when modern information systems and computer systems intervene in purchasing, accounting, payroll, sales, and document management, employees in these tasks need new knowledge and skills to perform their work using modern systems.

5-5-3-Training for Promotion and Transfer

Promotion and transfer imply a high probability of differences in the individual's current skills and knowledge compared to the skills and knowledge required in the position they will be promoted to or transferred to. This difference or gap requires training to bridge the skills and knowledge gap. The same can be envisioned when a company desires to promote a production worker to a supervisor position, meaning promoting the worker from a technical position to a managerial position. This difference justifies the worker's participation in a training program on managerial and supervisory knowledge and skills.

5-5-4-Retirement Preparation Training

In sophisticated organizations, senior employees are prepared for retirement. Instead of suddenly feeling "put on the shelf" upon retirement, individuals are trained to search for new ways of working or ways to enjoy life and pursue other interests besides their job. This training helps them cope with the pressures and stresses associated with retirement. (Ahmed Maher, 2003: pp. 325-326).

5-6-Methods and Techniques of Human Resource Training

5-6-1-Lecture Method

Lecture is an economical method of training because it covers a large amount of information and delivers it to a large number of people at the same time. Many people learn more from listening to lectures than they do from reading. Good lectures aid in understanding, but they don't help individuals form connections unless followed by practical training. Lectures have limited value in changing attitudes, developing work skills, and training in human relations skills.

5-6-2-Conferences, Seminars, and Workshops

This method involves convening a group of participants to study a specific topic with the aim of coming up with specific recommendations. It involves exchanging opinions, discussions, dialogue, and learning from others' experiences. It is characterized by collective thinking and reviewing different perspectives.

5-6-3-Practical Application Method

This method involves presenting and performing the actual work task and procedures, then allowing the trainees to carry out practical applications themselves on the equipment provided to them.

5-6-4-Case Study Method

This involves presenting a specific problem or idea to the trainees and asking them to study and analyze it, reaching solutions and results. This method aims to increase problem-solving abilities and decision-making by organized thinking, analysis, solution development, and alternatives based on trainees' knowledge and experiences. Case studies help trainees develop the ability to study, analyze, and make decisions.

5-6-5-Role-Playing Method

This method is useful for training individuals in necessary skills in human relations and leadership, whether it's leading a committee or a conference. This type of training can help acquire skills needed to deal effectively with people and increase awareness of others' feelings. This type of training should be supplemented by studying behavioral principles in another method, as competent or poor behavior becomes more than just opinions for discussion after understanding the principles.

5-6-6-Management Games Method

One of the most important modern methods is management games, where participants are divided into small groups, each representing a fictitious company. Based on some initial information, each group begins to make a series of managerial decisions in areas such as sales, production, personnel, and finance. The games continue for a long time, with decisions in each round based on the results of the preceding round, and so on until the end of the game. This training method provides a great opportunity for participants to experience conditions similar to those they face when making decisions, making them realize the importance of a high level of interconnectivity between decisions and understanding the resulting effects on the organization as a whole. (Mohamed Al-Hazmi, 2016: p. 45).

6-Incentive System for Human Resources in the Sports Institution

6-1-Concept of Incentives

a. Linguistically:

Incentives, in their plural form, derive from the verb "hafiz," which means to push from behind. It also means to encourage and push forward. (www.maajim.com, February 21, 2014, at 12:03)

b. Terminologically:

Incentives are defined as: "Those external factors and influences that encourage the individual to increase their performance, provide a result for their outstanding and excellent performance, lead to increased satisfaction and loyalty to the institution, and consequently lead to increased productivity." (**Mervat Awadallah, 2012: p. 20**)

They are also defined as: "External factors referring to rewards that individuals expect from performing a certain task. In other words, they represent the returns through which motivations are consulted and stimulated. In this sense, an incentive is an external stimulus similar to the need and desire generated by the individual's performance of a specific task. The effectiveness of incentives depends on their alignment with the individual's goal, need, and desire." (**Faisal Hassouna, 2008: p. 79**)

Therefore, an incentive system is all the influences, stimuli, and material and moral inducements provided to the worker to affect, develop, and improve their performance to achieve the specific goals of the workers and the organization as a whole. (**Fatima Quba, 2006: p. 46**)

6-2-Importance of the Incentive System

The importance of the incentive system can be elucidated as follows:

- Contributes to satisfying employees and boosting their morale.
- Helps control the behavior of employees to ensure the stimulation, enhancement, direction, and adjustment of this behavior according to the common interest between the organization and the employees.

- Develops new behavioral habits and values that the organization seeks to instill among employees. (**Aaref bin Matl Al-Jareed, 2007: p. 10-11**)
- Contributes to achieving any tasks or activities that the organization seeks to accomplish.
- Improves the material, moral, psychological, and social status of the individual.
- Incentive systems contribute to creating employee satisfaction, which helps solve problems that departments face, such as production capabilities, high cost rates, and absenteeism. (**Georges Emir Abbas, 2010: p. 6**)

6-3-Types of Incentives

The categorization of incentives has diversified, with each category based on a specific foundation aimed at highlighting a particular aspect of the various types of incentives. In this section, we will address four types of incentives.

▪ First: Classification of Incentives Based on Their Nature:

A. Material Incentives: Represented by meeting needs in the form of cash or tangible benefits, with wages and their supplements being the primary means of achieving them, which are of paramount importance in different countries (**Nour Al-Din Haroush, 2011: p. 142**).

B. Psychological Incentives: These are the components that constitute the organization's philosophy and contribute, along with others, to shaping the overall climate of the organization. These components help in fully satisfying the non-material needs of individuals within the organization, addressing their psychological, social, and mental needs (**Muneer Nouri, 2014: p. 286**). Non-material incentives may take the form of appreciation, certificates of recognition, or promotions

▪ **Second: Classification of Incentives Based on Their Impact:**

In this classification, incentives are considered in terms of their attractiveness and direction:

A. Positive Incentives: These are incentives that embody the principle of reward for workers and meet their needs and motivations to increase and improve their quality of work and to provide constructive suggestions and ideas. Positive incentives aim to improve performance at work through encouragement in a manner that leads to that (Abdullah Mohammed Al-Jasasi, 2011: p. 84).

B. Negative Incentives: These are referred to as threatening incentives, which seek to influence an individual's behavior through punishment, deterrence, and fear, i.e., through disciplinary action involving financial penalties such as deduction from wages, deprivation of bonuses or rewards, or demotion (Anas Abdul Basit Abbas, 2009: p. 180).

▪ **Third: Classification of Incentives Based on Their Beneficiaries:**

A. Individual Incentives: These are incentives that depend on the performance of the individual rather than the group or the organization. One of the most significant advantages of individual incentives is that the individual can perceive the relationship between performance and reward, making this type the most commonly used (Nour al-Din Haroush, 2011: p. 144).

B. Group Incentives: This refers to all employees in the institution, such as allocating a certain percentage of profits to various employees if the profitability of the institution exceeds that of the previous year, or presenting an award to the best department in the institution from the production management departments. This type of incentive encourages employees to work with a team spirit (Hani Khalaf al-Tawarneh, 2012: p. 157).

▪ **Fourth: Classification of Incentives Based on Their Position:**

This type of incentives is divided into direct and indirect incentives:

A. Direct Incentives: These are the incentives that directly affect employees when they achieve outstanding performance levels. They include material incentives such as bonuses and grants, tangible incentives like free medical care, and motivational incentives such as recognizing employees' efforts and honor boards (**Khadija Kharoubi, 2016: p. 14**).

B. Indirect Incentives: This type is granted to all employees equally, regardless of variations in their efficiency and positions in the organizational hierarchy of the institution. Since institutions operate as social systems at present (**Basma Bukrush, 2012: p. 197**).

6-4-The foundations and criteria of the incentive system rely on several factors to ensure its effectiveness and success, including

A- Performance: Excellence in performance is one of the most important foundations and criteria for granting incentives, where performance is measured based on the quantity of output, working time, and cost savings.

B- Effort: This criterion is used in jobs where it is difficult to measure the output, such as services and governmental work, where effort is taken into consideration when granting incentives.

C- Seniority: It refers to the length of time an individual has spent in the job, indicating to some extent their loyalty and commitment to the organization. Therefore, it should be rewarded, and this reward typically takes the form of bonuses and incentives. (Mounir Bendridi, 2013: p. 84).

D- Skill: Some organizations incentivize individuals based on the attainment of higher qualifications, licenses, patents, or training tools. This criterion can be used to acquire more administrative and technical competencies and skills for the individual. (Mokdad Wahiba, 2008: p. 84).

6-5-Stages of designing an incentive system and conditions for its success

▪ Stages of designing an incentive system and conditions for its success:

A. Identifying the Design Objective: Organizations have specific goals and defined strategies. Those responsible for designing the incentive system must carefully study this and attempt to translate it into the objective of the incentive system. This objective could be cost reduction, quality improvement, etc.

B. Performance Study: The goal of this step is to identify and describe the required performance by determining the method for measuring actual performance. This requires a sound design for jobs, an adequate number of employees, suitable working conditions, and individual control over the work.

C. Determining the Incentive Budget: This refers to the total amount available to the Human Resources management director to spend on the incentive system. The allocated budget should cover various aspects such as the value of incentives and rewards, including bonuses, trips, gifts, etc., as well as administrative costs and promotional expenses. (Mounir Ben Ahmed Dridi, 2013: p.144-145).

▪ **Conditions for the Success of an Incentive System:**

- ✓ **Simplicity:** The system should be concise, clear, and understandable in its clauses and formulation.
- ✓ **Linking Incentives to Performance:** Employees should feel that their efforts lead to obtaining a specific incentive.
- ✓ **Differentiation:** Differences in performance should lead to differences in the incentives awarded.
- ✓ **Variety:** The organization should apply different types of incentives.
- ✓ **Objective-oriented:** The incentive should have a specific goal, such as increasing production. (Mounir Ben Ahmed Dridi, 2013: p.143).
- ✓ **Comprehensiveness:** The incentive system should cover all employees and their positions.
- ✓ **Appropriateness:** Incentives should be commensurate with the needs of each group of individuals.
- ✓ **Stability and Flexibility:** The system should not be adjusted frequently but should remain stable over time. However, it should also allow for some flexibility.
- ✓ **Training:** It is essential to train managers, department heads, observers, and supervisors on the procedures of the incentive system. (Noura Mahboub, 2015: p.9).

6-6-Factors Influencing the Incentive System

The establishment of incentive systems in both governmental and private organizations is influenced by several factors that must be taken into consideration before planning incentive systems. These factors include:

A- Supervisory Style: The supervisory style adopted by a leader in guiding and directing their employees greatly influences the motivation process. Motivational leadership derives its authority from the ability to influence the behavior of employees, encouraging them to perform well in their work, and executing orders with satisfaction and comfort, rather than fear of punishment. Therefore, leadership should be democratic.

B- Working Conditions: Leaders play a significant role in creating the best material conditions for work, such as improving lighting, ventilation, cleanliness, noise control, and temperature within the workplace. This also involves providing public facilities such as mosques and restrooms, modern office equipment, and taking necessary precautions to protect employees from fire hazards, work-related injuries, and other aspects and conditions that management should work on improving, thus helping to increase productivity.

C- Organizational Aspects: This refers to the dimensions of the organizational field in which the employee operates, including wage policies, job positions, work policies and procedures, and the organizational structure of the organization. Organizational incentives revolve around providing opportunities to meet individual needs, which include not only meeting essential needs through wages but also satisfying social and psychological needs within the organizational structure, and the management style reflected in work policies and procedures. (Mohammed Hassan Al-Tajani Youssef, 2005: p.22)

7-Occupational Health and Safety for Human Resources in Sports Institutions

7-1-Concept of Occupational Health and Safety

Previously, occupational health and safety for human resources meant technical prevention and health protection. However, with the development of societies and production methods, occupational safety and health have become more comprehensive in their concept. It has surpassed its previous definition to include all technical and medical preventive measures and precautions aimed at creating a safe work environment free from all types of risks and diseases that threaten the life and health of individuals at work.

- **World Health Organization's Definition of Health:**

It is "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity."

- **Occupational Safety:**

It refers to protecting the elements of production from the harm caused by workplace accidents, with human resources being at the forefront. Immediate results of harm include fractures of all kinds, injuries, burns, and asphyxiation.

- **Occupational Health:**

It refers to protecting human resources from physical and psychological illnesses that they may potentially contract at the workplace.

According to Barkater, occupational health is defined as: "The state of relative balance of the body's functions, resulting from the body's adaptation to harmful factors it is exposed to."

▪ **Occupational Diseases:**

These are diseases directly associated with various occupational activities within the organization, resulting from an individual's exposure to unfavorable working conditions such as noise, vibrations, radiation, heat, humidity, cold, or inhaling toxic fumes that arise in the workplace.

7-2-Definition of Occupational Health and Safety

It is: "Providing a safe and healthy work environment to preserve the three basic components of production: human, machine, and material, within a climate of safety and tranquility to protect human resources from accidents and occupational diseases, while simultaneously safeguarding production elements from potential damage and loss, thereby reducing costs and enhancing productivity efficiency." (**Wafya Al-Hindawi, 1994: p. 53**).

It is also defined as: "A set of measures aimed at preventing workplace accidents, injuries, and occupational diseases, and achieving safe working conditions free from occupational hazards by defining and clarifying the organizational structure of work methods through which we can achieve occupational health and safety objectives." (**Khaled Fathi Madhi, 2011: p. 10**).

7-3-The Importance of Occupational Health and Safety for Human Resources

The importance of occupational health and safety is as follows:

A. Reducing Work Costs: Proper management of the work environment avoids the institution many material and moral costs, including compensation paid to employees or their families after them, as well as the cost of work stoppages.

B. Providing a Healthy and Low-Risk Work Environment:

The institution's management is responsible for providing a suitable place to minimize the risks that could harm employees during their work. This responsibility has become increasingly important in light of technological advancements. Therefore, management works to minimize the psychological effects resulting from accidents and occupational diseases. It's important to note that the impact of accidents extends beyond the material aspects of work to the feelings of employees within the institution, as well as its visitors.

C. Providing an Appropriate Work System: The work system is provided through the provision of protective equipment and the use of regular records regarding any injuries, accidents, and diseases.

D. Strengthening the Human Relationship between Management and Employees: Proper management of safety and occupational health creates a good reputation for the institution in the eyes of competitors. This reputation attracts competent individuals and retains the best talents. (Wassim Ismail Al-Habil, 2012: p. 93).

7-4-Objectives of Occupational Health and Safety

The primary goal of implementing occupational health and safety rules and procedures is to achieve good production without accidents and injuries by:

❖ **Protecting Workers:** This includes:

A. Protection from Risks, which involves:

- Completely eliminating risks from the workplace.

- Minimizing risks to the lowest extent possible if elimination is not feasible.

- Providing personal protective equipment for workers when it's not possible to eliminate the risk.

B. Providing a healthy work environment in terms of lighting, humidity, and appropriate working temperature, even if these factors do not exceed the threshold considered hazardous to both the worker and the institution.

C. Instilling security and peace of mind in the hearts of workers while they perform their duties, reducing episodes of anxiety and panic that they may experience while coping with the necessities of life amid tools, materials, and machinery that contain hidden dangers threatening their lives under unsafe conditions, exposing them to serious risks from time to time.

❖ Protecting the Institution, including machinery and work materials, from potential risks:

In addition to addressing safety and occupational health by identifying risks associated with the physical work environment and technological, biological, and chemical hazards, as well as psychological and social disturbances such as work-related stress and control, it is important to note that concerns for health and safety are no longer limited to industrial work areas. In knowledge work fields, office workers, managers, and professionals experience repeated concerns and stress, symptoms of illness, work-related tension, and workplace violence. Therefore, all workers demand to work in a healthy and safe institution. **(Boshra Sabeeh Abdallah, 2007: p. 399).**

7-5-Motivations for Concern for Occupational Health and Safety

The urgent need to focus on occupational health and safety is reflected in the following considerations:

❖ Humanitarian Consideration:

The human workforce is the primary reason for the necessity to prioritize occupational health and safety due to the injuries and illnesses they may encounter, causing them physical, psychological, and social suffering:

A. Physical Impact: Occupational accidents and illnesses can have undesirable effects on workers, such as partial or total disability, chronic diseases, and other injuries that cause significant suffering without adequate compensation.

B. Psychological Impact: Work-related incidents and illnesses affect workers' mental state and morale, as they constantly experience fear while performing their duties in an environment filled with risks that threaten their health, lives, and future.

C. Cognitive Impact: Increased work pressures can lead to anxiety and depression, resulting in a loss of ability to focus and think clearly.

D. Social Impact: Health damages, disabilities, chronic illnesses, and fatalities have negative repercussions on social and familial life. The death or permanent disability of a breadwinner, for example, can leave their family in dire circumstances, highlighting the significant societal impact.

For example, in France, statistical studies based on occupational accident records from the social security fund revealed that on average, a worker has a one in five chance of avoiding a workplace accident, indicating that they may experience five workplace accidents throughout their working life.

As other studies have shown, the increase in the number of deaths due to occupational accidents and diseases rose from 1,651 deaths in 1960 to 2,383 deaths in 1971, indicating a roughly 20 percent increase. This serves as clear evidence of the exacerbation of work-related risks and the imperative need to prioritize occupational health and safety (**Mahmoud Abdel Mawla, 1984: p.195**).

❖ **Economic Consideration:**

The economic consideration necessitates the attention to occupational health and safety due to its repercussions on both individual enterprises and the national economy:

- **For Enterprises:** Occupational accidents and diseases result in various adverse effects, leading to a decrease in the productivity of the enterprise and an increase in both direct and indirect operating costs. These costs, which constitute a financial burden and abnormal depletion of production resources, negatively impact the efficiency and profitability of the enterprise, jeopardizing its sustainability over time. In a study conducted in the United States, it was found that the primary motivation for senior management to support prevention programs was to reduce operational costs, as reported by 98 percent of the respondents (**Suoad Naif Bernouti, 2001: p.469**).

○ **For the National Economy:** The reduction in production in enterprises, increased downtime, rising compensation for accidents and diseases, and the loss of skilled and trained labor are all factors that affect the gross national product and consequently the national economy of any country. Therefore, the current focus on occupational health, safety, and hazard prevention is essential for the growth and advancement of any nation. For example, in 1947, the United States recorded one million worker injuries and 17,000 deaths in the industrial sector, with losses estimated at 5,000 million dollars. Similarly, the costs of occupational accidents and diseases in England in 1984 were estimated at 1,200 million pounds sterling, equivalent to the total national income (**Wafya Ahmed El-Hindawi, 1994: p.48**).

❖ **Other Considerations:**

In addition to the aforementioned factors, there are other considerations that call for attention to occupational health and safety due to their impacts on the profitability and survival of the organization, despite the difficulty in assessing them financially. The most important of these considerations are as follows:

A. Reducing Employee Turnover: Prioritizing occupational health and safety creates a sense of importance among employees, indicating that they are not just tools used by management to achieve its goals. This leads to increased morale and satisfaction, thereby reducing turnover rates.

B. Decreasing Absenteeism Rates: Improving working conditions and reducing occupational accidents and illnesses leads to a decrease in the number of days employees are absent from work.

C. Enhancing the Reputation and Public Relations of the Organization: Focusing on occupational health and safety contributes to building a positive reputation for the organization among competitors and improves its public image. This enables the organization to retain top talent and attract new talent effectively.

7-6-Components of Occupational Health Programs

7-6-1-Health Programs

Occupational health programs encompass various components aimed at ensuring the well-being and safety of employees. Among these components are health programs, which include:

- Conducting medical examinations for all new hires, rehires, or after prolonged absences due to occupational or non-occupational injuries or illnesses. This assessment helps determine their fitness for work and their ability to perform their duties.
- Performing periodic medical check-ups for current employees to ensure their health and their ability to perform their required tasks adequately.
- Facilitating medical examinations for employees by allowing them to undergo these examinations optionally and at any time they choose, in coordination with a designated hospital for conducting these periodic checks at times convenient for the organization.
- Providing the necessary equipment, facilities, hospitals, or clinics based on the number of employees, ensuring that these medical facilities can conduct the required examinations for employees and take care of their health needs.
- Establishing a medical team, including physicians or nurses, as needed to monitor the health status of employees.
- Conducting health inspections throughout the organization to assess cleanliness, safety, and compliance with health and safety standards. (Mahdi Al-Zwelf, 2003: p. 236).

7-6-2-Behavioral Programs

Behavioral programs encompass various strategies aimed at improving the psychological well-being and behavior of employees in the workplace. These programs include:

- Providing psychological counseling and training for supervisors on resolving work-related issues related to employee morale, as well as providing human resources support.
- By studying the components of the physical, psychological, and social work environments, we can identify the factors that lead to workplace accidents, injuries, and illnesses. These factors include physical work conditions, lighting, noise, temperature and ventilation, cleanliness of the workplace, boredom and monotony, organization of daily work hours, technical factors, work pace, and workload. **(Anes Abbas, 2011: p. 207).**

To improve occupational health and safety, it is necessary to plan and implement a sound program that serves this purpose by following multiple steps to achieve a comprehensive program in this area. These steps include:

- Work segmentation, which helps identify the process of each task and the accompanying steps required for its completion.
- Identifying the source of hazards, whether it's the physical work environment, the psychological and social work environment, or the individual themselves.
- Identifying the types of occupational hazards and mitigating their occurrence.
- Training employees on safety procedures.
- Organizing records of workplace accidents and injuries to evaluate safety and protection measures in the workplace.
- Monitoring and inspection to identify violations, report them, and conduct investigations. **(Ahmad Ouda, 2012: p. 15).**

8-The Algerian Labor Law

The Algerian legislator has paid attention to the labor sector and workers' affairs, issuing numerous legislations under different titles in response to political, economic, and social conditions prevailing in Algerian society and the state. This sector is deemed important due to its relation to social peace, establishing the foundations of internal stability, and achieving economic growth.

The Algerian Labor Law aims to achieve social justice by limiting human exploitation and preserving the acquired rights and interests of workers and employers.

8-1-Origin and Development of Algerian Labor Law

The evolution of labor legislation in Algeria has been closely linked to changes in the country's political and economic choices since independence, following the changes in its general situation. In general, an in-depth study of the legislative evolution concerning labor relations allows for the distinction of three stages:

The Algerian labor law has passed through several stages, the first of which is the colonial period characterized by French colonial dominance over labor relations. During this period, there was no specific labor law for Algeria, and French law was applied as Algeria was considered a colony of France. Algerian workers lacked even the most basic rights, with their sole focus being on demanding freedom and independence. Despite this, the General Union of Algerian Workers was founded in 1956 as a result of strikes carried out by workers during that period. **(Ben Azzouz Saber, 2010, p. 34).**

First: The Period Between 1962 and 1975:

This period extends from the issuance date of Law 31/12/1962, which extended the application of French legislation in Algeria prior to independence until July 5, 1975. This date marks the beginning of the implementation of Order 73/29, which annulled Law 31 December 1962. The extension of the application of French legislation in Algeria before independence was due to the legislative vacuum that Algeria experienced after independence. Despite the contradiction between the socialist orientation that Algeria aimed to adopt after independence and the liberal orientation of French legislation dominating labor relations (contractual nature), the Algerian state began to show signs of independence by regulating some areas of labor. This was evident in the Public Service Law issued on June 2, 1966, as well as Order No. 71/74 related to socialist management of institutions.

Second: The Period Between 1975 and 1990:

This period extends from the implementation of Order 73/29 to the issuance of laws in 1990, especially Law 90/11 related to individual labor relations. This period is characterized by the issuance of legal texts that align with Algeria's socialist orientation at that time. The legislative provisions aimed to strengthen labor relations with mandatory legal provisions, minimizing the role of willpower and attempting to preserve job positions to the fullest extent possible. Several social legislative texts were issued during this period, including Order 75/31 on general conditions of work in the private sector, Order 75/32 on fairness in work, Order 75/30 on the legal duration of work, and Order 75/33 on the basic law of the worker, which serves as the constitution governing all aspects of labor relations in all fields.

Third: The Post-1990 Period:

The legislative landscape of labor in Algeria reflects a retreat from the socialist orientation adopted in the previous period. This retreat is attributed to the economic and political choices made by Algeria in the late 1980s as part of the initiated reforms. These choices had repercussions on the legal relationships between workers and employers, favoring a contractual nature.

8-2-Concept of Labor Law

The reality is that labor law emerged within the capitalist system and evolved as a result of conflicts and contradictions between the interests of workers and employers. Various terms have been used to describe labor law, such as "industrial legislation," "labor law," and "social law." These terms varied depending on the perspective regarding the role and importance of this law, whether from a capitalist or socialist viewpoint. However, jurisprudence and legislation have recently settled on the term "labor law," which is the most comprehensive and expressive term for the various relationships and dependencies it regulates. **(Djalal Moustafa Al-Qoraychi, 1984: pp. 10-11).** It is the most inclusive term and expression of the various relationships and dependencies it regulates.

It is the most comprehensive term expressing the various dependencies and relationships it regulates.

8-2-1-Definition of Labor Law

There have been several definitions of labor law. However, the prevailing trend in legal scholarship defines it as "a set of legal, regulatory, and contractual rules that govern the relationships between workers and employing institutions, along with the resulting rights, obligations, and legal positions for both parties" (**Sayyid Mahmoud Ramadan, 2006: p. 34**). Based on this, labor law is structured as follows:

- **Regarding the texts:**

- Labor law does not only consist of legislation but also extends to collective agreements and internal regulations.

- Regarding the scope of application:

- The application of modern labor law extends to all categories of workers in various fields: industrial, commercial, and service sectors, except for explicitly exempted categories such as employees, judges, and members of the national defense sector.

- **Regarding the aspects it regulates:**

Labor law is not limited to regulating the professional lives of workers during the course of employment but also extends to all aspects related to work, even during interruptions or suspensions such as retirement and illness.

8-3-Characteristics of Labor Law

Labor law is characterized by being a mixed law, as it combines both general and special law principles. Legal scholars classify it within the branches of special law because it regulates specific benefits and interests that concern a large number of individuals in society. Labor law has specific characteristics that distinguish it from other laws, including the following:

- **Protection of the Worker:**

Given the unequal relationship between the worker and the employer, despite freedom of will and consent, doubt is interpreted in favor of the worker as the weaker party. The legislator intervenes in favor of the worker's interest while maintaining a balance in the relationship between them. The state ensures job opportunities for workers under conditions that respect their dignity. It intervenes in the preparation and application of labor law to protect the relationship between the worker and the employer, even in the absence of a labor contract, which is sufficient evidence of the existence of that relationship.

- **Realistic and Practical:**

Labor law is concerned with living conditions and steers away from abstraction. This is evident through its detailed rules, procedures, and labor system (wages, duration, age, etc.). It is considered a flexible law that changes according to political, economic, and social conditions. The legislator aims to create mechanisms that consider these circumstances, such as establishing fixed and variable wages and distinguishing between the working conditions of women and men.

- **Mandatory Rules:**

Aspects of public authority are highlighted in this law and limit individual will, despite the foundation of the labor relationship being based on consent and will. Labor Law No. 90/11 recognizes and respects workers' rights such as wage equality, the right to strike, union activity, and their role in governance. The state intervenes through its labor inspectors and the judiciary to enforce court rulings. Each clause of an employment contract must comply with labor law, and any clause that contradicts the law is considered void and cannot be enforced.

- **Penal Character:**

In cases of non-compliance with the provisions of labor law, most of which are mandatory, penalties and sanctions are included in Article 138 and subsequent articles of Law No. 90/11. However, there is a tendency to protect employing institutions by adopting flexible mechanisms that alleviate their burdens, enabling them to achieve efficiency, growth, and quality (Saadawi Kamal, 2019: p. 4).

8-4-Definition of Worker

As stated in Law 90/11 concerning individual labor relations, Article 2 defines a worker as follows: "An employee, within the meaning of the law, is considered to be any person who performs manual or intellectual work in return for a wage, within an organizational framework, and for the account of another natural or legal person, whether public or private, referred to as the employer."

8-5-Definition of Employment Contract

According to Article 8 of Law 90/11 regarding labor relations, an employment contract is a relationship that arises as soon as work is performed for an employer. From this relationship arise the rights and duties of the parties involved according to what is determined by legislation, regulation, collective agreements, or individual employment contracts.

8-6-Rights and Obligations of the Worker

8-6-1-Rights of the Worker

The Labor Law stipulates a set of rights enjoyed by the worker, which are considered obligations on the part of the employer. These rights include:

- **Right to Wage:**

The wage is considered the essence of labor relations and is one of the most fundamental rights enjoyed by the worker. It is an obligation of the employer and refers to the compensation paid by the employer to the worker for the work performed. It is the amount of money agreed upon by the contracting parties in the contract according to the principles of wage determination (**Law 90/11, Article 8, 1990**).

- **Right to Trade Union Activity:**

The Algerian Constitution recognizes the right of all citizens to engage in trade union activity by granting them the right to establish unions. Article 2 of Order No. 90/14 dated July 2, 1990, regarding the exercise of trade union rights, states that workers and employers belonging to the same profession, branch, or sector have the right to form trade union organizations to defend their material and moral interests.

- **Right to Training and Professional Advancement:**

Article 57 of Law 90/11 obliges the employer to conduct training courses, organize seminars, and workshops for the benefit of workers to improve their professional skills and qualifications. This aims to provide them with new knowledge and enhance their performance during work. The employer is also obliged to follow up on the training courses organized by the employer.

- **Right to Retirement:**

Retirement is among the rights enjoyed by the worker, provided that the worker meets the eligibility criteria, particularly reaching the age of 60. For women, they may request early retirement at the age of 55. Additionally, the duration of work completed by the worker during their career, along with the payment of social security contributions, determines their eligibility for retirement benefits, which are calculated based on their average salary over the last year or the last three years of work, whichever is more beneficial to the worker.

- **Right to Rest and Legal Holidays:**

According to Article 55 of the Constitution, the right to rest and legal holidays is guaranteed by the legislation in force.

- **Right to Insurance, Protection, and Social Security:**

These rights are the responsibility of the employer and the state. They include situations such as workplace accidents, occupational illnesses, or other reasons unrelated to the employment relationship. They also cover situations like old age, illness, according to the provisions of social security, extending to the worker's branches, dependents, and spouse.

9-Human Resources Monitoring

The process of monitoring is one of the most important operations carried out by current institutions due to its significant importance and positive impact on performance. It has become one of the systems trusted by senior management to ensure effective and efficient management.

As human resources are considered one of the most important assets of an organization, they are carefully managed and monitored to ensure their continuity and to assess their performance. This direct relationship between human resources and monitoring ensures that they carry out their activities objectively and credibly.

9-1-Definition of Monitoring

Henry Fayol defined monitoring as: "Verification whether everything occurs according to the established plan, instructions issued, and principles laid down, and aimed at pointing out weaknesses and errors with a view to rectifying them and preventing their recurrence. It applies to everything - things, people, actions" (**Abdul Karim Abu Mustafa, 2001: p. 246**).

Monitoring is also defined as "a comprehensive expression of supervision, follow-up, performance measurement, standard setting, and comparison with achievements" (**Kamel Barber, 1996, p. 147**).

It is considered "a function of management, which is the process of monitoring performance and adjusting organizational activities to achieve objectives" (**Ali Sherif, 2003: p. 365**).

Ibrahim Darwish defines it as: "Monitoring is a tool through which it can be verified that the program and objectives have been achieved using a specific method and to the specified degree of efficiency and within the specified time for implementation, or according to the timetable for implementation" (**Muhanna Al-Ali, 1984: p. 193**).

9-2-Importance of Human Resources Monitoring

The importance of monitoring is highlighted through the following points:

- **Close Relationship with Administrative Process:** Monitoring is closely linked to the administrative process because planning, organizing, and directing all influence and are influenced by monitoring. There is a mutual interaction between these activities that achieves the organization's objectives.
- **Final Outcome of Organizational Activities:** The monitoring process represents the final outcome of the organization's activities and tasks. Through monitoring, the efficiency of the established plans and execution methods can be measured.
- **Close Relationship with Planning Function:** Monitoring is closely related to the planning function because planning is a fundamental requirement for the monitoring function.
- **Requires Organizational Structure:** Any monitoring program requires an organizational structure, represented by various responsibilities of managers (**Mohammed Fareed Al-Sahhn, 2001, pp. 338-339**).
- **Prevention of Errors:** Small errors that are not detected in time become significant errors the next day. Therefore, an effective monitoring system allows managers to control, detect errors in time, attempt to solve them, and overcome them.
- **Complexity of Contemporary Management:** Contemporary management is characterized by extreme complexity in all its technical and behavioral aspects. Therefore, it has become difficult to control this complexity. Thus, the monitoring system allows managers to monitor activities and tasks assigned to responsible individuals.

○ **Response to Environmental Changes:** The contemporary environment of organizations is highly complex, necessitating organizations to respond to environmental changes. Monitoring represents one of the main channels to lead the organization to quickly respond to environmental changes (**Ali Sherif, 2003, pp. 366-367**).

• The importance of monitoring becomes evident in its absence, leading to various consequences such as:

- Waste of material resources.
- Loss of time and inefficiency in its utilization.
- Slowness in completing tasks.
- Decrease in productivity.
- Emergence and exacerbation of problems.
- Failure to achieve objectives, making it difficult to assess the organization's effectiveness (**Thabit Idris, 2002, p. 429**).

9-3-Objectives of Monitoring

The purpose of monitoring is to ensure successful leadership in managing organizations. Therefore, the main objectives of monitoring are:

- **Assisting Management in Achieving Success:** By ensuring that the plan is progressing according to its intended path.
- **Ensuring Execution of Planned Tasks:** Monitoring aims to verify the execution of planned tasks and determine the extent of their implementation.
- **Preserving the Rights of Stakeholders:** This includes safeguarding the rights of stakeholders involved with the organization, such as employees and those who interact with it.
- **Ensuring Full Compliance with Laws:** Monitoring ensures that laws are fully implemented and that decisions issued are respected by all parties involved (**Al-Arabi Dakhmouh, 2001, pp. 38-39**).

- Additionally, there are secondary objectives, which include:
 - Achieving Compliance with Environmental Changes.
 - Adapting to Organizational Changes.
 - Assisting in Planning and Re-planning efforts.
 - Identifying stages of implementation and monitoring progress within the organization.
 - Promoting collaboration among units and departments involved in implementation.

9-4-Principles of Monitoring

For a monitoring system to be effective, it must embody a set of principles and characteristics to ensure its success and efficiency. These principles include:

- **Economy Principle:** A good monitoring system should be implemented with minimal cost. Therefore, it's essential to adopt a system that requires minimal expenses. However, in large-scale organizations with extensive planning and monitoring needs, achieving economy while maintaining effectiveness becomes more challenging.
- **Integration and Consistency Principle:** The monitoring system should integrate seamlessly with other organizational systems, especially the planning system. The integration between planning and monitoring systems should be clearly defined. Managers should consider factors such as goals, strategies, and organizational policies to complement the monitoring system effectively.
- **Clarity and Simplicity Principle:** The monitoring system should be easy to understand and implement for both those who apply it and those who are subject to it. While modern methods and tools such as charts, graphs, and statistical data can be useful, they may lose their effectiveness if not clearly understood by those implementing them.

○ **Prompt Detection of Deviations and Error Reporting**

Principle: The efficiency and economy of monitoring are closely related to time. A monitoring system that promptly detects deviations, reports them swiftly, and identifies their causes is considered effective and economical. The monitoring system should also outline the necessary actions to correct errors.

These principles ensure that the monitoring system is not only effective but also efficient and practical in achieving its objectives.

○ **Principle of Forward-Looking:**

- This principle states that a successful monitoring system focuses more on the future than the past. This means:
 - Emphasizing the prediction of deviations before they occur over correcting errors afterward, as prevention is better than cure.
 - Prioritizing corrective actions over simply imposing penalties.
 - Giving more attention to future trends rather than solely focusing on past and present circumstances.
 - Placing greater importance on achieving results rather than observing individual behaviors.

○ **Principle of Objectivity:**

- This principle requires the monitoring system to reflect objective aspects rather than personal biases. When performances and methods are personalized, managers may be influenced in their judgment. Therefore:
 - Specific, clear, and announced criteria should be used for evaluating subordinates.

- Arbitrary standards that may provoke rejection from subordinates and cast doubt on the fairness and objectivity of management should be avoided.
- Personal biases should not interfere with monitoring, as objective standards typically lead to employees feeling satisfied and reassured.

○ **Principle of Accuracy:**

The lack of accuracy in the supervisory system harms the institution even if it benefits it in the short term. Managers obtaining inaccurate information through supervision and using it in decision-making represents a catastrophe for which the institution ultimately bears the consequences. Therefore, information related to the supervision process, especially the results, must be accurate to a degree close to reality. **(Ihab Sabih Mahmoud Rizk, 2001: p. 168)**

○ **Principle of Stimulus and Acceptance by Employees:**

The supervision system must be accepted by employees, encountering no resistance. When accepted, it achieves high effectiveness in supervision. Excessive strict supervision leads to dissatisfaction, resulting in low morale and ineffective performance. To achieve the principle of stimulation, the following are required: **(Ihab Sabih Mohamed Rizk, aforementioned reference: p. 170)**

- Support from senior management.
- Involvement of all stakeholders in establishing the supervision system.
- Acceptance and understanding of the supervision process by all employees.
- Obtaining information and feedback on actual performance in a timely manner.

○ **Principle of Self-Incentive:**

It means taking appropriate measures to counteract the natural resistance of employees to supervisory systems, providing them with self-incentives to implement and succeed in the system, taking into account psychological factors when applying these supervisory systems. Methods that can be employed to develop self-incentives for employees include: **(Mohammed Fathi, aforementioned reference: p. 297)**

- Involving implementers in setting supervisory standards.
- Using supervision for strategic points and not holding implementers accountable for minor deviations.
- Providing implementers with self-monitoring tools to know their performance levels in real-time and act appropriately in case of deviation from set standards.
- Allowing some degree of freedom for implementers to ensure flexibility in performance, such as focusing the supervision system on essentials rather than superficial aspects.
- Achieving cooperation and coordination between implementers and supervisory personnel, where the goal of supervision is clear: to correct courses rather than to hunt for mistakes.

○ **Principle of Flexibility:**

Flexibility in the supervisory system means its ability to respond to expected changes without the need for fundamental changes or complete failure. The attribute of flexibility has certain boundaries, ensuring that it does not affect the necessary stability for the effectiveness and continuity of the system. In other words, an effective supervisory system must be flexible, capable of accommodating potential changes in both internal and external environments of the organization. **(Ali Al-Sharif, aforementioned reference: p. 380)**

- **Principle of Appropriateness:**

This principle dictates that the supervisory system should reflect the nature of the organization's activities and align with its specific structure and goals. It emphasizes that supervisory systems are not one-size-fits-all; there is no single system that suits all organizations and activities. Instead, it varies depending on the nature of the institution, its developmental stages, the surrounding environmental conditions, and even the appropriate timing for implementing supervision. (Mohammed Fathi, **mentioned reference: p. 296**)

- **Principle of Realism:**

Supervision must be based on realistic information rather than mere rhetoric about situations. This means that the information should accurately reflect the actual reality and avoid outdated data. Therefore, effective supervision requires a network of communication in all directions to facilitate the transfer and exchange of information within the organization. (Mohammed Fareed Al-Sahhn, **2001: p. 360**)

- **Principle of Exception:**

A good supervisory system should operate on the principle of exception to draw management attention only to significant deviations. In other words, management should not be occupied with smoothly running routine tasks. This ensures that management attention is directed towards errors, eliminating unnecessary and uneconomical supervision, report preparation, and management time wastage. (Ihab Sabih Mohamed Rizk, **mentioned reference: p. 171**).

9-5-Stages of Human Resources Supervision

First, Setting Performance Standards:

This stage involves establishing benchmarks against which actual performance is compared, whether quantitatively (production quantity, specified time) or qualitatively (quality levels), along with other intangible standards such as supervisory style. When setting standards, it's important to specify tolerances from the norms since actual performance rarely aligns perfectly with the standards.

Second, Supervising the Progress of Implementation and Recording Results:

At this stage, the progress of implementation processes is supervised, and results are recorded either through personal observation by the supervisor or via reports submitted by subordinates, outlining reasons for and responsibilities regarding the outcomes.

Third, Comparing Actual Performance with Standards and Identifying Deviations and Responsibilities:

After recording work results, they are compared with the established standards. The comparison process is straightforward when the standards are objective and tangible. At this stage, deviations are identified, along with their causes and responsible parties.

Fourth, Correcting Deviations:

Setting standards, supervising work progress, recording results, and comparing them with standards, all become futile without taking positive actions to correct deviations promptly. Following up on corrective measures is crucial to determine the success of deviation correction. (Abdel Mojoud El Sayed, 2005: pp. 238-239).

Fifth, Taking Corrective Actions:

This final step in the supervision process is crucial. Identifying deviations and diagnosing their causes empower decision-makers to take necessary actions before fully implementing the concerned effectiveness or remedial measures. These actions include addressing the effects resulting from deviations post-implementation or simultaneous corrective actions with execution, thus addressing problems or removing their effects. (Hassan El Shamaa, 2000: p. 325).

9-6-Types of Control

The best type of control is the one that detects deviations and errors before they occur, thereby sparing decision-makers the trouble and cost of dealing with problem solutions after they have arisen.

Control can be categorized based on its essence into three types, as outlined by (Abu Bakr Mustafa Bayira 2001: p. 12):

- **Organizational Control:**

This type of control relies on the implementation of control measures set by the organization to achieve its objectives.

- **Social Control:**

Social control is manifested in customs, traditions, and concepts formed among workers and employees, which determine their behavior according to certain standards.

- **Self-Control:**

Self-control involves a sense of control arising from within the individual. It entails establishing specific methods and goals that individuals strive to achieve, facing all deviations that hinder the achievement of these goals, thus serving their work and consequently benefiting the organization.

Conclusion

In summary, we can conclude that Human Resource Management is universally applied and widespread in all organizations without exception. This is because the human element is not just a source of strength and labor but is of paramount importance. It has made Human Resource Management one of the most prominent contemporary issues due to the increasing recognition and clear appreciation of the importance of efforts in dealing with the positions and attitudes of employees. Keeping a highly efficient and skilled workforce with a willingness to collaborate effectively is crucial for shaping the institution, paving the way for growth, success, and continuity.

This administrative activity is concerned with identifying the needs of individuals, interpreting them into specific numbers and qualifications, and coordinating the most efficient use of this human wealth to achieve its objectives, whether economic for the institution or social and humanitarian for the human resources working in it.

The human element holds great importance in both social and economic aspects as well as in the administrative realm. It represents the key factor in production, leading to the emergence of specialized management known as Human Resource Management, which preserves, nurtures, and resolves the problems of the human resource within the organization.

Human Resource Management has undergone many historical stages, influenced by various factors including expansion and industrial development in the modern era, significant expansion in education and the culture of employees, direct government intervention in labor relations through labor laws and legislation, and finally, the clear emergence of labor unions.

Assessment Questions

Human Resource Management (HRM) is closely associated with the human element and concerns itself with everything related to their work methods and how they perform expected tasks. In light of this, discuss the following:

- ✓ What is meant by Human Resource Management, briefly explaining its objectives?
- ✓ What is the importance of Human Resource Management in sports organizations?
 - Human Resource Management has gone through several stages in its historical development, relying on theories that have remained the basis and driving force for individual management in institutions. In this context, discuss the following:
- ✓ What are the reasons that led to the emergence of Human Resource Management?
- ✓ Discuss the six stages of historical development in Human Resource Management.
- ✓ An ancient Chinese sage once said, "If you plan for a year, plant rice. If you plan for ten years, plant trees. If you plan for a lifetime, educate people."

Explain this statement, clarifying the following aspects:

- ✓ What is meant by the process of human resource planning?
- ✓ Discuss the objectives of human resource planning and its significance in a sports institution.
- ✓ Outline the steps of human resource planning with an example from a sports institution.
- ✓ What are the main problems in the process of human resource planning?

✚ Recruitment policy is considered one of the primary commitments of human resource management and is the most difficult and complex, as it is a continuous and costly process based on developing and enhancing existing potentials, searching for new sources, and motivating and encouraging candidates who possess the required qualifications to apply for work. Accordingly:

- ✓ Define the concept of recruitment.
- ✓ Mention the objectives of human resource recruitment.
- ✓ Discuss the basic stages during the process of human resource recruitment.
- ✓ Define the process of attraction and explain its goals in the institution.
- ✓ Discuss the factors influencing the process of attraction.
- ✓ List the sources of attraction, briefly explaining each.
- ✓ Define the selection process and explain its importance.
- ✓ What are the criteria for the selection process and briefly explain its stages?
- ✓ How is the appointment of human resources carried out?
- ✓ What is meant by the formation of human resources? What is the difference between formation and development of human resources?
- ✓ Mention the objectives of formation with a brief explanation.
- ✓ What is the importance of human resource formation in the context of programs for sports institutions? Explain its types.
- ✓ Discuss the methods and techniques of human resource formation briefly.

✚ Incentive system is considered the real motivator and the most effective in achieving the goals of the institution for the purpose of developing human resources. In light of this:

- ✓ Define incentives, mentioning their importance in developing human resource performance. What are the types of incentives with explanations?
- ✓ What are the principles and criteria of the incentive system? Discuss the stages of designing the incentive system and its success conditions.
- ✓ Mention the factors influencing the incentive system.
- ✓ What do the following terms mean: health, occupational safety, occupational health?
- ✓ What is the importance of occupational health and safety for the human element, briefly explained?
- ✓ Mention the objectives of occupational health and safety for the human element with a brief explanation.
- ✓ What are the motivations for paying attention to occupational health and safety for the human element?
- ✓ What are the components of occupational health and safety programs?
- ✓ What is meant by labor law?
- ✓ Define the characteristics of labor law briefly.
- ✓ Discuss the rights and obligations of the worker, with explanations.
- ✓ Define human resource management.
- ✓ What is the importance of human resource management?
- ✓ Mention the primary objectives of human resource management.
- ✓ Discuss briefly the thirteen principles of human resource management.
- ✓ Discuss the five stages of human resource management control briefly.

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Chapter Four

Information Systems and Technology and the Decision- Making Process in the Sports Field

Objectives:

After completing this chapter, it is expected that you will be able to:

- Understand the essence of information and its characteristics.
- Explain the information sources used by the sports institution.
- Identify the importance of information in the sports institution.
- Explain the levels of information according to the needs of decision-makers.
- Describe the nature of information and its relation to the management level.
- Identify the main problems that face the process of delivering information in the sports institution.
- Define a comprehensive concept of management information systems in the sports institution.
- Recognize the characteristics of an effective information system and modern information systems in sports institutions.

- Identify the advantages and benefits of the management information system.
- Understand the components and challenges of information systems.
- Describe the relationship between information systems and decision-making.
- Understand the components and characteristics of information technology.
- Understand the essence of the decision-making process and the main theories of organization and decision-making.
- Explain the importance of the decision-making process in the sports institution and the stages of making administrative decisions.
- Identify the factors affecting the decision-making process.
- Understand the obstacles that face the decision-making process.

Preface

Information has become a precious commodity and the cornerstone for making and taking various decisions, whether at the macro level for shaping different national development policies, or at the unit level for formulating the institution's strategy. Consequently, information has turned into an economic commodity that is collected, processed, and distributed in the required volume and type (**Abu Ramadan, 2000, p. 37**).

In contrast, rational and appropriate decision-making relies on the institution's ability to obtain as much information as possible about the available alternatives to choose the suitable and appropriate one. In some cases, the manager may find himself able to acquire and transfer a significant portion of the information on which he bases his decisions. However, in other cases, he may not be able to do so for various reasons: the information may be insufficient, unsuitable, from an unreliable source, or it may have arrived late to the user, etc.

In this context, the quality and flow of information have become essential for adapting to external environmental changes. Moreover, the feedback of external and internal information represents important indicators for measuring the institution's effectiveness. Therefore, it has become necessary to understand the basics of information, which is the focus of this chapter. Firstly, we will review the fundamental concepts and principles related to information by defining it and its relationship with data, distinguishing between its sources and types, and emphasizing the role it plays in decision-making at the institutional level.

Secondly, we will address how information is produced by presenting the stages of the production process, referring to the cost of production and its value for the decision-maker. Finally, thirdly, we will highlight the importance of communication in the speed and ease of information flow in various directions and levels within the institution.

1-The Essence of Information

We start from the principle that information is the fundamental resource and driving force for organizations. It represents an important element akin to other production elements (capital, labor, technology, etc.) for any institution.

The ability of these institutions to provide the necessary information at the right time has become essential to keeping up with economic changes, facing various environmental threats, and gaining new strength through making different decisions.

In this chapter, we will initially address the concept of information and its various sources, then proceed to identify its characteristics and recognize the types in which information can appear. Finally, we will highlight the importance of information at the institutional level.

1-1-Definition and Characteristics of Information

The term "information" is often used without precision, leading to confusion between the use of the term "data" and "information," although within an information system, they mean different things (**Ismail Manasria, 2004, p. 56**). In this context, we will attempt to clarify the meaning of each term and the relationship between them, followed by presenting some characteristics of information.

- **Definition of Information:**

Before defining information, we must distinguish between information and data. Data refers to objects, facts, events, concepts, and abstract, unorganized truths that are collected and stored in their raw form. In this state, they do not offer significant meaning nor add to an individual's knowledge (**Ibrahim Sultan, 2001, p. 97**).

For these data and inputs to have meaning and add to previous knowledge, they must be transformed into a form that leads to real results, adds to the recipient's knowledge, and can influence their behavior.

Data should include a set of characters, symbols, or numbers that express the occurrence of certain events within the organization or result from its interaction with other external parties. Data is used in a specific manner by placing it in a particular context or order, known as data processing, to obtain useful results for decision-makers (**Ismail Manasriya, 2004, p. 38**). Thus, data is evaluated to determine its value and ability to solve a specific problem the institution may face or achieve a previously set goal. Data is the essential raw material for producing information.

Despite the widespread use of the term information and numerous writings on information and its systems, there are still differences in defining a unified scientific concept of information. Many researchers have discussed the concepts and fundamentals of information in their organizational studies, resulting in varying perspectives.

J. Chaumier defines it as knowledge resulting from a message conveyed through language, consisting of a set of symbols, aimed at communicating it to **the receiver** from **the sender** (**Faisal Al-Sayghi, 2009, p. 52**).

Mohamed Ali Shihib (1994, p. 49) views information as the result of processing data that describe the events of processes occurring in the organization. Its output is meaningful in accordance with the needs of the beneficiary (decision-maker). Mohamed Al-Fayoumi (1999, p. 32) sees information as data that has been processed to have meaning for its recipients, providing real or expected value in ongoing or future operations for decision-making. It should add to what is known about an event and clarify something unpredictable.

Information is also defined as data collected, classified, and organized in a way that allows for its use and benefit in all institutional activities. Thus, information has meaning and significance, capable of influencing the reactions and behaviors of those who receive it (**Ibrahim Sultan, 2001, Administrative Information Systems, p. 32**).

From the previous definitions, it is clear that information is the quantitative and qualitative data that has been processed, either manually or automatically, to become more useful for making various current or future decisions. It represents a state or knowledge of reality that helps the institution reduce uncertainty.

The process of collecting data and inputs is conducted through field surveys, personal interviews, institutional documents, reports, and other means. This process requires significant time, effort, and considerable cost, which should not exceed the value of the expected benefit from this data.

Next comes the process of data processing, which requires specific elements such as machines and equipment used in processing, along with the individuals performing this process using specified methods, techniques, and procedures.

The raw data and inputs are then transformed into information that reduces uncertainty, adds new elements to an individual's knowledge, and supports them in decision-making. Consequently, the reactions resulting from the decisions taken become new data and inputs that need to be analyzed and interpreted again.

- **Characteristics of Information:**

For information to be valuable to a decision-maker, it must possess certain attributes and characteristics appropriate to the situation in which the decision is made. Therefore, it is essential to understand the basic characteristics of information to ensure it is of acceptable quality. The most important characteristics include:

- ❖ **Accuracy:**

Information must be accurate, free from errors that may occur during its production stages (collection, recording, and data processing). If the information is not accurate, it misleads the decision-maker and does not aid in their work, resulting in opposite outcomes to those expected. The required level of accuracy varies depending on the time frame covered by the information; for future forecasts, accuracy decreases the further into the future they project, and vice versa for the near future (Rezazi Omar, 2007, p. 58).

❖ **Simplicity and Ease of Access:**

Simple information helps users understand and analyze it. If it is complex, it requires additional time and effort to interpret. Information should not contain unknown terms, symbols, or mathematical expressions; vague information has no value, even if provided in a timely manner. Additionally, information should be available in the required amount and promptly to the decision-maker, allowing them to streamline their activities.

❖ **Economy:**

The cost of producing information should not exceed the expected benefits. This means the information's value should be positive, with the cost of production, the effort expended, and the time required to obtain and prepare it being less than the expected benefit after use.

❖ **Relevance:**

Information should be relevant to its intended purpose. The suitability of information can be judged by its relevance to the decision topic, its truthfulness, user satisfaction, and its impact on the user's behavior. Other factors influencing the relevance of information include the cognitive limits of the decision-maker.

❖ **Comprehensiveness:**

Information should be as complete and comprehensive as possible to cover all aspects of users' concerns and interests. Incomplete or partial information is less effective and may require additional processing to obtain more information (Mohamed Ali Shihib, 1994, p. 78).

❖ **Flexibility:**

The adaptability of information to meet the needs of different users. Information that can be used by many beneficiaries in various applications is more flexible than that used in only one application (**Mohamed Said Khashaba, 1995, p. 55**).

❖ **Objectivity and Unbiasedness:**

Objective information is convincing to users as it reflects facts and events without distortion or bias. The more proven the information, the higher its objectivity (**Deeb Imad, 2000, p. 78**).

❖ **Acceptance:**

Information should be presented in a form and manner acceptable to the user, both in terms of format and content. Format-wise, information can be in a written report with easy and clear language or in statistical tables or charts. Content-wise, it should have the required level of detail, neither too brief to lose its meaning nor too detailed to bore the user.

❖ **Relevance to Needs:**

High-quality information production involves multiple processes, requiring effort, time, and money. Therefore, information must closely align with the users' needs, whether managers or executors within the institution. This is crucial to strengthen the relationship between data as inputs and the use of information in various daily operational processes as outputs.

❖ **Source:**

The source of information is the origin that produced it. The source can be internal, where information originates within the organization, such as business figures, sales volume, productivity ratios, and other similar metrics.

Alternatively, the source of information can be external to the organization, such as interest rates, inflation rates, exchange rates, and other external economic indicators.

2-Sources of Information

Information used by an organization to make various decisions can be obtained from specific sources. Decision-makers must ensure the reliability of the different sources of information they use.

As previously mentioned, the source is considered a characteristic of information and falls into two types:

❖ Internal Sources:

These consist of all the information recorded and kept by the organization in the form of data, records, and reports, which relate to the conditions and procedures of work. This is for the purpose of using them for planning, evaluation, and monitoring. This internal information is very important because it forms the basis for making administrative decisions, and also allows the organization to evaluate performance and correct deviations in a timely manner.

The internal information used by the organization varies with its technical functions, and may include the following: **(Mohammed Al-Fayoumi, 1999, p. 48).**

✓ Information on Human Resources:

These interpret the types of job positions within the organization, their specializations, and tasks. They also provide data on the number of employees and their classifications, as well as laws related to the management and administration of employees.

✓ **Research and Development Information:**

This includes various information related to the types of devices, tools, technologies, and studies owned by the organization, aimed at improving product quality and creating new products.

❖ **External Sources:**

These are formed from all information arising from the external environment of the organization, involving multiple parties with whom the organization interacts directly or indirectly. Government sources generate information about economic laws and policies, while media institutions provide information on various topics (political, economic, social, etc.) in various forms (written, audio, and visual). Therefore, external sources of information are considered crucial for the organization, as they provide information about all elements of the external environment with which the organization interacts, upon which it builds its strategies. External sources of information include two main categories:

✓ **Primary Sources of Information:**

These are information that has been published and clarified by its original source and primary origin. Therefore, they represent reality without distortion, manipulation, deletion, or summarization. These sources generally include documents, administrative reports, publications, official conference proceedings, scientific journals, etc. Primary information is also gathered through observation, experimentation, survey, or personal estimation. (Faisal Al-Sayeghi, 2009, p. 62).

✓ **Secondary Sources of Information:**

These encompass all information that is derived from sources other than the original, where some modifications and corrections are introduced before publication. They include newspapers, magazines, journals, governmental agencies, etc. Secondary sources of information are characterized by being specific, readily available, and relatively low-cost.

3-Importance of Information in the Sports Organization

After discussing the concept of information, its characteristics, and its various types, which showed us the qualitative aspects of the decision-maker's acceptance of the information received, we will shed more light on the essence of information by discussing its importance for the organization and understanding how it can be employed to reduce uncertainty.

○ **Importance of Information:**

The organization uses various types of information with specific characteristics, previously mentioned, to carry out its activities and make different decisions to solve the problems it faces. In the past, decision-makers at various levels relied on their personal knowledge, gained from experience and previous practice, or on intuition without following a scientific method to solve the problems and difficulties facing the organization. (Abdul Wahab Ali, 1998, p. 71).

However, with the rapid changes in various environmental conditions—economic, social, and technological—and the increasing complexity and size of problems, decision-makers have changed their perspective. They no longer rely on intuition and past personal experience to make decisions. Instead, they have turned to conducting studies and research and relying more on scientific methods, which prepare all the data related to different work conditions and then process it to obtain accurate and necessary information for setting objectives and solving problems at the same time. **(Abdul Wahab Ali, 1998, p. 73).**

The importance of information for the organization is not limited to managing its internal affairs only but also extends to managing its external affairs and defining its relationships with its environment. Through the information that the organization provides to its environment, investors can benefit from it to measure the health and vitality of its financial performance. Lenders and financiers use this information to judge the financial status of the organization and its creditworthiness.

Government regulatory bodies benefit from the information provided by the organization to judge the extent of its compliance with rules, regulations, procedures, and laws during its activities. Suppliers use this information to estimate the possibility of dealing with the organization, and the same applies to current and prospective customers of the organization. This compels the organization to secure the necessary information, both internally and externally, which allows for informed decision-making that improves performance and ensures its continuity and adaptation to its external environment. Information gains strategic importance if the organization aims to: **(Asmahan Khelfi, 2009, p. 79)**

- Increase its market share;
- Ensure the quality and trust of its products;
- Expand the reach of its current products.

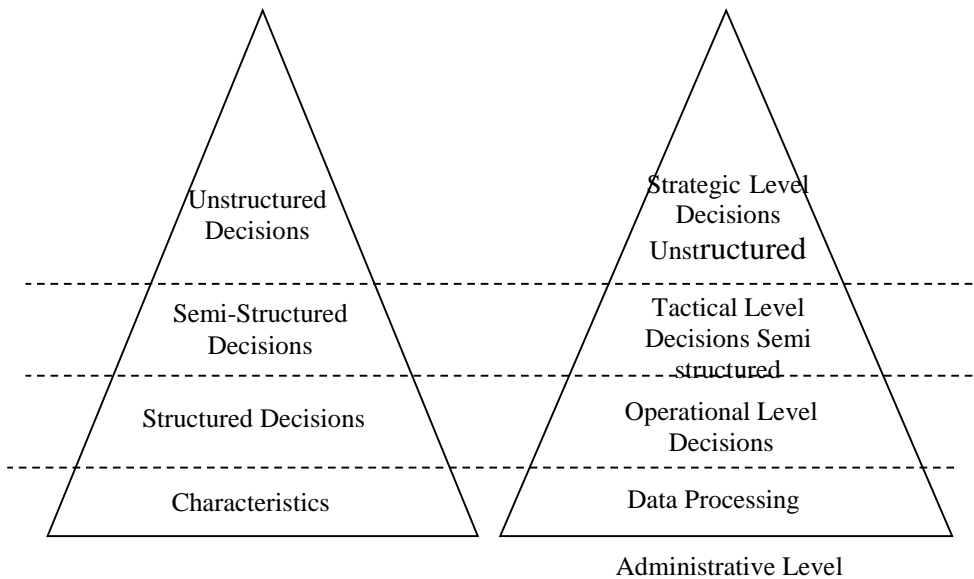
4-Information Classifications

- **Levels of Information According to Decision-Makers' Needs:**

The available information in the organization should meet the needs of managers and decision-makers at all administrative levels, continuously considering the various information needs of these managers across all organizational levels. Generally, as we move up to higher administrative levels, the need for concise and summarized information in the form of reports increases, while the level of detail in the information increases as we move to lower administrative levels.

The process of preparing and designing any information must align with the type of decision being made, according to the different administrative levels, which can be categorized into **three main levels**: top management, which usually makes strategic decisions; middle management, which makes tactical decisions; and lower management, which makes operational decisions. All three levels of decision-making rely on data processing to meet their specific information needs, as illustrated in the following diagram:

Figure (4): shows the levels of information according to decision-makers' needs



Source: James O. Hicks Jr. Management Information Systems, Op.cit, 1987, p24.

It can be concluded from the above that there are basic criteria for distinguishing between the information needs of the three administrative levels, as illustrated in Figure (4), which can be summarized as follows:

○ **Top Management Information:**

The information needed by this level of management is characterized by a high degree of complexity and scarcity because it is related to the future and long-term and strategic planning processes. The administration makes strategic, non-recurring decisions that cannot be programmed due to the lack of fixed information rules that can be applied accurately in all circumstances. Additionally, there are many and varied alternatives from information sources, which are mostly external, making the risk cost in these decisions high.

Having the required information at this management level is not the only factor determining the success or failure of a decision; the decision-maker must also have a comprehensive and conscious understanding of all variables surrounding the decision-making circumstances. Personal attributes (experience, wisdom, broad knowledge, etc.) of the decision-maker play a significant role here. Examples of this type of information include decisions related to determining the products to be manufactured for market launch or decisions related to opening a new branch for the organization.

- **Middle Management Information:**

This management level is concerned with making tactical decisions derived primarily from strategic level decisions. Therefore, the information at this level is detailed and requires intermediate decisions based on internal and external information sources. The information at this level forms the appropriate informational base that enables operational management to make its decisions. Examples of middle management decisions include production scheduling decisions, employee-related decisions, and so on.

- **Lower Management Information:**

The information needed at this management level depends on the technical nature of the operational decisions themselves, which are usually characterized by repetition, simplicity, and immediacy. Managers and supervisors at this level make decisions within the previously established standards and criteria. Examples of such decisions include granting loans, setting delivery dates for goods, and assigning tasks to subordinates.

The information required for decision-making at this level is known and similar to many decisions made in the past, as they are originally programmed. However, in some cases requiring the decision-maker's intervention, the manager may slightly exceed some decisions, such as reducing the number of items requested by customers due to the knowledge of unforeseen information. In this case, the manager is called a "neighboring manager."

Table (2): showing the nature of information and its relationship to the management level:

Nature of Information management level	Degree of Detail	Time Horizon	Frequency	Risk Level	Sources	Degree of Certainty
Top Management	Concise	Relatively long term	Rare	High	Mostly external, less internal	Low
Middle Management	Moderately detailed	Medium-term	Little	Moderate	Mostly internal, less external	Moderate
Lower Management	Detailed	Relatively short-term	Much	Low	Internal only	High

5-Role of Communication in Information Flow

All successful institutions primarily rely on ensuring communication among all their members, as without intensive information exchange, there can be no social or economic activity. On this basis, information and its delivery methods constitute the core of information theory, also known as the mathematical theory of communication. Communication is considered an action that can influence one person's mind by another, encompassing all types of human behavior, not just written or oral conversation. Generally, the process of information delivery can face three problems (Rezazi, Omar, 2007, p.63):

- Technical Problems:

These relate to the degree of accuracy with which a set of symbols can be transferred and delivered from the sender to the receiver. For example, data processing by computers and producing information for use by management to make various decisions, where the information is translated from electronic pulses to printed characters.

- Linguistic Problems:

These are associated with the degree of accuracy with which symbols transferred carry the desired meaning, allowing the receiver to understand the message and interpret its meaning. Therefore, system designers using computers must ensure that results are presented in a simple manner that can be easily understood and interpreted by their recipients. The recipient should be able to directly know the basis used in the analysis; otherwise, it returns to linguistic problems.

- Effectiveness Problem:

It relates to the degree of effectiveness of the communication process in influencing the meaning for the recipient of the information or on the desired behavior. Effective communication makes the targeted meaning clear and simple.

As shown in the previous figure, it illustrates the activities associated with the core process of communication, where the sender selects a specific message from the available group of messages. When the message is issued, it moves to the transmitter that changes it into signals, and then the message is transmitted and delivered through the available communication channel to the recipient.

Through what we presented, we conclude that the information revolution is the current and future force of all institutions, regardless of their size, activities, and goals. For this reason, the production and proper utilization of information and data, along with accurate statistics, have become one of the most important factors in the success of sports institutions. We find that there is an enormous amount of information that no human can properly understand and study.

These institutions do not make random decisions but rely on utilizing the enormous quantity of information, data, and accurate statistics available to them, through which they can make appropriate decisions at the required time. This is achieved by recognizing the circumstances surrounding the institution, regardless of its fields and levels, and the changes that occur in these surrounding circumstances, as well as identifying the ways to deal with this change in the external environment and striving to contain it, and trying to adapt to it, among other various alternatives as dictated by the circumstances of the situation.

Therefore, institutions must adopt an advanced and effective communication system that allows them to exploit all available information with the necessary efficiency, by ensuring the speed of its flow within and outside the institution. This requirement mainly depends on the nature of the information system possessed by the institution.

6-Information Systems

In the modern era, information systems are considered one of the most significant achievements in the field of administrative work. They rely on electronic computers and advanced databases to provide documented, integrated information in a timely manner to all beneficiaries of information systems in general, and to decision-makers in organizations in particular.

6-1-The Concept of the System

The importance of studying the system stems from the necessity of understanding management information systems, as the construction and design of these systems directly depend on all the elements and components that the system encompasses in its structure. The system concept is widely used across many fields encountered in everyday life, especially as we live in a world governed by various systems, such as political, economic, academic, and administrative systems.

The concept of the system is fundamentally derived from the general systems theory, which provides a different way of thinking aimed at problem-solving and understanding and describing many different organizational phenomena within a comprehensive perspective that considers both internal and external environmental factors. The term "system" (System) originates from the Greek word "Systema," meaning "to place together" (Sherif Kamel, 1994, p.55).

The terminological meaning of the word, which is found in many literatures on the subject, generally revolves around the idea that a system is a set of interacting elements working within boundaries to achieve desired goals.

To clarify the concept of the system, several definitions are worth reviewing. Martin and Powell define a system as "a collection of related contents that interact with each other and with their surrounding environment to form a comprehensive whole" (Ermes-group escp, 1999, p.32).

➤ **Darker** defines it as "a set of interconnected elements that form a unified aggregate whole" (Ismail Manasriya, 2004, p.42).

➤ **Ahmed Jumaa** describes a system as "a set of elements, parts, and interrelationships that are arranged logically and coherently to achieve certain objectives" (Nauria. r, 1995, p.21-23).

➤ **Taggart** mentions the subsystems within a single system, defining a system as "a collection of subsystems and their relationships within a specific environment to achieve the desired goals" (Awad Mansour, 1989, p.15-19).

Based on these different definitions, several characteristics are necessary for a system:

- The system consists of a set of elements that together form a complete, integrated system.
- There must be communication and coordination between the elements that constitute the system.
- The system aims to achieve a general purpose or common goal through the contributions of its parts, each according to its role.

6-2-Concept and Definition of Information Systems

Several authors and researchers have provided various definitions of management information systems (MIS), including:

- ✓ An information system is a systematic method for collecting information about the past and present to help predict the future. This pertains to organized processes, internal operations, and the external environment, assisting the organization in making decisions related to planning, control, and other operations" (**Salmi and Dabbagh, 2001, quoting Kennevan**).
- ✓ **McLeod** defined a management information system as a computer-based system that provides information to managers responsible for an organizational unit, whether it is the entire organization or a specific functional area, who have similar information needs. This information describes what has happened in the past, what is happening now, and what is likely to happen in the future. The information is available in the form of periodic reports, special reports, outputs, and mathematical models. It is used in decision-making to solve problems" (**Al-Sabah, 1998, quoting McLeod, 1969**).

Some define it as a set of individuals, data, and procedures that are interconnected to provide useful information (**Burhan, 1997**).

- There are those who define it as an interconnected set that gathers and stores (operational activity), disseminates information (output activity), and receives feedback information for the purposes of supporting decision-making and achieving control (**Taha, 2002, quoting Laudon, K. A. and Laudon, J., 1998**).
- There are those who define it as a collection of individuals, procedures, and data that gather, process, and disseminate information within the organization" (**Taha, 2002, quoting O'Brien**).

- ✓ Other authors have addressed the concept of management information systems as integrated subsystems that use computers to prepare the necessary information for the different administrative levels in the project" (**Abu Ramadan, 2000, quoting Al-Okda, 1982**).
- ✓ **Al-Tai (2002)** describes MIS as an integrated and interactive structural formation of machines, equipment, programs, rules, and manpower that ensures the collection and processing of data to provide the necessary information at the right time, cost, and quantity. This information pertains to the internal environment of the organization, the surrounding external environment, and its performance in the past, present, and potential future predictions, facilitating the task of management at all levels in decision-making by performing administrative functions and achieving the best possible use of this information (**Al-Tai, 2002, p.58**).
- ✓ Information systems can be defined as a collection of individuals, equipment, procedures, software, and databases that operate manually, mechanically, or automatically to collect, store, process, and then disseminate information to the beneficiary" (**Al-Bakri, 1995, p. 49**).
- ✓ Additionally, information systems can be defined as an integrated system of human and machine elements aimed at providing the organization with the necessary information to support and sustain routine and daily operations of the project, manage the project, and facilitate decision-making within the project (**Al-Sayyid, n.d., p. 4**).

The definitions of management information systems have varied and have been a focal point for researchers and administrative thinkers. Some define management information systems as a subsystem within the overall system of the organization, specialized in identifying, collecting, processing, analyzing, and transmitting information to decision-making

centers. This system is designed to serve the subsystems of production, marketing, storage, finance, personnel, research, and development, meeting the needs of managers in terms of format, comprehensiveness, and required quality at the appropriate time (**Al-Hadi, 1989, p. 164**).

➤ Some view management information systems as a collection of human and mechanical elements for collecting and processing data according to specified rules and procedures, transforming it into information that assists management in planning and control" (**Salah, n.d., p. 7**).

➤ The American Information Systems Association defines Information System as an automated system that collects, organizes, delivers, and displays information for use by individuals in planning and control activities of the economic unit (**Al-Bayati and Hassan, 1992, p. 49**).

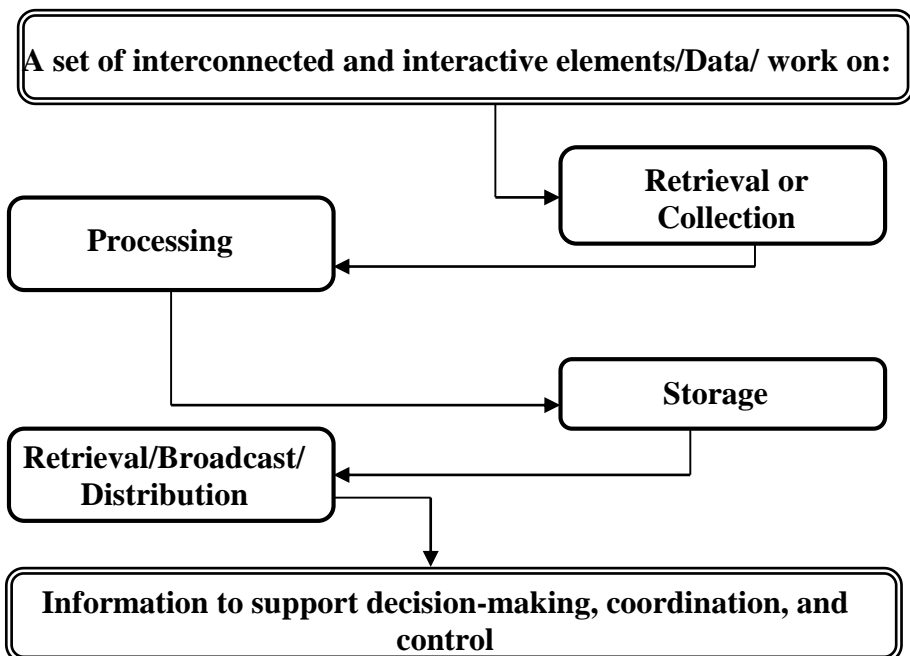
➤ Information system is also defined as a collection of individuals, procedures, and materials that gather, process, and deliver information within the economic unit" (**O'Brien, 1999, p. 18**).

➤ It is also known as a system that provides the economic unit with necessary information for decision-making at appropriate managerial levels and times. Such a system receives, transfers, stores, processes, retrieves, and delivers data and information to users at suitable times and places after processing" (**Mansour and Abu Al-Nour, 1999, p. 58**).

➤ Management Information System (MIS) is defined as 'a set of interconnected components working together interactively to convert data into information usable to support managerial functions (planning, control, decision-making, coordination) and operational activities in the economic unit' (**Asmahan Khalfi, 2009, p. 79**).

- Information system is an organized mechanism and procedures that allow for the collection, classification, sorting, processing, and transformation of data into information that humans retrieve when needed, enabling them to perform tasks or make decisions that benefit society, through knowledge obtained from retrieved information. Information may be retrieved manually, mechanically, or electronically within the information system" (**Qandeelji and Al-Janabi, 2005, p. 24**).
- Information system is defined as a collection of human and mechanical elements that work together to gather, process, analyze, and tabulate data according to regulated rules and procedures for specific purposes, making it available to researchers, decision-makers, and other beneficiaries as appropriate and useful information (**Qandeelji and Al-Janabi, 2005, p. 24**). As shown in Figure 05.

Figure (5): illustrates a concept defining the computerized information system



Source: Amer Qandilji and Alaa Al-Jannabi, Management Information Systems, Amman, Dar Al-Maseera Publishing and Distribution, 2005, p. 24.

As for the term Computerized Information System, often referred to as Computer-based Information Systems (CBIS), it refers to a system that relies on physical components or hardware and software components for processing data, and then broadcasting and retrieving information to support and improve daily business operations, assist management in problem-solving, and provide necessary information for decision-making processes (**Rezazi Omar, 2007, p. 66**).

The Integrated Information System is defined as a system whose subsystems complement each other through coordinated and mutual operation, thereby eliminating the duplication of information generation from multiple subsystems and reducing the cost of producing necessary information for different entities, as well as reducing the time and effort required for it (**Ghallab, 1984: 52**)".

The definitions above highlight the following points:

The concept of information systems relates to how data is handled, including its acquisition from various sources (internal and external), storage, transmission, retrieval, and processing to perform necessary operational tasks, ultimately transforming them into outputs that can provide useful information to users.

There is often confusion between the terms "system" and "information system," with some mistakenly using them interchangeably. Scientifically, however, there is a distinction between the two terms that can be clarified through their respective objectives:

Any system has specific elements, primarily including inputs, operational processes, outputs, and feedback. Its ultimate goal is achieved upon the production and delivery of outputs to its users.

- The objective of an information system, on the other hand, is only realized when its outputs are effectively utilized by users to achieve desired benefits in making various decisions.

- The benefit to decision-makers from using outputs can be determined through their ability to achieve at least one of the following conditions (**Yahya and Al-Habti, 2003: 28**):

- 1- Using outputs can contribute to reducing instances of uncertainty (alternatives) for decision-makers.

- 2- These outputs can increase the decision-makers' knowledge, enabling them to benefit from it later when making different decisions.

If the above conditions are not met, or at least one of them, then the system outputs are just organized data that can be used as secondary inputs in the information system process. In fact, information systems play a significant role in decision-making processes, as it's not only about providing information but also about its timely availability, accuracy, and relevance. Moreover, it's essential to have systems that store, retrieve, and utilize this information as needed.

Based on the previous definitions, for the purposes of this study, information systems can be defined as a set of systems that deal with data and information related to the organization's operations. Their purpose is to enhance the effectiveness and efficiency of the organization by providing timely and quality information that supports decision-making processes.

A. Management Information Systems (MIS) :

Peter Keen defines it as "the design, distribution, and effective use of information systems in organizations." Another definition describes it as "a computer-based system that provides information to officials of an official organizational unit, whether the organization as a whole or one of its functional areas, and to those with similar information needs. This information describes what happened in the past, what is happening now, and what is likely to happen in the future. This information is available in the form of periodic reports, special reports, outputs of mathematical models, and is used for decision-making and problem-solving" (**Al-Aour, 1999, p. 45**).

Management Information Systems are also defined as "systems that integrate data from various sources to provide the necessary information for making managerial decisions. Thus, the operational data system is considered part of the Management Information System" (**Sweilem, 1996, p. 78**).

Ouger & McFadden (1975) explained it as "a network consisting of all communication channels within the organization." **Warren & Voich** (1975) referred to it as "a system that facilitates the performance of the administrative process, especially planning and control." **Brown & Moberg** (1980) described it as "a system designed on the basis of electronic computers to provide managers with appropriate information at specific times." **Murray** (1980) defined it as "a complex tool that accepts and processes data as inputs and produces information in various forms as outputs for system users." **Anderson** (1988) identified it as "a computerized system for collecting, storing, and organizing useful information for making administrative decisions" (**Khudair, 1995**).

Most information scientists agree that "**Management Information System**" consists of four basic logically arranged concepts, and these components must be available in sequence for the system to begin production (**Salem, 1985**).

It seems like you're providing a list of components and characteristics related to information systems and management information systems. Here's a summary of the points you've mentioned:

- ✓ **Information:** This includes data, materials, and documents that are systematically managed.
- ✓ **Workforce:** Specialists involved in organizing, preparing, analyzing, and retrieving information.
- ✓ **Ideas, Opinions, Programs:** Concepts necessary for organizing and designing the handling of information.
- ✓ **Devices:** Machines and tools used in information organization processes, whether traditional or non-traditional.

Examples of these include regional sales analysis, cost analysis, annual budgeting, and redistribution analysis, all serving decision support systems and management information systems (**Qandilji, 2005, p. 73**).

Additional points related to system components and characteristics include:

- **Inputs:** High-value data.
- **Processing:** Simple models.
- **System Outputs:** Summary reports.
- **Users:** Middle managers.
- Structured and semi-structured decisions.
- Control-oriented reports.
- Past and present data.
- Internal orientations.
- Lengthy design procedures.

B- Executive Support Systems (ESS), also known as Strategic Information Systems, as described by (Yassin 2005, p. 115), are interactive managerial information systems that integrate executive-level management with artificial intelligence to support strategic analysis and identification of internal strengths and weaknesses, as well as external opportunities and threats.

Similarly to Management Information Systems (MIS), Executive Support Systems (ESS) enable managers to generate and visualize information from multiple and diverse perspectives. Moreover, these systems provide managers with flexible tools to create multiple viewpoints and easily form information umbrellas that help achieve a better understanding of current problems, threats, or expected opportunities. This means that ESS fundamentally support the process of shaping and formulating competitive strategies at the strategic business unit level. Therefore, the vital characteristic of Executive Support Systems lies in their ability to bring about significant and essential changes in how business activities are executed, thereby enabling organizations to gain competitive advantage.

- **Characteristics of Executive Information Systems (EIS) (Yassin, 2005, pp. 115-116):**

One of the factors that led to the emergence and development of Executive Information Systems is meeting the strategic needs of business organizations for strategic information and supporting the operations and activities of management, which involve formulating, implementing, monitoring, and evaluating comprehensive business strategies. Significant environmental factors in the business environment have contributed, such as increased competition becoming more intense and impactful in its effects and dimensions. There

has been accelerated qualitative environmental change, adding complexity due to industry diversity and changing business rules, necessitating a commitment to pursue and analyze current and potential opportunities and threats. This approach involves dynamic and flexible handling of internal strengths and weaknesses within the organization. Therefore, Executive Information Systems have emerged as strategic decision support systems that must possess essential capabilities and characteristics, including but not limited to:

- Producing strategic information reports with detailed drilling down, where the information system can provide reasonable details requested by senior management.
- Providing information on critical success factors and strategic performance indicators for the organization through exceptional reports when requested. These reports include information on strategic performance at three levels: organizational level, strategic business unit level, and functional and operational levels.
- In addition to the essential characteristics of strategic information processed by Executive Information Systems for non-structural decision support purposes within the organization, these systems offer an opportunity to achieve structural integration between the organization's strategy, including strategic vision, mission, objectives, and implementation plan, and the information systems strategy. This alignment also encompasses the goals, resources, constraints under which they operate, and the tools and technologies used to achieve the desired synergy between information systems and business strategy.

In this field, it is essential to emphasize that the targeted essential characteristics of Executive Support Systems (ESS) cannot be achieved except under significant considerations, including:

- It is crucial for ESS to meet the genuine needs of senior management.
- ESS should contain comprehensive information about the organization's internal and external environment.
- System responsiveness to the needs of senior management and its ability to process information using multiple user-friendly interfaces are fundamental to ensuring a reasonable degree of efficiency and effectiveness in system operations.

Examples of ESS serving strategic-level management include sales trend predictions, operational plan development, and budget forecasts (**Qandilji, 2005, p. 74**).

- Directed towards the strategic level.
- System inputs: Aggregate data.
- Processing: Interactive.
- System outputs: Projections.
- Example: Five-year operating plan.
- Senior managers use ESS for decision-making purposes.
- ESS is designed to integrate external events and issues, such as new tax laws and competitor information, with internally derived data from Management Information Systems (MIS) and Decision Support Systems (DSS).
- ESS relies on advanced graphics software to directly provide data from multiple sources to executive managers and boards of directors.
- ESS typically employs less analytical models.

6-3-Characteristics of an Effective Information System

A. Clarity: Information should be presented in tables and statistics, with similar variables merged, and percentages playing a role in clarity of information. **(Al-Kilani et al., 2000).**

B. Relevance: It should be derived from the actual problem and not be speculative or anticipated to occur, but rather closely related to the case being addressed. **(Burhan, 1997).**

C. Accuracy: Meaning minimizing the margin of error as much as possible, and ensuring that information is accurate to a large degree in terms of errors. **(Burhan, 1997).**

D. Timeliness: Information should reach at the appropriate and suitable time, as useful information may lose its value if obtained after an hour or less. **(Burhan, 1997).**

E. Cost: Meaning that the expected return from this information should exceed the cost of obtaining it, not the other way around. **(Al-Kilani et al., 2000).**

F. Speed: Meaning the ability to provide information within a short timeframe while considering clarity and accuracy. **(Al-Kilani et al., 2000).**

G. Scope: Should be comprehensive covering all aspects of the problem being investigated. **(Burhan, 1997).**

6-4-Characteristics of a Modern Information System (Yaaghi, 2002)

- ✓ Integration of system components and elements.
- ✓ Capability to absorb data and information regardless of their density, meaning taking data in its broad sense to include all types of data needed by decision makers to facilitate decision-making processes.
- ✓ High degree of automation using the latest information technology, where the system benefits from computer capabilities to enhance information efficiency and achieve operational cost-effectiveness.
- ✓ Use of advanced methods in organizing and analyzing data, including mathematical and statistical methods required for decision-making process modeling.
- ✓ Focus on assisting decision makers in making non-programmed decisions, not limited to assisting in programmed decision-making.
- ✓ Flexibility to allow necessary system modifications to meet new needs in decision-making processes. In short, system flexibility allows for accommodating any changes.
- ✓ Balance between different goals that need to be achieved.

It's worth mentioning that no application of an information system leads to guaranteed success unless several conditions are met to ensure this success. Understanding the nature of the information system by management and the role management plays in its relationship with the system greatly contributes to its success. Therefore, for decision makers to effectively deal with management information systems, they must be aware of and understand several aspects, including (Khattab, 1983):

- The manager should be aware of and understand the information system and how it operates, in order to evaluate and control information. The closer the distance between the decision maker and the information source, the more effective the decisions become, saving time and effort. Therefore, it is preferable for the information system to be close to the decision-making authority.
- Ability to use computer hardware and related software for information storage and retrieval systems.
- The manager should have the ability to determine the quantity of information required. Just as managers sometimes lack information, at other times they face information overload.
- Ability to calculate the economic feasibility of information.

6-5-Features of Management Information Systems

Below is a presentation of the key features of Management Information Systems as indicated by Al-Kilani in the introduction to Management Information Systems **(Al-Kilani et al., 2000, citing from Kontur, 1977):**

- Management Information System is a conceptual and practical experimental system.
- It is a human-made system, meaning it is implemented by humans in reality.
- It is a social and human system - a machine.
- It is an open system because most Management Information Systems are used for planning and decision-making purposes, which necessarily require interaction with the external work environment.
- It is a flexible system as it is constantly reviewed, updated, and subject to changes.

- It is a stable system because once corrected, this system is expected to handle specific types of problems by providing management with information according to a specific program.
- It is a secondary system because it represents a part of the overall system of the organization.
- It is a tool to achieve mutual relationships to facilitate communication between different information systems within the organization itself and its external environment.
- Accurate decisions depend on accurate information about the effectiveness of the organization, which Management Information Systems achieve.
- Management Information Systems are considered the nerve center of the organization internally.

6-6-Benefits of Management Information Systems

Discussing the benefits of Management Information Systems (MIS) underscores that organizations truly need these systems to perform their activities and functions in order to achieve the goals they desire at all administrative levels. These systems are crucial for executing functions in planning, control, organization, and decision-making, as they continuously require information to perform these functions.

The most important benefits of Management Information Systems, as indicated by Al-Kilani in his book "Introduction to Management Information Systems" (Al-Kilani et al., 2000, quoting MacLeod, 1973), are as follows:

- ✓ Provide information to various administrative levels when needed to perform functions in planning, organization, and control.

- ✓ Define and clarify communication channels horizontally and vertically between administrative units in the organization to facilitate the retrieval process.
- ✓ Evaluate the organization's activities and assess the results to correct deviations.
- ✓ Create conditions for effective decision-making by providing summarized information at the right time.
- ✓ Help predict the organization's future and anticipate likely scenarios to take necessary precautions in case there is a failure in achieving goals.
- ✓ Utilize these systems to issue reports, whether aggregated or detailed, on a real-time, monthly, quarterly, or yearly basis about the organization's activities.
- ✓ Selectively broadcast information and provide beneficiaries and researchers with the information they desire individually, on a weekly, monthly basis, etc.
- ✓ Continuously keep beneficiaries updated on the latest developments concerning the organization's activities or the beneficiary.
- ✓ Respond to inquiries through dialogue between the beneficiary and the system.
- ✓ Store necessary historical data and information which are considered the basis of its operations.

7-Information Systems: Components and Challenges

A. Information Systems Resources and Elements: (Qandilji, 2005, pp. 29-32)

The contemporary information system comprises five essential elements that constitute the necessary resources, which are: people, hardware, software, data, and networks.

We can observe and distinguish these five elements in operation in any type of information system that an individual encounters in their professional life. These elements and resources are necessary, interdependent, and complementary in a way that ensures the system does not function effectively or integrate seamlessly without any one of them.

People Resources:

People are a necessary requirement for operations and procedures in all information systems. Among these individuals are what we call end users, as well as technical specialists responsible for operating and maintaining the system.

End Users or Users:

They are individuals who use the system or the information produced by the system, and they can be accountants, salespeople, engineers, clerks and secretaries, customers, or managers. Therefore, most of us are system users. The IS Specialists are the individuals who develop, operate, and technically manage the information system. They include system analysts, software developers, and system operators working in administrative, technical, and routine aspects. For example, system analysts design the system based on the information requirements of the end user. Software developers provide computer programs according to the specifications given by system analysts. System operators help monitor, manage, and operate various computer systems and networks.

Hardware Resources:

These include all types of physical components and media used in the processes through which data and information pass. Hardware resources do not only include computers and other devices but also all media and tangible objects on which data is recorded, from sheets of paper that information is extracted on to magnetic or optical discs. Examples include computer systems of various types and computer peripherals, which will be detailed in other chapters.

Software Resources:

These include all types of instructions required in data processing, including operating systems that direct and control the hardware components of the computer, called programs. There are system software, such as operating system programs, that control the computer system and provide necessary support. Then there is application software, which are programs that direct specific procedures and operations for the end user's use, such as sales analysis programs, payroll programs, and word processing programs, which will be explained in later chapters.

Data Resources:

Data is more than just raw materials for information systems. It is a highly valuable resource in the organization, and it should be effectively invested and managed to ensure its benefit to the end user in the organization. Data can be in any form, including traditional alphabetical and numerical data that represent and describe business transactions, events, and other elements.

Network Resources:

These include telecommunications technologies and long-distance communications, and various types of networks, such as the Internet, intranets, and extranets, which have become important in managing successful e-businesses and all types of commercial operations through the information system in the organization.

On the other hand, other authors classify the resources of information systems into a set of elements and components that are not much different from what was mentioned in the previous lines. However, this classification focuses on four basic elements, which are: **the organization, human resources, technology, and data and information**. These elements complement and interconnect with each other in such a way that the system cannot function effectively or be integrated without any one of them. We can clarify them as follows:

❖ **Organization:**

By this, we mean the entity that adopts the construction of the information system, whether it is a company, a commercial, industrial, or financial institution, etc. The goals of the organization, its nature of work, its external environment, and its culture, as well as the nature of its management and the distribution of roles and authorities, all represent an important element of the information system.

❖ **Human Resources (Manpower):**

Qualified and trained individuals to carry out various activities, usually at different levels and competencies depending on the nature of the system and its functions. These individuals will also become end-users of the information system, using its outputs. Moreover, they will be essential in feeding the system with new inputs after conducting their research, making decisions, and producing new information.

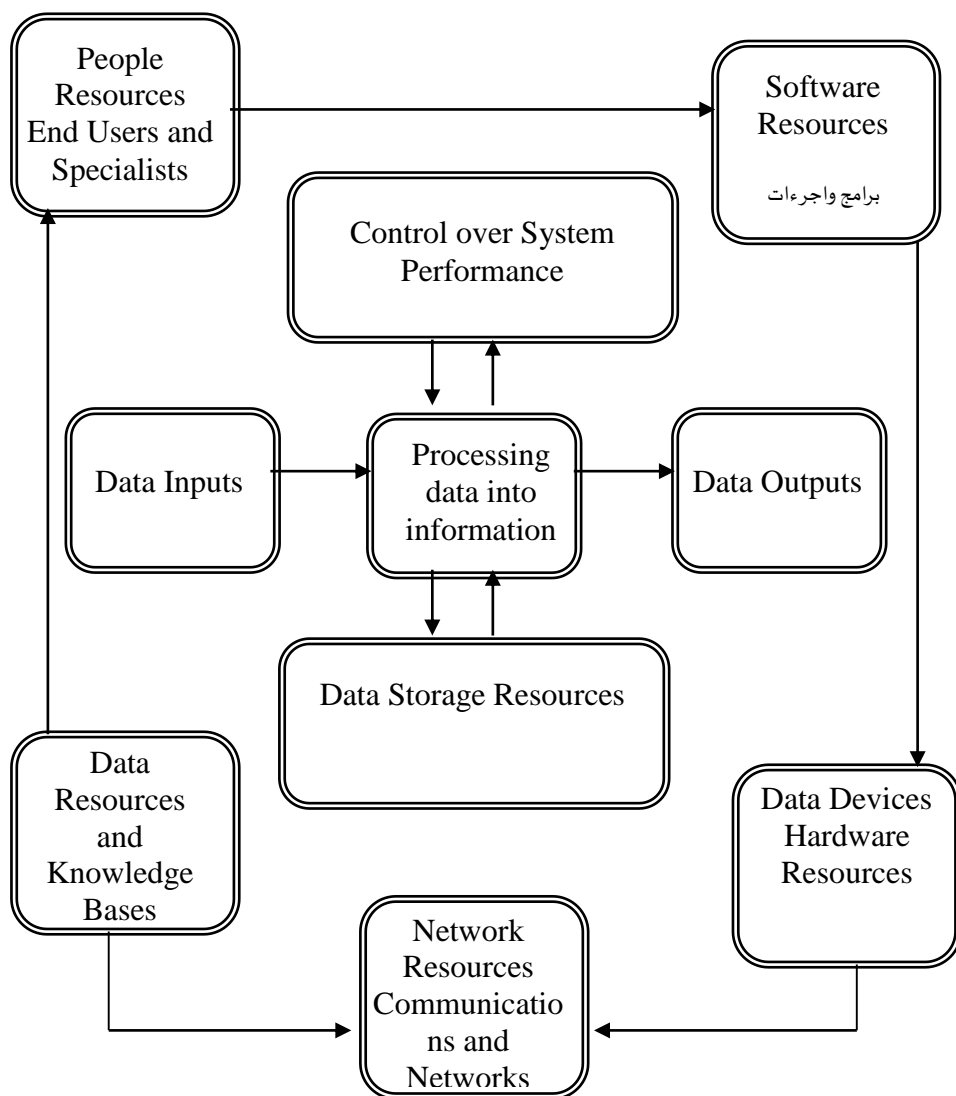
❖ **Technology:**

This includes hardware of various types, such as suitable computers, electronic or laser optical inputs, and communication devices to transmit information to the required locations. It also encompasses the technical systems and methods used, including various software types, especially application programs required for data processing, storage, and retrieval.

❖ **Data and Information:**

The data and information required to be entered into the information system, available from various information sources, both paper-based and electronic. Software and technical systems process, store, and secure the retrieval of this data and information through trained human resources. Such data and information represent the system's inputs.

Figure (6): shows the resources and elements of information systems



Source: Amer Qandilji and Alaa Al-Din Al-Janabi, "Administrative Information Systems", Dar Al-Maseera for Publishing and Distribution, Amman, 2005, p. 32.

B- Reasons for Building Information Systems. (Kandilji, Amer, 2005, p. 32)

Since an information system is a mechanism that allows for the collection, classification, processing, and retrieval of stored information in files, initially manually or mechanically, and currently electronically, as well as the construction and production of new information from existing information in the system after processing, and given the facilitations provided by electronic computers that cannot be surpassed in contemporary information systems, serious consideration of building a computerized information system has become fundamental for several reasons:

- **Speed:** Procedures required for documenting information and its various sources are significantly faster when using computers, especially regarding information retrieval.
- **Accuracy:** The likelihood of errors is much higher in traditional manual systems compared to computerized systems, due to the fatigue and stress that affect humans in manual work. Computers perform with consistent accuracy, regardless of the duration or conditions of work.
- **Effort Savings:** Human effort in traditional systems is greater than that exerted in computerized systems, whether in terms of handling information, processing and storing it, or controlling it by documentation specialists, as well as in terms of retrieving information, sources, and benefiting from them by researchers and other beneficiaries.
- **Quantity of Information:** The volume of information and documents stored in traditional methods is limited, regardless of human and spatial capacities, compared to the vast and expanding capacities of computer memory, electronic storage media, and other supporting laser technologies.

- **Available Retrieval Options:** Retrieval options for information are broader and better in computerized systems than in traditional ones. In addition to conventional retrieval methods such as author, title, and subject headings or descriptors, there is high flexibility in retrieval using Boolean logic, linking subjects and descriptors to achieve the most precise information retrieval.

8-The Relationship of Information Systems to Decision Making (Al-Humaidi, 2005, p. 63)

➤ The Functionality of Decision Making in Relation to Information Systems:

The general concept of decision making involves choosing the optimal alternative among available options to make decisions more effective and rational. There are different types of decisions, including:

a. Routine Decisions: These decisions are regularly recurring, such as purchasing raw materials or transferring employees. They rely on general rules and knowledge, and are sometimes referred to as operational decisions.

b. Semi-Routine Decisions: These decisions do not occur daily but happen intermittently at irregular intervals. They do not always rely on established and known rules. These decisions are tactical in nature, such as sudden production halts or unexpected strikes by employees in the organization.

c. Non-Routine Decisions: These decisions do not recur at all and may occur only once during the organization's lifespan. They do not have established general rules.

In all the above types of decisions, ensuring effective participation of employees in decision making is crucial. This is achieved through goal setting, developing executive programs, and operational plans, with the condition that this participation includes the use of computers. Computers are now capable of processing any problem by reducing it to algorithms and logical schemes.

➤ **The Relationship between Information Systems and Decision Support Systems (Tareq Taha, 2007, p. 142)**

Information systems provide support to the decision-making process by offering various information needed by decision-making centers within the organization. Decision-makers can, based on this information, choose the optimal alternative from among the options available. Information systems support different organizational levels, distinguished as follows:

- Top Management
- Middle Management
- First-line Supervisory Management

Information systems support these organizational levels in various organizations through four types of support:

- ✓ Strategic Support.
- ✓ Managerial Support.
- ✓ Operational Support.
- ✓ Knowledge Support.

9-Information Systems and Information Technology

Information technology has become associated with the development of societies in our present era, and it is considered the most important means to transition developing societies into more advanced ones. It directly contributes to building a new society that relies on electronic information services directly related to communication, production, and education services (**Ahmed Mashhoor, 2005, p. 7**).

Information technology is also considered the fundamental basis upon which organizations build their competitive advantage, due to its significant role in the success of these organizations both locally and internationally. Additionally, information technology is seen as an important source for the development and economic growth of these organizations. The mid-1990s, particularly in 1995, was a crucial time when society realized the enormity of the changes occurring (Antoine Farid, 1997, p. 62). Consequently, it began redirecting itself in a manner that enables adaptation to these continuous developments.

9-1-Definition of Information Technology

The concept of information technology refers to all types of technology used in the operation, transmission, and storage of information in electronic form. This includes computers, communication devices, networking, fax machines, and other equipment (**Mahmoud Fahmi Haydar, 2002, p. 201**).

Information technology is also defined as the physical components, software, remote communication tools, database management, and other information processing techniques used in modern information systems based on computers.

According to the Organization for Economic Co-operation and Development (OECD), information technology is a set of technologies that allow for the collection, storage, transmission, and processing of information in forms such as images, sounds, and data. This includes microelectronics, electronic optics, and associated technologies (OECD, 1989, p. 13).

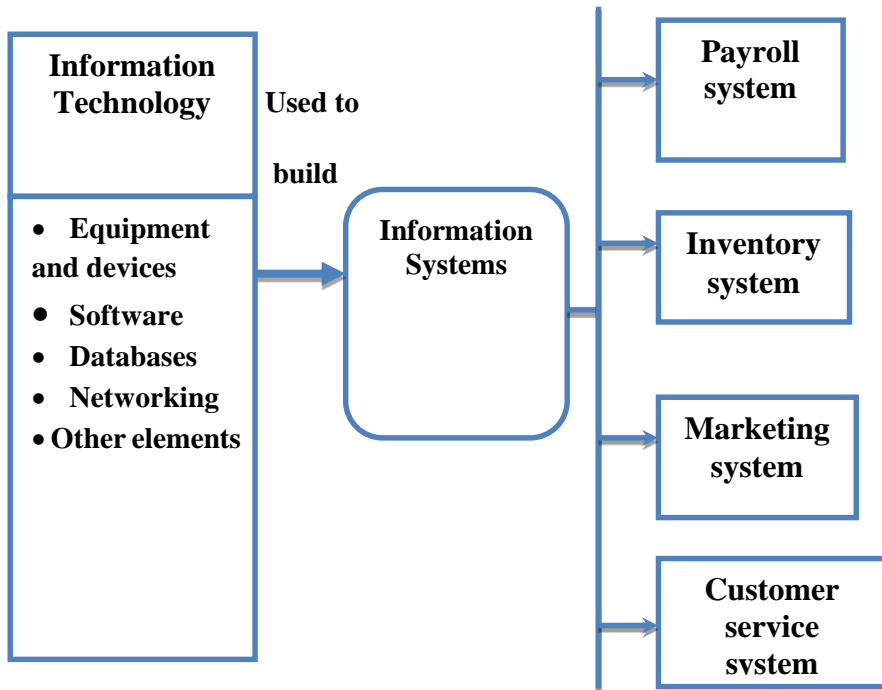
Meanwhile, M. De Lande views information technology as a modern technical-economic model that affects the control and management of systems, as well as production and services in the economy. It relies on an interconnected set of discoveries in computer science, electronics, software engineering, surveillance systems, and remote communications, enabling reductions in costs for storage, processing, exchange, and distribution of information (Omar Rezazi, 2007, p. 92).

Furthermore, it also encompasses physical components, software, remote communication tools, database management, and other information processing techniques used in computer-based information systems.

Regarding the relationship between information technology and information systems, the former serves as a means to facilitate and enable the functioning of information systems. Information systems, on the other hand, are those systems through which required information is obtained. Thus, information systems differ from information technology in that the former represent specific organizational needs for achieving integrated handling of information, i.e., they address demand. Information technology, on the other hand, addresses supply by meeting these needs and providing various means for information systems.

The relationship between Information Technology and Information Systems can be summarized as follows:

Figure (7): Information Technology and Information Systems



Source: Ma'ali Fahmi Haidar (2002): Reference, p. 261

9-2-Components and Characteristics of Information Technology

In this section, we will address the various components of Information Technology initially, then present the main characteristics that distinguish this technology from other systems.

9-2-1-Components of Information Technology

Information Technology, like other systems, consists of a set of elements that continuously evolve due to constant demand, especially in our current era, which is considered the age of knowledge and advanced technology. These components include:

- ✓ **Computer:** It is the device that inputs, stores, and processes data electronically, whether in the form of images, texts, or sounds, allowing users to obtain the information they want without using traditional manual processing. Therefore, the computer represents a qualitative leap in human life, allowing for the elimination of the vast amount of paper that was previously needed to analyze and store information.

In this context, many computer analysts divide its history into three distinct phases: (Mitch and Kaku, 2001, p.38).

-The first phase:

Dominated by the main or central computer, characterized by its large size and power, initially developed by IBM and Burroughs; computers were very expensive, requiring a whole department of scientists and engineers to share a single large mainframe computer.

-The second phase:

Began in the early seventies when engineers at Xerox's "Ballo" Center realized that computer power was increasing rapidly while the size of microchips was significantly decreasing. In 1972, these engineers succeeded in creating the first personal computer, and then Abell company adopted Ballo's ideas for their devices, eventually producing the "Macintosh" computer, and Microsoft developed the famous operating system "Windows."

-The third phase:

Known as the pervasive computing phase, referring to the time when all devices are interconnected, integrating artificial intelligence into computer systems.

✓ **Software (les logiciels):** Software includes all informational programs and designs, whether traditional (BASIC, COBOL, etc.) or modern programs (SPSS, MATLAB, etc.) that assist in data analysis and decision-making.

✓ **Networks (les réseaux):** There are many terms referring to closely related meanings, such as **internet**, **intranet**, and **extranet**. These are all similar networks with fine and dynamic boundaries that change from day to day based on developments in the contemporary technical world.

▪ Computer Network:

A network of computers and peripheral devices connected to each other, allowing users to share resources and network-connected devices such as printers, modems, and others. This facilitates data acquisition and exchange among different users with minimal effort and cost. Networks in an organization can be considered the arteries through which information flows, enabling managers to know everything happening inside and outside the organization. This has led to their consideration as a strategic resource for all organizations, regardless of their activity nature.

✓ **Robotics (la robotique):** Represents the automation method for industries relying on robots that perform certain movements for production. This does not mean dispensing with humans, as they control the machines, their operation, predict risks, and develop them. Examples of robotics include the automatic money distributor.

- ✓ **Silicon Chips (les puces):** Very small electronic brains performing a specific function according to a certain program. They are part of computer manufacturing and various electronic devices.

10-Administrative Decision-Making

The process of decision-making is the essence of the administrative process and the central effective axis of management and its activities, such as planning, organizing, directing, and controlling, due to the many complexities, obstacles, and influences associated with the decision-making process (Yaghi, 1997, p. 83).

Herbert Simon considered that decision-making is synonymous with management, meaning that management is decision-making, and decision-making is management. **Leonard White**, on the other hand, sees administrative decision-making as one of the core tasks and essential functions of a manager and the heart of management (Abu Ramadan, 2000, p. 98).

The decision-making process is not an easy task relying on intuition and guesswork; it is a process inherently linked and consequent to several activities and decisions (Alaqi, 1996, p. 495), meaning that decisions should be made according to scientific methods to reach good decisions.

As **Peter Drucker** says, "The decision is judgment, and the choice rarely occurs precisely between right and wrong, as it refers to the best choice between right and approximately probable wrong, often leading to a choice between two sets of alternative actions, neither of which is closer to right than the other" (Amer, 1986, p. 329). In this regard, **Caliph Omar bin Abdulaziz** said, "Whoever acts without knowledge has corrupted more than he has rectified" (Al-Adili, 1995, p. 75).

10-1-Concept of Decision-Making Process

The process of decision-making has evolved with the advancement of eras and theories, reaching its current state with significant reliance on technology and information.

If we delve into the definition of decision-making, we find that management scholars have formulated several definitions, including:

Buchner defines decision-making as "the process of choosing one alternative" (**Yaghi & Assaf, 1981**).

As **Simon** defines decision-making as "choosing an alternative among available alternatives to find the appropriate solution to a new problem arising from a changing world and represents the essence of executive activity in business" (**Simon, 1962, p. 1**).

While **Theart & Mintzberg** define a decision as "a specific commitment to an action, excluding from the definition the decision not to take any action" (**Theart & Mintzberg, 1976**).

Harrison defines it as "a moment within a continuous process of evaluating alternatives to achieve a certain goal, where expectations about a specific course of action compel the decision-maker to choose that course of action with the highest probability of achieving the goal" (**Khalafy Asmahan, 2009, p. 9**).

As **Barnard** defines it as "that logical process resulting from discrimination, analysis, and conscious choice" (**Barnard**).

And so **Noorderhaven** defines it as "the choice and commitment to a goal and a plan of action, involving a series of continuous activities. Although the decision itself can be described as an immediate phenomenon not fundamentally tied to time, decision-making inevitably has a temporal aspect" (**Zeer Sabrina, 2002, p. 108**).

Dafft defines the decision-making process as "the process through which problems are identified and solved" (**Dafft**).

Morton defines decision-making as "a technical and mental process at the same time, requiring sufficient familiarity with the technical aspects and accurate information related to the subject. It also requires high skills in organization, analysis, comparison between alternatives, and selecting the appropriate alternative." (**Zeer Sabrina, 2002, p. 109**).

Mohammed Yaghi defines it as "a conscious selection process of a specific alternative among several alternatives to address a specific situation, problem, or issue awaiting the appropriate solution" (**Yaghi, 2002**).

Al-Shamaa defines administrative decision-making as "a conscious choice among several alternatives, based on its ability to achieve the largest set of desired results, with the least number of undesired outcomes" (**Al-Shamaa, 1991, p. 107**).

As for decision-making itself, it is "the process of choosing one alternative from two or more alternatives, or selecting an action plan from several available options before the manager with the aim of solving the problem. Therefore, decision-making is a process of determining thought regarding confronting a specific problem or issue after it has been discussed in the decision-making process to formulate an action plan for problem-solving" (**Ad-Durrah et al., 1994, p. 479**).

Thompson and **Toddin** argue that "although the choice between alternatives ultimately culminates in (decision-making), the concept of decision is not limited to the final choice, but also refers to the activities leading to that choice."

Meanwhile, **Al-Kalladah** defines decision-making as "a value analysis of all common variables, subjected in their entirety to scrutiny and examination, so that they are all entered and subjected to scientific measurement, equations of scientific research, scientific theory, quantitative methods, and statistics to reach a solution, result, and finally to conclusions and recommendations for implementation in the field of scientific application" (**Al-Kalladah, 1997, p. 254**). This definition is considered more comprehensive and encompassing.

I agreed to all the definitions mentioned above that the decision-making process consists of several stages, where the following stages emerged:

- The presence of a problem in need of a solution.
- The existence of a number of alternatives available to solve the problem.
- Choosing the most appropriate alternative based on sound thinking.
- Achieving the desired goal or maximizing utility, meaning achieving the desired goal.

Based on these points, the decision-making process can be defined as a continuous and interconnected process with all other functions in the organization, where it intervenes in the planning process and the practical implementation of ideas. The decision-making process is defined as a conscious and thoughtful choice of a specific solution from a set of available solutions to the decision-maker at the appropriate time.

10-2-Theories of Organization and Decision Making

The concept of decision making has passed through various stages, beginning as a practice known to many ancient civilizations such as the Pharaohs, Romans, Chinese, and Islamic Arabs, and ending as a science with its principles and foundations within different trends of this concept across several organizational theories that emerged in the early 20th century. These theories collectively contributed to the development of the decision-making process through experimental studies conducted to achieve organizational goals. We summarize the views of these theories regarding the decision-making process in the following points:

A. Decision Making under the Classical Theory:

The concept of decision acquired its meaning based on the administrative principles advocated by this theory, viewing the organization as a closed system capable of control and manipulation. It also considers the human element as an effective tool for task execution, based on decisions made by the minority at the top of the organizational hierarchy, which do not require consultation from lower levels in the organization when making various decisions. The key ideas of this theory in the field of decision-making can be summarized as follows:

- ✓ The individual is the decision-maker, capable of setting clear goals.
- ✓ Emphasis is placed on the wisdom, prudence, rationality, and managerial skills of the decision-maker, linking the strength and effectiveness of the decision to the credibility of its maker.

- ✓ Classical theories rely on the concept of the "Economic man," assuming that the decision-maker is rational, prudent, and capable of identifying and evaluating all alternatives related to the decision, using mathematical and quantitative methods (**Nancy L, 1994, p. 326**).
- ✓ The goal of the decision-maker is to maximize profit and utility, achieved by obtaining maximum benefits with minimal costs, thus achieving the optimal solution to the problem.

It can be said that the ideas advocated by the Classical Theory in decision-making, which emphasize absolute prudence of the decision-maker, represent the pinnacle of practical aspirations for organizations. However, its assumption of complete certainty regarding alternatives and conditions makes it impractical, unable to achieve its goals and distant from meeting the actual needs of decision-makers, especially when dealing with risky decisions. In such cases, maximizing the expected value of alternatives is necessary rather than simply maximizing utility itself.

Conversely, the Classical Theory neglects the importance of many psychological and environmental variables, clinging solely to material aspects within economic and mathematical frameworks to rationalize decision-makers' behavior. Additionally, since decision-makers operate within an organization, they are both influenced by it and influential within it. This dual relationship complicates the assumption of absolute prudence in decision-making due to each decision potentially involving multiple and conflicting goals.

All these considerations have rendered the Classical Theory largely impractical, prompting many management and organizational scholars like **Simon** to criticize its approach. This criticism led to a reactionary movement that laid the foundation for Behavioral Theory.

B. Decision Making under Behavioral Theory:

The pioneers of Behavioral Theory criticized the notion of a closed system and absolute prudence in decision-making, concepts emphasized by Classical Theories in describing the decision-making process. Behavioral Theory views organizations as open systems that are influenced by and also influence their surrounding environment, under both internal and external constraints. Through interactions, it aims to identify more objective specifications and goals, thereby facilitating the assessment of alternative opportunities. It also considers the types of constraints that affect the organization, creating a suitable climate for making effective decisions.

In this context, Behavioral Theory assumes that the decision-making process occurs under complex conditions, within an environment characterized by instability and uncertainty. This theory posits rationality within certain boundaries imposed on decision-makers by multiple variables, such as the decision-maker's background, their perception of available alternatives, and their ability to deal with them (**Ismaeel Mohammed Al-Sayyid, 1990, p. 228**). Among the assumptions embraced by Behavioral Theory include:

- ✓ The decision-maker may not be aware of all available alternatives and the consequences associated with them.
- ✓ The decision-maker identifies a range of alternatives based on their capabilities.
- ✓ The decision-maker selects the alternative that aligns with their personal level of ambition, underscoring the significance of individual differences in experiences and abilities among decision-makers.

Behavioral Theory in decision-making is considered the first theory to link decision theory with organizational behavior (**Nasser Mohammed Al-Adaili, 1999, p. 479**). This is because it connects decision-making with individual and group behavior within the organization. It asserts that studying the organization must focus on understanding motivations, incentives, group dynamics, individual initiatives, and intra-group relationships within the institution. This perspective was influenced by thinkers like Mayo, who evaluated the psychological reactions of workers in various situations they encounter at work. Mayo concluded that for a manager to be successful, they must appreciate the importance of the individual and treat them as a person with their own desires, motivations, and personal goals. Additionally, **Barnard** focused on the manager's communication method by forming a network of communications characterized by clarity and speed, aiming to activate and streamline all decisions within the organization.

Simon used the term "bounded rationality" to describe the behavior of decision-makers who operate within their understanding of the problem and the limits of their decision-making capabilities. He also coined the term "satisficing" to signify the process of selecting an acceptable solution to the problem (**Alaa Abdul Razzaq Al-Salmi, 2006, pp. 42-43**). Similarly, March expanded on these concepts when defining the term "garbage can rationality," acknowledging that individuals make decisions under pressure, within complex environments containing numerous decisions and varied criteria for each. He posited that these decisions are made with limited knowledge and constrained time. Moreover, this model acknowledges that most decisions occur in an ambiguous environment, where the relationships leading to alternative solutions may be indirect. It attempted to devise a method to

reach satisfactory, if not ideal, decisions that align with the environmental variables surrounding the organization (**Hassan Ali Sharqi, 2000, pp. 22-27**). Thus, moving away from the concept of optimality in decisions towards bounded rationality.

It is undeniable that the ideas put forth by behavioral theory regarding decision-making at various organizational levels are deeper and more realistic than those proposed by classical theory. The former suggests that achieving satisfactory and reasonable decisions is possible by relying on the "**Managerial Man**." This figure seeks to understand and grasp the various factors related to the decision topic, thus focusing efforts on identifying the most probable alternatives likely to influence the desired decision.

C. Decision-making under Modern Theories:

In this field, the researcher will briefly refer to Contingency Theory, Quantitative Theory, and Systems Approach Theory in decision-making, due to their focus on decision-making conditions, uncertainty, and risk, as well as the importance of quantitative digital aspects in the decision-making process, addressed by Quantitative Theory. Additionally, the significant role played by Systems Approach Theory in reconciling classical and behavioral theories will be highlighted.

- **Contingency Theory:**

This theory is based on the fundamental principle that there is no single method that can be universally applied in all situations for managing and governing organizations, as what works for one situation may not work for another (**Mohammed Kabia, 1997, p. 124**). From this standpoint, any decision made must undergo study and analysis of environmental factors that could influence decision-making conditions, thereby impacting the organization as a whole.

In this regard, the situation faced by an organization determines the type of management leadership and the nature of administrative operations, including the form and type of decisions made by the organization. This is based on the various information available about each alternative and the specific decision-making conditions it faces.

- **Quantitative Theory:**

The development of this theory dates back to the World War II era, when various mathematical models and methods were developed due to the scarcity of available resources at the time and the need for their better distribution to achieve maximum efficiency. These mathematical methods later entered the field of management, especially with the advancement of electronic computers, which facilitated data collection and processing at minimal cost and effort. In this manner, management was aided in making timely and appropriate decisions using tools and mathematical methods such as linear programming, game theory, queuing theory, and decision trees, among others. All of these methods aim to achieve desired goals in the easiest and most cost-effective ways.

The Quantitative Theory is defined as a scientific method that utilizes all appropriate scientific tools to provide a quantitative basis for organizational decisions through the analysis of management problems. It also provides necessary and accurate information that allows management to make informed decisions.

In this context, the mathematical approach represents an advanced step aiming to replace trial-and-error methods previously used, as this theory offers broad possibilities for comparing multiple alternative solutions in a simple and straightforward manner. Moreover, Quantitative Theory is distinguished by its clarity and consistent indication of problem phenomena (**Salem Fouad, 1995, p. 8**).

- **Systems Approach Theory:**

This theory emerged as a reaction to the propositions of earlier theories (classical and behavioral), aiming to reconcile these two directions. Credit for this goes to scholars like **Bernard** and **Simon**, who expanded the concept of an open system to include shareholders, managers, workers, and the organization's clients.

The main objective of applying Systems Approach Theory in organizational management is to facilitate and enhance managers' understanding of the complex environment surrounding the organization. This provides decision-makers with clear frameworks for their organization's external environment, enabling them to streamline their various decisions (**Hasan Ali Sharqi, 2000, p. 47**).

Additionally, Systems Theory has contributed to changing the perception of the organization to be based on a systems structure rather than a power structure. This allows for administrative and general understandings without neglecting the specifics of addressing administrative problems and making decisions. This is because the organization is an integrated whole containing subsystems, which together form an interconnected series of integrated processes influenced by various external variables surrounding the organization.

Therefore, any decision regarding a subsystem within the organization will inevitably impact the operations of its other subsystems, as well as the organization's overall direction towards its external environment.

The systems theory has significantly contributed to changing the perspective of organizations, viewing them as systems rather than structures of authority. This approach allows management a deeper and more comprehensive understanding of organizational processes, both internal and external, without neglecting the intricate details in addressing managerial issues and decision-making.

An organization is seen as an integrated whole composed of subsystems that together form a interconnected and integrated chain of operations. These subsystems are influenced by various external variables such as economics, politics, technology, and society.

Therefore, when making decisions concerning any subsystem within the organization, it inevitably affects the performance and operations of other subsystems. It also impacts the organization's orientation towards its external environment, emphasizing the interdependence and interconnectedness within the organizational system.

10-3-The Importance of Decision-Making Process

Administrative decision-making is considered one of the core tasks performed by managers, described as the heart of management. The manager is defined as **(the decision-maker)**, and their ability to make decisions based on their organizational position distinguishes them from other members of the administrative organization. Therefore, the decision-making process has become the focal point of the administrative process, and the success achieved by any organization in fulfilling its desired goals largely depends on the ability of its managerial leadership to make correct and appropriate decisions.

The decision-making process encompasses all aspects of the administrative organization from a practical perspective. Thus, any thinking in the administrative process should be grounded in principles and methods of decision-making, in addition to focusing on the foundations and implementation procedures of these decisions (**Kanaan, 1983, p. 93**).

10-4-Stages of the Administrative Decision-Making Process

There are two trends in management thinking regarding the stages of administrative decision-making. The first trend is the traditional or theoretical approach, sometimes referred to as the Economic Man approach. The second trend is the Business Administration approach or the Administrative Man approach, pioneered by Herbert Simon (**Badr, 1996, p. 259**).

There is variation in defining the number of stages in the decision-making process. Some define it as three stages, such as Herbert Simon, while others define it as five stages, like **Gerdon & Pressman, Gillian** et al. Some extend it further, like **Archer** and **Nigro**. Nevertheless, there is a general consensus on the nature of the activities and tasks involved in the administrative decision-making process in broad terms.

The detailed specification of these stages depends on several factors, including (**Al-Kubaisi, 1983**):

- The size of the organization and the number of individuals working within and interacting with it.
- The significance and nature of the decision being addressed.
- The available time frame for making the administrative decision.

- The quantity and quality of human and material resources available.
- The suitability of environmental conditions within and outside the organization.
- The age of the organization, the depth of its experiences, the breadth of its expertise, and the information available to it.

Below are some opinions regarding the number and type of stages in the administrative decision-making process, as illustrated in Table (3):

Table (3): shows the stages of decision-making according to a group of researchers

Simon(1960)	Landberg(1962)	Nigro(1965)	Schrenk(1969)
<ul style="list-style-type: none"> - Problem Recognition - Design or Information - Gathering - Choice 	<ul style="list-style-type: none"> - Problem Identification - Gathering information that - Aids in solving the problem - Choice 	<ul style="list-style-type: none"> - Problem Recognition - Gathering and analyzing information - Classifying and analyzing information - Searching for means to solve the problem - Identifying alternatives - Evaluating alternatives - Decision making - Implementation - Evaluation and follow-up 	<ul style="list-style-type: none"> - Problem Identification (Need for a decision) - Developing alternatives (Diagnosis) - Choice

Witte (1972)	Rodelius. (1973)	Harrison (1975)	Robbins (1976)
<ul style="list-style-type: none"> - Gathering information (Research) - Developing alternatives (Diagnosis) - Evaluating alternatives - -Choice 	<ul style="list-style-type: none"> - Precisely identifying the problem - Identifying two sets of decision factors - Gathering relevant information - Determining the best alternative - Developing and planning for execution - Evaluating the decision-making process 	<ul style="list-style-type: none"> - Setting organizational goals - Searching for alternatives - Comparing and evaluating alternatives - Decision-making process - Implementing the decision - Monitoring the decision 	<ul style="list-style-type: none"> - Identifying the problem - Developing alternatives - Analyzing alternatives - -Choosing the best alternative

Mintezberg(1976)	Ross(1977)	Stoner(1978)	Gerdon&Pressman(1978)
<ul style="list-style-type: none"> - Identifying the problem (the need for a decision) - Defining the problem - Gathering information (research) - Developing alternatives (diagnosis) - Evaluating alternatives - Selection - Follow-up 	<ul style="list-style-type: none"> - Setting the objective - Establishing decision criteria - Developing alternatives - Making the decision - -Examining and selecting the alternative 	<ul style="list-style-type: none"> - Identifying and defining the problem - Gathering and analyzing facts - Developing alternatives - Evaluating and selecting alternatives - Analyzing results - -Implementing the decision 	<ul style="list-style-type: none"> - Setting objectives - Defining the problem - Developing alternatives (diagnosis) - Selection - Follow-up

Fedman&Arnold (1983)	Janis(1982)	Archer(1980)	Brown Moberg(1980)
<ul style="list-style-type: none"> - Perceiving the problem - Setting objectives and goals - Developing alternatives - Gathering information - Evaluating alternatives - Choosing the optimal alternative - Implementing the decision - Evaluating results 	<ul style="list-style-type: none"> - The need for a decision (identifying the problem) - Selection - Implementation - Processing 	<ul style="list-style-type: none"> - Understanding and monitoring the decision environment - Identifying the problem - Setting decision objectives - Diagnosing the problem - Developing alternative solutions - Establishing criteria for evaluating alternatives - Evaluating alternatives - Choosing the best solution - Implementing the best solution 	<ul style="list-style-type: none"> - Intelligence - Evaluating alternatives - Selection - Implementation

Hill (1989))	Dafft (1988)	Omar Al-Kubaisi (1983).	Gillian et al. (1983
<ul style="list-style-type: none"> - Identifying the problem - -(The need for a decision) - Developing alternatives - Selection - Implementation 	<ul style="list-style-type: none"> - Examining the decision environment - Identifying the root cause of the problem - Setting decision objectives - Diagnosing the problem - Developing alternative solutions - Evaluating alternatives - Choosing the optimal alternative - Implementing the chosen decision 	<ul style="list-style-type: none"> - Stage of defining the decision topic and the problem it addresses. - Stage of research, investigation, and information gathering. - Stage of analysis, framework development, and study methodology. - -Stage of developing alternatives, assumptions, and evaluating them. - Stage of communication and consultation. - Stage of formulation and announcement. 	<ul style="list-style-type: none"> - Setting objectives - Gathering information (research) - Selection - Implementation - Follow-up

Ali Abdul Hadi Muslim (1996)	Badr, 1994, p. 197.	Khalil Muhammad Al-Shamaa (1991).	Bridge(1989)
<ul style="list-style-type: none"> - Intelligence - Design - Research and selection - Implementation 	<ul style="list-style-type: none"> - Identifying and defining the problem. - Diagnosing the problem. - Researching available alternatives and analyzing them. - Analyzing the advantages and disadvantages of each alternative. - Evaluating alternatives and making a selection among the 	<ul style="list-style-type: none"> - Diagnosing the problem - Searching for alternatives - Evaluating alternatives - Choosing the best alternative - Implementing - Follow-up 	<ul style="list-style-type: none"> - Setting objectives - Defining the problem - Developing alternatives - Selection

Qandilji and Al-Janabi (2005)	Yaghi (2002)	Mohamed Burhan (1998)	Zaher Mahmoud Klalda (1997)
<ul style="list-style-type: none"> - Intelligence or smart thinking - Design - Selection - Implementation 	<ul style="list-style-type: none"> - Identifying and analyzing the problem - Gathering information and data related to the problem - Identifying available alternatives in the work environment related to the problem - Choosing the appropriate alternative to solve the problem and implementing it. 	<ul style="list-style-type: none"> - Identifying and formulating the problem - Searching for a solution - Making the decision - Implementing the decision 	<ul style="list-style-type: none"> - Identifying the problem - Gathering information - Developing possible solutions and alternatives - Selecting possible solutions and alternatives - Choosing the best solution - Adopting the best solution

Sources: Several sources were used, including Archer (1980), Simon (1960), Dafft (1988), Mohammed Burhan (1998), Yaghi (2002), Gillian et al. (1983), and Ali Abdul Hadi Muslim (1996).


Some, like **Eilon**, see the division of the decision-making process elements in the following steps:


- ✓ Information input
- ✓ Analysis
- ✓ Performance measures
- ✓ Model
- ✓ Strategies
- ✓ Prediction of outcomes
- ✓ Choice criteria resolution

Some individuals find difficulty in explaining the exact process of decision-making. However, effective decision-making can be recognized through its steps. Despite the complexity and distortion in decision-making, procedures are seen by some as consisting of three parts, as Amer (1986, p. 331) observes.

- **Part One:** Recognizing a desired objective
- **Part Two:** Considering the obstacles
- **Part Three:** Selecting a way to overcome the obstacles

There are also a set of procedures that serve as a refuge and sanctuary for the human mind in an automatic way in solving various problems, reflecting the psychological aspect in various types of human thinking as described by Guilford:

 **Recognition of information: cognition - Recognition of information**

 **Production:** which is the use or utilization of information - and sometimes information may be used to create or produce new information, and production may be divergent and branched out, as well as convergent and convergent.

A - Divergent Production: Diversions - Thinking spreads and branches out in different directions during the search.

B - Convergent Production: Evaluation - Human thinking focuses on reaching a single answer (Amer, 1986, p. 332).

Here is the English translation of the text:

10-4-1-Steps of Decision-Making Selected by This Author

The stages of the decision-making process, like other administrative matters, have been and continue to be a subject of debate, discussion, and disagreement among most scholars, researchers, and those interested in the topic of administrative decision-making, both in terms of the number of stages and the content of each stage. This variability is due to differences in circumstances or the environment in which decisions are made. Here, we will discuss the steps or process of decision-making relevant to this study. The researcher has derived these steps from several models based on his review of literature in this field from various books and researchers on the subject. The proposed model for this study consists of eight steps, as follows:

- Recognizing the problem
- Gathering information
- Defining the problem
- Analyzing the problem and formulating alternatives
- Working on establishing criteria for evaluating proposed solutions
- Obtaining acceptance and approval of the solution
- Implementing the solution
- Following up on the implementation and evaluating the solution.

Here, we will discuss each of the preceding steps in the proposed model for this study in some detail as follows:

❖ **Recognizing the Problem:**

The process of problem-solving typically begins with observing the emergence or existence of a problem, and there is usually a favorable opportunity to make a decision, whether it concerns an individual, a group, or an organization. It may be a gut feeling or a general sense that something is not right that is the first source of recognizing the problem. The presence of a problem often opposes our interests in terms of work benefits, so it is possible that we feel discomfort or anxiety, which prompts us to take appropriate action to correct the existing situation or solve the apparent problem. Therefore, any situation we face may initially appear highly complex, which may make us feel unable to comprehend such situations and accept them, and thus solve them properly. However, this feeling must be resisted and confronted by the individual, group, or organization if we want to reach a solution to the problem in a sound manner. To do this, we must ask ourselves the following questions:

- a. What does the current situation indicate?
 - b. Is there really a problem?
 - c. Is this my problem or someone else's problem?
 - d. Why do I need to solve the problem?
 - e. What do I aim to achieve by analyzing this problem?
- (Al-Hayjan, 2000, p. 110).

❖ **Collecting Information:**

Understanding the problem and making the necessary decision to solve it requires gathering all possible information, data, and relevant facts related to the problem at hand. The sources of this required information for the problem vary depending on its nature, consulted by experts and specialists in the subject to be addressed. It may take the form of opinions and viewpoints of those interested in the subject, or it may also include numbers, statistics, or any information expected to be useful in solving the problem that needs to be solved. No information of this type should be neglected, and the decision-maker should consider the necessity of diversifying sources in addition to the accuracy, objectivity, and currency of the information on which the decision is based (**Al-Sawat and others, 1996, p. 212**).

Information and data vary from one problem to another according to the nature of the problem and the classification of the information and data used by the manager in the decision-making process into the following types (**Al-Muhous and Kashgji, 1987, p. 124**):

a. Primary Information: This is information gathered from primary sources through direct communication, inquiry, observation, field visits, or monitoring organizational records.

b. Quantitative and Qualitative Information: Quantitative information relates to numbers, statistics, and specific ratios, while qualitative information consists of judgments, evaluations, and non-numerical estimates.

c. Opinions and Facts: These include suggestions, ideas, and viewpoints presented by experts, consultants, and assistants to the decision-maker, which contribute to reaching appropriate solutions to the problem.

❖ **Problem Identification:**

In the realm of decision-making, a problem is defined as a deviation from a pre-defined goal. Therefore, identifying the problem begins when deviations are discovered due to the discrepancy between targeted performance and actual performance (Al-Sultani, 2000, p. 82). This necessitates pinpointing the real essence of the problem, not just the apparent symptoms suggested by it. It involves defining the problem precisely, determining its dimensions and components, and investigating its root causes through gathering necessary information and consulting experts both within and outside the organization to diagnose the problem on scientific and objective grounds (Al-Mashreqi, 1997, p. 24).

Decision-makers must answer several questions in this process:

- ✓ What type of problem is it?
- ✓ How did this problem originate fundamentally?
- ✓ Why is it necessary to solve it?
- ✓ When should this problem be resolved?
- ✓ What are the consequences of not solving this problem?
- ✓ What problems will be resolved by solving it?

Moreover, managers, in the process of understanding the core problem and its dimensions, should clarify the nature of the situation that caused the problem, its importance, and type. They should avoid mixing primary and secondary causes and stand ready to address it appropriately and make the right decision regarding it (Deeb, Emad, 2000, p. 88).

❖ **Problem Analysis and Formulation of Alternatives:**

Analyzing the problem involves evaluating the internal environmental factors affecting the organization's activities to identify strengths and weaknesses. Subsequently, external environmental factors influencing the organization's activities are reviewed separately at both the general and operational levels to determine prevailing opportunities and risks (Al-Mashreqi, 1977, p. 22).

Following this, the strategic gap between the prevailing opportunities and risks in the external environment and the strengths and weaknesses available to the organization as a whole and in each of its activities individually is determined. This also includes outlining the objectives of the organization and for each activity (Al-Mashreqi, 1977, p. 22).

Next, the manager must devise the maximum number of alternative solutions to ensure avoiding mistakes and selecting the most suitable alternative. Each alternative must contribute partially or wholly to achieving the desired results sought by the decision-maker and should be within the limits of the resources available to them. Notably, there may be instances where not making any decision might be the best alternative. Subsequently, the alternatives are arranged progressively according to priorities (Al-Mashreqi, 1977, p. 25).

The number and type of alternative solutions selected depend on several factors, including the organization's position, applied policies, adhered philosophy, material capabilities, available time for the decision-maker, and their managerial direction, which relies on logical and innovative thinking based on intuitive feelings and expectations. This facilitates the classification and numbering of available alternatives to arrive at an unlimited number of **them** (Al-Nimr and others, 1991, p. 355).

❖ **Establishing Criteria for Evaluating Proposed Solutions:**

This stage represents one of the challenging intellectual phases because comparing alternatives is not straightforward and easy, as the advantages and disadvantages of each alternative may not appear until their implementation is researched. Therefore, the most important criteria used to evaluate solutions include:

- Feasibility of Alternative Implementation: Assessing the possibility of implementing the alternative solution and the availability of material, human, and natural resources for it.
- Cost of Implementation: Estimating the costs associated with implementing the alternative through balancing the expected gains and potential losses.
- Impact of Alternative Implementation on the Organization: Evaluating the effects of the alternative solution on departments, administrations, functions, performance, or even on other organizations and the wider community.
- Human and Social Impacts of the Alternative: Considering the humanitarian and social effects of the alternative solution and its potential impact on interpersonal relationships within the organization.
- Subordinate Acceptance and Support for the Alternative: The readiness of subordinates to accept and support the alternative solution is crucial in its evaluation. This depends on the nature of the problem and its type (**Kanaan, 1983, p. 150**).
- Decision Maker's Innovation Readiness and Expectations: Assessing the decision maker's readiness for innovation and their expectations about the decision (**Hayjan, 1993, p. 10**).
- Available Time for Decision Maker to Formulate Alternatives: The time available to the decision maker to formulate alternatives is critical.

- Organization's Situation, Structure, Leadership Style, Background, and Directions: Considering the organization's position, structure, leadership style, backgrounds, and directions.

- Obtaining Acceptance and Endorsement of the Solution: Finding a solution for the problem often does not conclude the problem-solving process unless all parties accept and endorse the selected solution. Acceptance of the solution is crucial for its successful application and implementation. Thus, it is essential to accompany the proposed solution with suitable strategies that lead to its acceptance. Among these strategies are using the powers enjoyed by the decision-maker, for example, or understanding their ability to influence others and convincing them of the feasibility of the proposed solution. From this perspective, it can be said without hesitation that the quality and effectiveness of the solution are rarely sufficient in themselves to guarantee the acceptance and implementation of this solution (Hayjan, 2000, p. 116).

❖ **Implementing the Solution:**

This step involves implementing the selected solution from the problem-solving model or decision-making steps. Applying the chosen solution comes after obtaining prior approval for it. Implementing any solution is not an easy process because making any decision to address any problem must necessarily be accompanied by changes or adjustments in the conditions surrounding the problem, which are often influential factors in the emergence of problems. Additionally, what must be considered in the process of implementing the solution to the problem is that the task of implementing the solution is assigned to the person or people who possess the necessary skills to implement this solution or apply the decision, giving them the authority and flexibility to implement it in a way that adapts to the conditions of implementation (Hayjan, 2000, p. 116).

❖ **Monitoring and Evaluating the Solution:**

It is essential for decision-makers to choose the appropriate time to announce their decisions so that they lead to the best possible outcomes. Once the decision is implemented and its results become apparent, the manager evaluates these results to assess their effectiveness and the degree of success in achieving the desired goal.

Monitoring the implementation of the decision enables the discovery of problems and obstacles that may hinder its implementation. Addressing these issues early on or minimizing their impact as much as possible is crucial. Additionally, monitoring the implementation allows decision-makers to take appropriate actions, whether it involves withdrawing, canceling, or modifying the decision partially or entirely.

Moreover, the monitoring process empowers decision-makers to ensure the accuracy and realism of their analysis during the implementation phase, helping to identify shortcomings and understand their causes to propose ways to address them. Furthermore, monitoring the implementation fosters a sense of responsibility among those involved, encouraging their participation in decision-making processes (Al-nimer and others, 1997, p. 360).

10-5-Participation in Decision-Making and Its Importance: (Abdulhadi Al-Jawhari, 1998, pp. 6)

Modern management has found a necessity to adopt the principle of participation in decision-making by expanding the circle of participants and avoiding concentrating decision-making in the hands of a single individual. This trend has emerged and been confirmed due to several factors, including:

- Growth of organizations and their expansion in size.
- The logical truth that regardless of an individual's personal capabilities, they are unable to fully comprehend all circumstances at all times.

Experts have observed and clarified the importance of consultation (the democratic approach) in administrative leadership, primarily manifested in expanding the base of decision-making participation, especially concerning decisions that affect participants and their work. This approach brings numerous advantages such as ensuring their cooperation and commitment.

Expanding participation can enrich decisions because they become influenced by diverse information and experiences. Additionally, the actions taken are more suitable for the specific requirements that participants interact with. Each participant becomes more engaged in the situation as decisions and actions are influenced by them, thereby gaining more experience that enhances their efficiency and maturity.

Furthermore, participation by subordinates can vary, ranging from allowing them to make suggestions on minor matters to full participation in major decisions, following a gradient that includes:

- **Zero** participation of subordinates.
- Acceptance of minor suggestions on simple matters.
- Occasional consultation with subordinates on relatively important issues.
- Consultation with subordinates on significant decisions.
- Full participation of subordinates in the decision-making process, 100%.

As **Landberg** noted, while one person may be referred to as the decision-maker on behalf of the organization, it's easy to recognize that others have contributed to identifying problems, evaluating alternatives, and arriving at the final choice. Elements of the decision can be returned via official and unofficial communication channels to various individuals. Therefore, decision-making in organizations signifies a collective effort involving multiple individuals, rather than solely the effort of a specific person, regardless of their position in the organizational structure. For participation in decision-making to yield the desired results, management must consider several factors, including:

- **Available Time:**

Managers and supervisors may have limited time to make certain decisions, especially in urgent cases. In such situations, the benefits of participation may simultaneously impede other potentially more important objectives. Managers and supervisors must quickly balance these considerations.

- **Economic Factor:**

Decision-making participation within organizations is economically costly in terms of time, effort, and preparation. Managers and supervisors must ensure that the costs do not overshadow the value of the benefits derived from participatory decision-making.

- **Distance Between Superiors and Subordinates:**

Providing subordinates the opportunity to participate in decision-making should not be a trap that leads them into mistakes affecting their career and future within the organization. Similarly, this participation should not undermine the authority and position of the superiors.

- **Confidentiality of Decisions:**

In many organizations, it is crucial to prevent information from leaking outside. In such cases, allowing participation in decision-making should not lead to information leaks through subordinates who contributed to the decisions.

- **Managers and Decision-Making:**

Decision-making represents the most challenging role for managers. Despite the assistance of information systems in managing and delivering information, they provide limited support for managerial decisions because: **(Amr Qandilji and Alaa Al-Din Al-Janabi, 2005, pp. 112-114).**

➤ **The Process of Decision-Making:** Decision-making can be classified according to organizational levels, starting from the strategic level, then administrative, then knowledge, and finally operational level.

➤ **Strategic Decision-Making:** Strategic decision-making is defined by the organization's long-term goals, resources, and policies.

➤ **Management Control Decision-Making:** This level primarily focuses on how resources are used efficiently and effectively, and how operational units perform their tasks well.

➤ **Operational Control Decision-Making:** This level is concerned with how specific functions are executed according to the directives from the strategic and middle management levels.

➤ **Knowledge-Level Decision-Making:** This involves evaluating new ideas related to production and services, methods of communicating new knowledge, and ways of distributing information within the organization. At each level of decision-making, researchers classify decisions into structured and unstructured decisions.

➤ **Unstructured Decisions:** These are non-routine decisions where the decision-maker must apply judgment, evaluation, and insight to define the problem. There are no agreed-upon procedures for making such decisions.

➤ **Structured Decisions:** These are repetitive, routine decisions with predefined procedures for handling them.

10-6-Decision-Making Methods

The methods for making administrative decisions vary from the easiest to the most difficult in terms of effort, time, and cost. Intuition, guessing, and personal opinion regarding a specific situation are considered the easiest ways to make decisions. These methods gradually increase in complexity to include the use of scientific and mathematical techniques. The choice of these methods depends on the nature of the problem and the judgment of the leader or administrative manager.

It can be said that no single method or set of methods is universally best and applicable in all circumstances. Rather, each situation dictates the type of method that can be applied. The selection of one method over another depends on several factors such as the opinion and judgment of the manager or leader, the nature of the problem, and the current circumstances (Allaqi, 1996, p. 525). Decision-making methods and elements can be divided into two sections:

Theoretical (Traditional) Methods:

These methods rely on elements and foundations such as experience, exchange of opinions, and personal judgment on the available facts.

A. Intuition and Personal Judgment:

This method involves the manager using their personal judgment and quick intuition to grasp the main elements and problems of the situation they face, as well as the correct assessment of its dimensions and analysis and evaluation of the available data. This decision-making method is not scientific compared to other methods, especially quantitative methods. However, it can be effective in making non-strategic decisions with limited impact, as well as in urgent situations that require a quick response. One of the advantages of this method is that it helps exploit certain abilities and skills in some managers, such as the ability to imagine, initiate, innovate, and take responsibility for their decision (**Kana'an, 1998, p. 185**).

B. Experience:

Experience consists of the beliefs and opinions that the manager or leader holds, and the situations they have faced in the past. A manager or leader reaches their position after gaining experience through decision-making and learning lessons to face the future if the same situations recur. Decisions become more stable if they are supported by the participation of employees in the organization, their opinions are sought, and considered. The intended experience is not limited to the experience of the decision-maker alone, but extends to the experiences of their advisors, assistants, subordinates, and those affected by the decision, utilizing their experiences and expertise in similar cases (**Sharif and others, 1989, p. 130**).

C. Opinions:

Some managers rely on the opinions of their employees and a precise analysis of the situation they face when making decisions. From this standpoint, the manager may present their preliminary decision to colleagues at work to get their perspective, modify it, or even abandon it. To reach the most appropriate decision, the process may require the use of various data and statistics to favor the most suitable one, which can be used as a basis for making the correct decision based on well-studied data and facts (Alaqi, 1996, p. 529).

D. Facts:

Facts are excellent bases for decision-making. When facts are available, the decisions made are strong and logical, and their strength diminishes if facts are unavailable at the time of decision-making, especially in sudden phenomena or events (Alaqi, 1991, p. 528). Hence, the importance of relying on scientific methods and facts in decision-making becomes evident.

Modern Scientific (Quantitative) Methods:

The importance of scientific methods and theories that contribute to the decision-making process is increasing. Among the most important of these methods are:

a. Operations Research:

Operations research aims to apply the scientific method when studying the probabilities of any administrative problem to achieve the desired goal. Therefore, operations research is considered scientific methods and tools for solving administrative problems in complex situations as they are based

on the scientific method, which assumes the existence of certain elements and following specific scientific steps. These steps include the presence of a person or an entity sensing the administrative problem, the existence of more than one alternative to solve this problem, having objectives or results the person or entity wants to achieve, having variables that the decision-maker can control, others that are difficult to control, and existing constraints and pressures under which the decision is made (Sharif et al., 1989, p. 133). Some tools of operations research include:

❖ **Linear Programming:**

Linear programming is an analytical technique used to determine the optimal solution or alternative to a problem, especially concerning the optimal allocation of limited resources in light of available possibilities, aiming to maximize returns or minimize costs (Al-Tuwaijri and Al-Barai, 1996, p. 21).

❖ **Probability Theory:**

Probability theory is one of the methods used for decision-making, particularly under conditions of risk, where the decision-maker is not fully certain of the outcome that will result from using a particular alternative (Ibrahim, 1998, p. 252). There are other methods to measure probabilities in the field of decision-making, including (Najjar, 1997, p. 291):

a. Personal Probability:

This method determines the degree of belief of the decision-maker in the occurrence of an event. The degree of belief is determined after considering multiple factors, the most important of which are the previous experience of the decision-maker, their practical experience and practice, and the level of their aspirations, hopes, and goals.

b. Objective Probability:

This is determined by conducting an experiment (which may be laboratory or field), calculating the likelihood of an event occurring according to the results of the experiment.

c. Repeated Probability:

In this method, the probability is calculated based on the rate of event recurrence in the long term.

Decision Trees:

The decision tree method allows decision-makers to see the available alternatives, risks, and expected outcomes clearly. However, to effectively apply this method, especially in uncertain or complex situations, decision-makers need to utilize computer systems to estimate the expected probabilities and total returns over a specified period. Computers can collect and analyze relevant data to assist in choosing the alternative that achieves the desired results **(Kana'an, 1998, p. 197)**. The advantage of this method is its ability to consider both direct and indirect results and reactions, analyzing their interdependencies using a scientific approach based on solid facts. This allows decision-makers to visualize the available alternatives, risks, and expected outcomes clearly **(Nourallah, 1992, p. 150)**.

Administrative Games:

The concept of administrative games in decision-making is based on logical pre-thinking through the analysis of scientific data, aiming to create a specific situation where the decision-maker strives to achieve the highest possible level of success **(Kana'an, 1998, p. 196)**. Specialized programs are designed to train managers on using administrative game

theory in their decision-making processes. These programs involve practical exercises on specific administrative situations, divided into several rounds where trainees review data, make decisions based on the available data, and predict outcomes (**Kana'an, 1998, p. 197**). This method is beneficial in decision-making under conditions characterized by the presence of competitors, assuming conflicting interests where each party uses mathematical tools and acts based on logic and rationality to reach the optimal strategy that maximizes profit and minimizes loss (**Ayoub, 1994, p. 176**).

Marginal Analysis Method:

The marginal analysis method involves a set of mathematical models and graphs aimed at determining the degree of change, either increase or decrease, in a variable. This method is applied in economic and financial analyses related to production and its costs. It also aims to study and analyze the multiple alternatives available to the decision-maker and compare these alternatives to choose the most appropriate and optimal one (**Al-Tuwaijri and Al-Barai, 1996, p. 22**).

Case Study Method:

The case study method involves defining and identifying the problem under decision, considering its causes, dimensions, and various aspects, and envisioning alternative solutions based on the available information about the problem. The decision-maker can be guided by a set of questions in analyzing the case or problem to derive accurate conclusions and make appropriate decisions (**Kana'an, 1998, p. 199**).

10-7-Factors Influencing the Decision-Making Process

The decision-making process is influenced by various factors that, in turn, affect the rationality of these decisions and their success in responding to the needs of the organization, the environment, and the individuals benefiting from the organization, whether they are employees, shareholders, or customers. These factors include human factors, laws and regulations, organizational elements, information systems, and environmental factors.

First: Human Factors:

Numerous human factors influence administrative decisions and direct them towards the optimal alternative. These factors include:

The Manager Making the Decision: The manager's deep understanding of matters, predictive abilities, creativity, responsibility, academic and cultural qualifications, experience, ethics, ability to handle difficult situations, and social relationships all affect the rationality of decisions.

Assistants and Associates: The manager's assistants and associates also impact the decision-making process due to their proximity and influence on the manager. Their thinking styles and ways of presenting issues play a role. Additionally, advisors, experts, and specialists assist the manager in making effective decisions by providing expert opinions and recommendations on technical or specialized matters, ensuring decisions are based on facts.

Subordinates: The cooperation of subordinates and their participation in decision-making and implementation are crucial. Factors such as their sense of job security and the social climate in which they work also affect the decision-making process (Kana'an, 1999).

Second: Laws, Regulations, and Instructions

Laws, regulations, and instructions play a significant role in influencing decision-makers. When making decisions, they must ensure that their decisions do not conflict with existing laws, regulations, and instructions. While these elements can sometimes be obstacles to creativity and achieving organizational goals under certain conditions, they also aid in monitoring and controlling the decision-making process. The importance and impact of laws on decision-making increase with the size and complexity of the organization and its branches (Al-Issa, 1993).

Third: Organizational Elements

Organizational elements encompass various dimensions that affect decision-making:

The organizational structure, managerial philosophy, and the alignment or conflict of values between managers and employees influence decision-making. Additionally, the size of work units, their geographical distribution, and the internal and external pressures on managers and employees play crucial roles.

Nature of Administrative Communications: The effectiveness of decision-making relies heavily on the quality, speed, and efficiency of administrative communications through which managers obtain necessary information and data. Effective communication also plays a vital role in feedback mechanisms, facilitating inquiries, criticisms, or suggestions that help managers avoid pitfalls in future decisions.

Degree of Centralization vs. Decentralization (Delegation): The degree of centralization or decentralization in decision-making processes significantly impacts managerial effectiveness. In highly centralized systems, decision-making authority is concentrated in the hands of top-level managers, increasing their workload and potentially limiting their ability to focus on strategic issues. Conversely, decentralization and delegation empower lower-level management, fostering their capabilities, job satisfaction, responsibility, and the speed of decision-making. It also cultivates new managerial talent, enhances acceptance of managerial decisions, and improves their implementation (**Kana'an, 1992**).

Fourth: Information Systems:

The effectiveness of organizational decisions depends on the availability, integration, accuracy, and organization of necessary information, so that it can be utilized and benefited from. Senior management, especially in large organizations, needs accurate and correct information about the organization's environment, facts, data, and statistics related to the beneficiaries of the organization's services, its strengths and weaknesses, the effectiveness of its services, and predictions about technological developments in the coming years. Additionally, senior management needs diverse information about productivity, costs, economic conditions, and human resources.

It can be said that an organization's ability to quickly provide the necessary information is the fundamental requirement for rationalizing the administrative decision-making process. This, in turn, allows for better use of material and human resources by ensuring a broad knowledge base for problem-solving, providing modern alternatives and methods for solutions, and selecting options that minimize future issues.

It is also worth mentioning in this context the entry of computers into public institutions, whether productive or service-oriented, as well as private sector institutions. This introduction has facilitated the adoption of new methods in decision-making processes and their improvement, particularly in quantitative decision-making (Al-issa, 1993).

Fifth: Environmental Factors and Other Pressures:

Many factors influence the rationality of decision-making, especially in public institutions. These factors include the nature of the prevailing economic and political system, social traditions, and spiritual and religious values. Additionally, there are pressures that managers face, whether internal, such as pressures from power centers within the organization, superiors and subordinates, and conflicting interests among members of the organization, or external pressures, such as public opinion, economic pressures like inflation, recession, supply and demand, and government fiscal policy. Furthermore, there are pressures from regulatory bodies, both internal and external.

The available time to make decisions and the urgency of these decisions also affect the rationality of the decision-making process. The nature of the problem at hand plays a role in either narrowing or expanding the available time, as well as the ability of the manager and decision-makers to balance these factors and quickly find the required solution (**Kanaan, 1992, citing Abdul Karim Darwish and Laila Takla, 1976**).

10-8-Obstacles Facing the Decision-Making Process

The administrative decision-making process faces many obstacles that hinder its rationality, especially in developing countries. These obstacles can be summarized as follows (**Al-Eisa, 1993**):

- ✓ The dominance of social considerations and personal influences imposed by pressure groups and professional organizations, which lead to a lack of objectivity in decision-making.
- ✓ The impact of political and economic considerations on the objectivity of decisions, with political parties playing a significant role. This is more evident in developing countries governed by a single party, alongside insufficient economic resources to modernize public administration and equip it with advanced technology.
- ✓ The inflexibility of existing laws, regulations, and instructions in institutions. Many of these were formulated under specific circumstances and were appropriate at the time, but are now unsuitable for new developments. Administrations are thus required to amend and update these regulations to match current advancements. Conversely, institutions may suffer from the rapid changes in instructions and regulations, as employees barely understand and comply with them before they are modified or canceled.

- ✓ Weak oversight and lack of follow-up on the implementation of administrative decisions, leading to incorrect execution, whether intentionally or unintentionally, which undermines the credibility of administrations in making future decisions.
- ✓ High centralization and lack of delegation in decision-making weaken the sense of responsibility among middle management and employees. This could be due to psychological reasons, with senior administrative leaders reluctant to delegate authority and keeping power centralized.
- ✓ Additional obstacles include the lack of information, its inaccuracy, and lack of timeliness, the absence of modern methods and devices for storing and coordinating information, the multiplicity of official bodies involved in a single administrative decision, lengthy and complex procedures, duplication and conflict in decisions made by closely related departments, weak planning awareness, a specific lack of administrative efficiency, lack of coordination, and ineffective communication systems. This leads to scattered efforts and ignorance of decisions made by various sections and departments within the same organization. There is also a disregard for the element of time, lack of scheduling and periodic follow-up of issued decisions, fear of responsibility, and hesitation among some decision-makers to take bold initiatives and confront problems and difficult situations.

Conclusion

It is concluded that information, its systems, and the technologies used are crucial tools for making accurate and sound decisions. Thus, there is a pressing need to collect and process information and data and use information effectively. The success of sports institutions in various forms and patterns today necessitates the use of information around the clock to make decisions related to their different administrative functions. This is due to the continuous and complex external and internal environmental changes, where new functional decisions reflect the core of their activities and primary tasks. Therefore, information has become one of the vital resources in managing modern activities, and the success and development of the institution are dependent on the effectiveness of the decisions made, which are, in turn, tied to the effectiveness and efficiency of its information systems.

From the above, it is clear to readers that information systems play a crucial role when utilized with the latest technologies and modern methods based on the best sources. This is evident through the roles and functions they perform within the sports institution as the primary producer of information, which is the operational and vital element. Information is the foundational product for making and implementing wise and appropriate decisions for the institution.

Based on this, the decision-making process is considered one of the most important strategic activities in overall administrative performance. It aims to judge matters in terms of prioritizing the set objectives that must be executed according to the organization's planned strategy and finding solutions to problems the institution may face, whether financial, administrative, or technical. The use of quantitative methods is characterized by the accuracy, clarity, and speed of information, leading to positive and appropriate results.

Assessment Questions

- ✓ What do we mean by information, and what are its characteristics?
- ✓ List the sources of information used by a sports institution.
- ✓ What is the importance of information in a sports institution?
- ✓ Information is prepared and designed to fit the type of decision being made. Discuss the levels of information according to the needs of decision-makers.
- ✓ What is the nature of information and its relationship to the administrative level?
- ✓ What are the main problems facing the process of delivering information within a sports institution?
- ✓ Provide a comprehensive concept of management information systems in a sports institution.
- ✓ What are the characteristics of an effective information system? Highlight the key characteristics of modern information systems in sports institutions.
- ✓ What are the advantages of a management information system?
- ✓ Discuss the benefits of management information systems.
- ✓ What are the components of information systems and their challenges?
- ✓ What is the relationship between information systems and decision-making?
- ✓ What is meant by information technology?
- ✓ What are the components and characteristics of information technology?
- ✓ Define the decision-making process.
- ✓ What are the main theories of organization and decision-making?
- ✓ Discuss the decision-making process in the context of modern theories.

- ✓ What is the importance of the decision-making process in a sports institution?
- ✓ Describe the stages of the administrative decision-making process.
- ✓ What are the key stages selected in this work for the decision-making process? Explain them.
- ✓ Based on your knowledge, determine the importance of participation in decision-making.
- ✓ List the factors influencing the decision-making process.
- ✓ What are the obstacles facing the decision-making process?

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