

Designing and Developing the Strategic System of Wrestling in I.R. Iran Improving Wrestling in Islamic Republic of Iran

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Abstract: Improving wrestling in Islamic Republic of Iran depends on a long-term vision, which emphasizes on the necessity to have strategic plans and long-term planning. In general, this plan should be developed due to the weaknesses and strengths of wrestling in Iran and it should be specified by the abilities of federation and wrestling associations of different provinces in the country. On the other hand, the possible threats and opportunities to achieve the objectives of an ideal vision are important in developing this plan, which notifies the desirable strategies and policies according to the ingredients of strategic plan and also investing sufficient attention in wrestling in developed countries. The main objective of this research is to develop an ideal strategic plan for wrestling in Iran with executing comparative studies, analyzing the weaknesses and strengths and eventually developing strategies and the mission. For collecting the necessary data, 65 experts among the sport managers university professors and executive staff were selected (age 50.6 ± 3.6 , years of experience 24.6 ± 2.8). For comparative studies, the required data were collected from six countries including Germany, United States of America, Japan, Turkey, Canada and United Kingdom and also the International Wrestling Federation (FILA). For data analysis, SWOT method and a 4x4 matrix were used. In each square of the matrix, one of the effective aspects was applied in the system and it was finally verified and compared with other aspects. The mentioned aspects were human resources, financial resources, technology and information, in which the weaknesses, strengths and opportunities for the organization were evaluated, the threats were notified in external and internal dimensions and assessed inside and outside the organization. After detecting the quadripartite aspects, the Freeman statistical method was used to choose the priorities in each matrix. The existence of scientific programs, modern and developed facilities in rival countries and sufficient credits were determined as the threats. Organizing regular competitions among clubs and universities and governmental organizational supports were determined as the opportunities for developing wrestling in Iran. The verified internal weaknesses were the lack of qualified managers in wrestling associations of provinces, shortage of complied and classified programs, paying less attention to the scientific principles in training and educating wrestlers and finally look for merited and qualified coaches. Determining and identifying the internal and external aspects and other effective components in wrestling was the main purpose of this research; and the findings of this study could be useful planning with positive effects.

Key words: Strategy % Mission % Structure % Comparative Studies % Wrestling % Strategic Planning

INTRODUCTION

Wrestling is one of the ancient sports fields performed traditionally in Iranian culture and in different regions. The first round of Iranian championships was held in Tehran in the second half of September 1939. The youth's ability, physical strength and instinct talents in sports were not examined hitherto and the youth from different provinces in Iran had not been compared [1]. As wrestling developed officially, Iran Wrestling Federation

was established under supervision of Mr. Shahrudi in 1939 [2]. Holding competitions in different regions financially supported the federation and the competitions were performed traditionally and contemporarily. There are thirteen types of wrestling in Iran hitherto. Many types of wrestling and the existing differences show the interest of various groups of people. At present, wrestling is globally performed in two fields: free-style and Greco-roman and their world championships are held annually. In addition, they hold an ideal place in the Olympics.

What we witness today is wonderful evolution in different fields, stressful environment and lack of confidence to compete and hold the championship course in the world. Organizational systems should use future-oriented and environment-oriented programming to succeed in competitions so that the programs can recognize the environmental aspects and changes and identify their long-term effect on the organization and also organization's way of negotiation with them. This type of programming is called strategic programming which identifies internal strengths and weaknesses and environmental threats through the examination of internal and external organizational environment, sets long-term goals for the organization considering the organizational mission. To achieve these goals, strategic programming selects strategies which ideally use the existing opportunities and avoid the threats through supporting strengths and eliminating weaknesses; so that the organization eventually can succeed in the competitions [3-9]. If wrestling federation as a pioneer in one of the traditional and popular sports fields in Iran intends to compete in international competition arena, it should take a future vision into account considering different capabilities, policies, culture and different aspects discussed in this research.

Strategy is a word originated from military management and is used to describe a method through which military forces achieve their goals [1, 10].

Etymologically, the word 'strategy' is rooted in Greece and was primitively used as 'stratégos' meaning a role (an officer in charge of an army). Then, it came to be known as 'a military officer's art' pointing to the psychological and behavioral skills of an officer. It was used as the management skill (management, leadership, power) about 450 B.C. and as the skill to use forces to overcome resistance and opposition and to create an integrated system of a global government at Alexander era (330 B.C.) [10].

The history of 'strategy' in military management goes back to centuries ago. The first piece of writing in this field was named 'the art of war' by the Chinese writer 'Sun Tzu' about 500 B.C. He proposes the main aspects of the military strategy in his book. In the military management field, strategy is related not only to achieve the proponents' goals but also to hinder the opponents from achieving their goals. Sun Tzu announces that we should discover what the opponents intend to achieve and should hinder them from achieving it [7].

Japan owes strategy in military management to Musashi who published his 'five rings' book including earth, water, fire, wind and space in 1745 [9]. Selznick is one of the first theoreticians of organizational theories

who proposed the concepts related to the strategy domain avoiding the word 'strategy' in 'leadership in government' book in 1957. He pointed to issues such as the capabilities to idealize the organization and to create a balance between internal status and external expectations of the organization and indirectly proposed the issue of strategy execution [11]. But for the first time, the word 'strategy' was used by Alfred Chandler in his 'strategy and structure' book in 1962. He studied the history of tens of American big trading companies and consequently the concept of strategy to perceive the behavior and especially to develop the trading companies was revealed.

Strategy: Chandler applied the word 'strategy' for the first time and defined it as follows: 'strategy means to specify long-term goals for an organization, to select a collection of actions and to allocate the necessary resources to achieve these goals'. He proposed the distinction between strategy and tactic in the frame of the definition of strategic decisions (connected to the long-term health of the organization) and tactical decisions (more related to daily routines) for the first time as well [9]. After him Andrews and Ansoff in 1965 defined strategy from two points of view in 'business policy' and 'corporate strategy' books respectively. Their viewpoints had at least two main differences in the definition of strategy. Andrews believed that 'strategy' includes both organizational goals and the assets and the manner to achieve those goals. But Ansoff believed that strategy is only limited to the assets and the manner to achieve the goals. The evidences show that this diversity of beliefs has been existed as a considerable position [10]. Strategy is a pattern or program ordering fundamental goals, policies and the chain of actions in an organization in the frame of an integrated collection [11].

Strategy is an integrated and balanced program connecting strategic advantages of organization to its environmental challenges. Strategy is designed in order to make assured that fundamental goals of the organization will be achieved through suitable actions [12].

Scientists have defined strategy based on their viewpoints since Chandler presented the word 'strategy' and its definition: Chaffey classified these definitions into three models [13].

Linear Strategy: Linear strategy emphasizes on programming. The word 'linear' is selected as it defines methodological, guided and systematic actions in programming. Chandler defines strategy through this model.

This model shows that strategy consists of decisions, actions and related programs justifying essential organizational goals and guaranteeing their achievement. Both goals and the assets to achieve them are the results of strategic decisions. To achieve the mentioned goals, organizations modify their relations with the environment through a change in products or their markets or through other entrepreneurial actions. The phrases related to this model include strategic programming, strategic formulation and strategic performance. In this model, organizational managers program how to encounter rivals to achieve organizational goals [14].

Conformative Strategy: Hooper believes that strategy is 'related to the creation of contraction between the opportunities and threats existing in the external environment and the organizational abilities and resources to apply these opportunities' so he ideally defines conformative strategy based on this definition.

The organization is expected to constantly evaluate the external and internal status. The evaluation leads to an adjustment in the organization or its related environment so that a satisfying adjustment is created between environmental opportunities and threats on the one hand and organizational abilities and resources on the other hand. There are some differences between this model and the linear model. First, environmental supervision and changes occur constantly and simultaneously in this model. Second, the conformative model does not emphasize the decisions about goals. Third, it includes a shift in the pattern, marketing, quality and other aspects of a product as well as it considers basic shifts in products and markets like the linear model. Fourth, this model lays less importance on programming. Therefore, he knows strategy as less focused on the high-ranking management in the organization and as multi-aspect and less jointed in comparison with the linear model. Finally, the environment is considered as a system supporting organizational existence and consisting of trends, events, rivals, authorities and beneficiary organizations.

Commentary Strategy: Commentary strategy has been developed in parallel with the recent interest in organizational culture and symbolic management and out of strategic literature domain. The parameters emerging this model have not yet been clear although there is a viewpoint which bases this model on a social contract rather than a biological or organism view on the

organization ideally compatible with the conformative model. The viewpoint of social contract knows the organization as a collection of collaboration agreements entering the organization freely together with members. The existence of the organization depends on its ability to attract members to collaborate in exchanging mutual advantages (Table 1).

Definition of Strategic Programming: Strategic programming plays a key role in the organizations' success in the competitions. If this type of programming is collected properly, it will lead to the selection of strategies and if it is performed correctly and opportunely, it leads to the promotion of the organization.

Like other management concepts, different definitions of strategic programming are presented by theoreticians. Some important cases are as follows:

- C Strategic programming is a capable management asset designed to help companies competitively adapt themselves to the predictable changes of the environment. Specially, strategic programming process presents an outlook and an analysis of the company and its related environment, explains the current situation of the company and recognizes the key factors effective on its success [14].
- C Strategic programming is the process of the creation and development of trends and essential mission to achieve the future. There is a difference between long-term reaction programming and strategic programming which allows the organization to create its future.
- C Lerner knows strategic programming as the constant and complicated process of organizational change. If this process combines with the following characteristics, it will define a successful and comprehensive programming process [14].
- C Strategic programming is future-oriented, focuses on the predicted future, considers what differences will occur in the world within the next 5 to 10 years and tries to create the organization's future based on what may occur in the future.
- C It is based on the analysis of trends and scenarios predicted for possible options in the future and on the analysis of input and output.
- C It tends to create a big image of the organization's future. Strategic programming adapts the organization to its environment, sets a background to achieve the goals and provides a frame and direction for the organization to achieve its ideal future.

- C It creates a framework of the complete analysis of the organization, external and internal environments and organizational potentials to achieve the competitive advantage so that the organization can meet the trends, events, challenges and created opportunities through a framework of insight and mission created by strategic programming process.
- C It is a theoretical and qualitative process. Strategic programming combines raw data such as experiences, intentions and ideas existing in daily organizational conversations and tries to present a clear organizational insight and goal.
- C It helps the organization focus as it is a dynamic and constant process of self-analytical activities.
- C Strategic programming tries to change the organizational practice and intellect and to create a learner organization.
- C When it is successful, it affects all operation domains and melts as a part of organizational philosophy and culture.

Organizations need long-term predictions but they need to be flexible enough to meet inevitable changes.

Strategic Programming Process: Different models have been presented for strategic programming which can be examined considering the measurement of the company and organization and whether it is state or private. Some important models include the process of comprehensive programming of Taylor, Writhe, Hill, Bryson, Mondy and Permeaux, Glueck, Rabson and Steiner special for big companies and the process of strategic programming of Carter and McNamara, Mazur and Fry and Stoner for small and medium companies.

Contrary to the existing differences in the number, priority and impression of models' stages and steps, all models comprise approximately equal and similar structures and the basis of strategic programming models is to start determining organizational mission, to consider some goals for the organization through external and internal analysis of SWOT (in order to recognize external opportunities and threats and internal strengths and weaknesses) and to select strategies and to execute the selected strategies to achieve the goals [6]. Considering the comparison of different models of strategic programming in small and big organizations and irrespective of their insignificant differences, it can be claimed that all the models include the following three stages to some extent:

- C To determine the organizational mission and goals
- C To analyze the external and internal environment
- C To determine the organizational strategy

In SWOT method (Fig. 1), matrix columns can increase considering the status under study. Each column can be divided into more sub-rows for more precise study and analysis.

Fig. 1: SWOT Matrix

	Internal		External	
	Strengths	Weaknesses	Opportunities	Threats
Human resources				
Financial resources				
Technology				
Information				

SWOT is set forth considering a subject as a system. In other words, when a subject is taken as a system, the internal part consists of aspects against which we can decide directly. It means that they are under control. The external part is called environment which consists of all aspects out of decision. It means that they are out of control. Of course, that part of the environment affecting the system or being affected with the system is considered. The environment is divided into the district environment, government environment, national environment and international environment.

METHODOLOGY

The analysis of the current status of wrestling in Iran especially wrestling position among other sports, the share of financial and spiritual support allocated to wrestling and its position in international societies and arenas can be a basis for future predicting. In other words, a glance at the existing realities in wrestling can lead us to predict its future and this point is very important. The questions are presented within four domains: 1-What are the weaknesses in wrestling? 2-What are the strengths? 3-What are the current and future opportunities? 4-What are the possible threats?

To answer the mentioned questions and considering the type of research, the development strategies of wrestling in Germany, United States of America, Japan, Turkey, United Kingdom and Canada were studied comparatively and development programs and constitution of International Wrestling Federation (FILA) and those of the above-mentioned countries were studied in order to collect the strategies of Iran wrestling. SWOT

was analyzed as well so that the status of strengths and weaknesses, opportunities and threats could be clear in Iran wrestling.

Therefore, the research method is descriptive-analytical.

Research Instruments: We had to make clear the existing status of wrestling in order to collect the strategy of SWOT analysis so a researcher-made questionnaire was used. Another questionnaire was used to determine the key priorities to develop Iran wrestling ("=0.929).

Statistical Methods: Descriptive statistics was used to describe and analyze the data obtained from the research and Friedmann test was used to rank and to determine the priorities. SPSS-13 software was used as well.

Statistical Sample: Germany, United States of America, Turkey, Japan, United Kingdom, Canada and International Wrestling Federation (FILA) were used to gather conformative data. 65 wrestling professionals were used as the statistical population and sample.

Table 1: The summary of the strategies

Type of Model	Definition	strategy Nature	StrategyFocus	StrategyGoal	Strategic Behaviors	Related Phrases	Related Criteria
Linear Strategy	To specify long-term goals of the organization and to select a collection of actions and to allocate the necessary resources to achieve these goals	Decisions, actions and inte grated programs	Assets, goals	To achieve the goal	A change in markets and products	Strategic programming, strategy formulation and strategy execution share, product diversity	Official programming, new products, market division and focus, market
Conformative Strategy	Related to the creation of contraction between the opportunities and threats existing in the external environment and resources to achieve these goals the organizational abilities and resources to apply these opportunities	To achieve a conformity	Assets	Compatible with the environment	The pattern of change, marketing, quality	Strategic management, strategic selection, strategic design, , risk-taking, adjustment strategic conformity , strategic support, position	Price, distribution policy, capacity and marketing charges, a shift in authority
Commentary Strategy	To direct metaphors made and aimed at the perception and guidance of viewpoints of members related to the organization	Metaphor, commentary	Members potentially or de facto related to the organization	Legitimacy	To create symbols, to promote relationships and interaction	Strategic manners	Criteria should be extracted from the background which may need qualitative evaluations

Table 2: Variables related to the repliers' age and years of experience

Variable	Average	SD	Min.	Max.	%	Number
Age	50.6	3.6	35	58	23	25
Years of experience	24.6	2.8	10	30	20	25

Table 3: Frequency distribution and frequency percentage of repliers' jobs

Repliers' jobs							
Scientific Board		Journalist		Coach		Manager	
frequency	%	frequency	%	frequency	%	frequency	%
9	36	7	28	4	16	5	20

Table 4: Frequency distribution and frequency percentage of repliers' educational level

Repliers' level of education							
Diploma		B.A.		M.A.		Ph.D.	
frequency	%	frequency	%	frequency	%	frequency	%
3	12	6	24	5	20	11	44

Table 5: Strategy, mission and structure of Iran wrestling

Point		
Strategy	1.	To improve the educational trend and content for coaches and wrestlers
	2.	Joint decision-making (through the creation of a joint system)
	3.	To increase and develop the clubs and associations
	4.	To develop the sponsors' joint venture
	5.	To develop the cooperation and joint venture of physical education faculties
	6.	Financial independence from the government and to develop financial resources
	7.	To meet the developmental needs of the clubs
	8.	To develop marketing
	9.	Moral and characteristic empowerment
	10.	To participate in all international events
	11.	To promote and develop wrestling styles
	12.	Not to pursue financial goals
	13.	To prevent doping and to fight severely against this phenomenon
	14.	To develop the local competitions (championships, clubs, leagues,)
Members of general assembly	1.	The managers of wrestling boards in provinces (33 members and)
	2.	The managers of wrestling boards (associations) in ministries and institutions (10 members)
	3.	The representatives of retired champions selected by the above 42 members (4 members)
	4.	The representative of Physical Education Organization (1 member)
Members of board of directors	1.	The manager
	2.	The manager assistant
	3.	The managers of specialty committees (9 members)
Mission	1.	To reach Iranian wrestlers high positions in the Olympic and world competitions
	2.	To achieve and preserve the championship at the Olympic and world levels
	3.	To provide suitable opportunities in all fields
	4.	To educate capable wrestlers
	5.	To help improve the social health
	6.	To especially support junior and senior wrestlers
	7.	To develop the education of coaches, referees and wrestlers
Structure	1.	General assembly
	2.	Board of managers
	3.	Executive board
	4.	Committees including public and specialty committees
	5.	Consultants
General assembly	Including the managers of wrestling boards in provinces, the managers of wrestling boards (associations) in ministries involved in wrestling affairs, 4 retired, globally well-known champions selected by other members of the association	
Board of directors	Including the federation manager, the manager assistant (the manager assistant of free-style wrestling, the manager assistant of Greco-roman wrestling), the manager assistant of traditional and heroic wrestling, the manager assistant of female wrestlers	
Executive board	1.	Administrative assistant
	2.	Economic assistant
	3.	Technical assistant
	4.	Disciplinary assistant
Committees	1.	Specialty committees
	2.	Technical committees-Educational committee (international institute), committee of referees, committee of coaches
General committees	1.	Advertisement and information dissemination committee, marketing committee, structure committee, medical committee, doping committee, development and promotion committee The comparison and application of structures and strategies of the six countries to collect an ideal status

Table 6: Strategy, mission and structure of the six countries under study and FILA

Germany		FILA	
1. To develop wrestling in all continents		1. Not to pursue financial goals	
2. To fight against doping		2. To prevent doping	
3. To develop wrestling in all styles of free-style, Greco-roman, local, traditional and other wrestling styles		3. To consider the youth's wrestling	
		4. To help the progress and promotion of members	
		5. To hold and participate in international competitions	
1. To candidate referees		1. To help improve social health	To develop and support German wrestling
2. To select and educate		3. To support the youth	
3. To improve and control international referees		4. To educate coaches and staff	
4. To create and spread international rules			
FILA congress	Board of managers	Manager	Asian committee
	Europe	Africa	
America	Oceania	Administrative technical committee	Medical sport
committee	Development and promotion	Wrestlers	TV and Internet Referring
1. Board of managers (18)		1. Members of board of managers (10)	
2. A manager		2. consultants (8)	
3. A Secretary		3. Committees (13)	
4. Manager assistants (4)			
5. Selected members (12)			
6. Managers of committees of continents			
7. Honorary manager (no right to vote, right to consult)			
Turkey	Japan	United States of America	
1. To create earning opportunities	1. Moral and ethical growth	1. To promote the develop international styles	
2. High information propagation	2. To develop the education	2. To create opportunities to grow	
3. To meet the development needs of the clubs	3. To emphasize the youth & children	3. To participate in all events	
4. To develop the resources	4. To consider the environmental aspects affecting sports		
5. To develop marketing			
6. To develop the infrastructure			
7. Propagation			
8. To advertise & introduce			
9. Education			
10. Independance from the government			
11. To develop the operations			
1. To promote Turkish sport in Europe	1. To educate capable wrestlers	1. Propagation	
2. To guarantee the future success	2. Behavioral training resulting in independent decision making	2. Support	
3. To provide suitable opportunities	3. To develop the comprehensive education of the youth's training	3. To guide & provide opportunities to grow American wrestling	
Board of directors	Board of directors	Board of directors	
Board of managers	Board of consultants	Board of managers	
Executive committee	Board of managers	Specialty committees	
Assistants	Assistants	Public committees	
Committees	Specialty committees	Executive committee	
		Permanent committee	
1. The members of board of managers	1. Manager	1. Memebtrs of board of managers (10)	
2. The representatives of regions and clubs vary from 15 to 19	2. Manager assistants	2. Well-known members (8)	
	3. League managers (7)	3. Committee managers	
	4. Supervisors (2)	4. Representatives of state associations	
	5. Vote-free members (16)	5. University representatives	

Table 7: The gist of SWOT analysis

Strengths		Weaknesses	
Internal			
C	To hold Iran local and championship competitions, internationally and locally	C	Board of managers' lack of enough knowledge about advanced management principles
C	To cooperate with universities and Iran scientific centers	C	Lack of strategic and collected programs in Iran wrestling
C	Wrestling as a national and traditional sport for everybody	C	Lack of education of human resources experienced in wrestling
C	Wrestling institute in Iran	C	Lack of pioneers, coaches and champions' interest in cooperation with wrestling federation
C	To own private sport halls and to enjoy wrestling relative facilities	C	Lack of merit-consideration in the employment in different sections
C	The cooperation of mass media and to pay attention to wrestling	C	Lack of discipline to hold local events
C	Local wrestling in different regions	C	Lack of sufficient facilities and equipment
C	Regional talents in Iran sports	C	Lack of contact with scientific, national and international societies
		C	Lack of stabilization of talent-finding in Iran wrestling
Opportunities		Threats	
External		Abroad	
C	To hold regular competitions for different ages and strata	C	Scientific and disciplined programs to develop wrestling
C	The governmental and organizational support for Iranian top sport, wrestling	C	Experienced, professional and up-to-date coaches
C	Political and economic support of the three governmental ganizations for wrestling	C	The connection between wrestling federation and reliable scientific centers
C	Iranians' interest in wrestling	C	Top physical facilities
C	The effect of mass media such as TV, radio, newspapers and wrestling	C	The change of wrestling principles in the world
C	The regional talents in Iran	C	Wide connections between federations and FILA
		C	adolescents and the youth in Iran
		C	Different sponsors to support wrestling
		In Iran	
		C	Different coteries in Iran wrestling society
		C	Politicians' irrelevant interference in wrestling
		C	More ideal financial motives in other sport fields
		C	A reduction in adolescents and the youth's interest in wrestling
		C	Lack of the attention of mass media to wrestling
		C	The change of family culture in toward other sports fields
		C	Attention to results in Iran wrestling responsibilities
		C	Lack of connection between federation and Iran scientific society
		C	Traditional management of Iran sports fields and wrestling

Findings: The sociological status of those replied to the SWOT questionnaire or to the analysis of opportunities, threats, strengths and weaknesses is presented in this section.

As you can see in Table2, the repliers' average age is 50.6 years showing that they are elderly and experienced to reply to the SWOT wrestling questionnaire.

As you can see in Table 3, 36% of repliers are members of scientific board, 28% journalists working as wrestling editors-in-chief and specialty journalists for wrestling in newspapers, 16% coaches coaching at provincial, country and national levels for years and 20% managers with many years of experience in high-ranking sports management.

As you can see in Table 4, 12% of repliers have diploma, 24% B.A., 20% M.A. and 44% Ph.D. In other words, 78% of repliers had higher education.

Tables 5 and 6 show the strategy, mission and structure of the six countries and FILA based on the statistical population, strategy, mission and structure for Iran wrestling.

Strategy and ideal structure for Iran wrestling (key joint points extracted from the programs of the six countries) based on professionals' viewpoints

Table 7 shows the aspects considered as threats from foreign theoreticians and professionals' viewpoints. The aspects were ranked by advanced statistical methods and entered the tables based on their priorities. The most important threats in the rival countries from the professionals' viewpoints are the scientific programs to educate and train the wrestlers, experienced and up-to-date coaches, the connection between coaches and educational, research and scientific centers.

The precise identification of each mentioned aspects and their transformation to opportunities enable the federation to achieve the goals through a disciplined approach. What you achieve through a general classification of threat aspects are as follows: frivolous stratification in wrestling by wrestlers and coaches, the effects of newspapers and mass media, the loss of cultural and spiritual dimensions in wrestling, lack of enough investment and the supervision of traditional and result-oriented management on sports especially wrestling. The above-mentioned aspects act as barriers to ideally present the programs of wrestling federation.

Opportunity aspects refer to the external environment of the federation and these aspects are prioritized based on the professionals' viewpoints as you can see in Table 7. Some important aspects taken as opportunities in Iran wrestling are as follows: to hold regular competitions at different levels, political and governmental support, many spectators to watch wrestling events, newscast and mass media reports. It should be mentioned that these aspects are taken as opportunities and if they are not ideally applied in short-term, medium-term and long-term programming of wrestling federation and in other words if they are lost, each one may turn to a threat. Therefore, high-ranking sports managers, especially wrestling federation, should totally utilize these aspects to promote and improve the sports.

You can see the weakness aspects of wrestling federation programs from professionals' viewpoints in table 6. The priorities of these aspects are important as programmers focus their especial potential to eliminate

them or to utilize the strengths and pay especial attention to them in macro-programming through ore precise perception. The aspects taken as threats in the wrestling system are as follows: the absence of deserved and qualified managers to manage the boards, the lack of a collected program, the lack of attention to the scientific rules in the education of wrestlers, the absence of deserved and qualified coaches, wrestling society's lack of interest in connecting with the wrestling federation and the shortage of budget and facilities.

Other finding in this research includes the analysis of strengths, weaknesses, opportunities and threats. The above-mentioned items were identified and presented in Table 7 after the statistical population presented their viewpoints.

DISCUSSION AND CONCLUSION

Wrestling in Iran holds a special position as it is one of the most attractive and popular sports. It is very popular in championship and world positions as well as 28 medals out of 40 medals obtained in the Olympics are in wrestling from 1948 to 2004.

In order to preserve wrestling position in Iran and the world, it is vital to pay especial attention to strengths, weaknesses, opportunities and recent and future threats. Therefore, it is essential to be aware of the current situation as the development and the increase in abilities in all domains (human resources, equipment resources, programs,) is the key to be more ideally present in all arenas. This research tired to gather essential information to collect strategies and, so that it can present the resulting actions and consequences.

SWOT analysis recognized a collection of strengths, weaknesses, threats and opportunities and the statistical population prioritized them. The results show that Iran wrestling holds a relative balance in x and y axes (SWOT) although the skewness of the curve is more in weaknesses and threats regions which justifies the specification and selection of operational and strategic programs.

As Table 5 shows, there is a long list of items related to strategy, mission, optimal structure and their application by wrestling authorities lead s to wrestling development.

The following aspects are opportunities and threats generally not only from professionals' viewpoints but also out of the environment of wrestling federation and abroad: management and the application of its scientific rules in federation and boards, attention to the scientific

dimension of wrestling, to ideally and efficiently provide and use the wrestling facilities and infrastructures, the creation of public, governmental and media connections in wrestling, attention to the competitions of different levels and tendency towards merit-consideration. Therefore, each mentioned aspect should receive especial attention in strategic programming.

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