

Designing a Managerial Skills Model for Chief Executive Officers (CEOs) of Professional Sports Clubs in Isfahan Province

Nooshin BENAR¹ • Rahim RAMEZANI NEJAD² • Mahboobeh SURANI³

Hamidreza GOHAR ROSTAMI¹ • Nastaran YEGANEHFAR⁴

The objective of this study is to examine and analyze skills of the Chief Executive Officers (CEOs) of professional sports clubs and to present and suggest an appropriate skills model for managers. The respondents of this study are all the managers in different managerial levels of Sepahan, Zob Ahan, Foolad e Mahan and Giti Pasand clubs in Isfahan Province. Validity of the questionnaire, which was made by the researchers and contained 19 questions with Likert 5 scales, was approved by 15 professionals and professors in the field and using Cronbach Alpha Coefficient test, its stability was $\alpha = 0.97$. Questionnaires were distributed among 83 managers of different units of the specific clubs and 76 questionnaires (91.5%) were returned as answered. Structural equation modeling and Amos16 Software were used for data analysis and confirmatory factor analysis. The results of the research showed all four Conceptual, Human, Technical and Political factors are significant skills for managers and suitability factors/indexes of the confirmatory factor model of the study had also proved these factors. The final design of this study demonstrates the existing high level of interaction among skills; as such managers need to be capable of all four skills and work toward improvement of the skills they are less capable of, because the high interaction of the skills with one another in this study's model proves that weakness in one skill will cause less and lower capability level in other managerial skills.

Keywords: Chief Executive Officers' (CEOs') Skills, Managers' Performance, Competency of Managers

¹ Assistant Professor of Sport Management at Guilan University, Rasht, Iran

² Associate Professor of Sport Management at Guilan University, Rasht, Iran

³ Student of Master in Sport Management at Guilan University, Rasht, Iran

⁴ Student of Ph.D. in Public Administration at University of Santo Tomas, Manila, Philippines

Introduction

In all professional sports clubs, the most important and influential pillar on development of professional sport and goal achievement of the club is management because success of the sports clubs depends on how CEOs perform their duties (Nwukah & Gladson & Augustine, 2008). In order to perform their duties and play their roles, managers need managerial skills. Managerial skill is group of behaviors which causes effective job performance (Katz, 1974). Overall, effectiveness and efficiency of managers, requires them to have managerial skills which can be used in different organizational situations and positions to achieve goals (Mir Sepasi, 1991). As such, studying managerial skills and suggesting a suitable model to develop managerial skills of country's sports clubs can be an influential step toward improvement of management of the professional clubs and increase in performance level of managers.

Constant and influential changes on performance of professional sports clubs in the country, such as process of globalization, privatization, government's decisions and politics, professionalization of clubs, and technological development, have forced clubs and their managers to act more professional in performing their duties. One of the reflections of this matter is the increased need for managerial skills (Sadeghi Boroujerdy & Mohammady & Ghobadi & Khajavi & Aliabady, 2009). CEOs who are highly capable in managerial skills have a significant role in determining place and situation of the clubs in the highly competitive sport arena. Managers of the sports clubs should develop their different skills based on and according to the managerial level at the club. Sports club managers are divided into three (Mir Sepasi, 1991) groups of Top Managers (administrative), Middle Managers (Executory) and Low Managers (Supervisory). However, in this research only the skills of CEOs of clubs as Top level managers have been analyzed. Top managers, are the smallest team of managers and have the greatest authority at the club. For example, CEO of the club is one of the top managers and is responsible for the entire club or a major part of its management (Razavi & Bolourian, 2006). CEO of the club has great responsibilities including policy making, strategic planning and deciding the objectives and development of club's strategies (Miraby, 2004). Performing these responsibilities, managers have an influential role in success of professional sport. Also, the importance of the role of managers as main designers, leaders and directors of clubs is obvious to everyone.

For the first time, Robert L. Katz (1974) classified needed skills of managers into Conceptual, Human and Technical skills. In his vantage point, managerial skills demonstrate capabilities which can be learned and developed. Also, these skills are influential on the performance of the manager and the club as

a whole. In addition, Robbins (2003) had added Political skills or negotiation and bargaining to Katz's triple skills and Doayi and Mortazavi (2005) had also measured this skill in their research. In general, in this research conceptual skill refers to mental capability of the manager in harmonizing all the activities and interests of the sports club. Conceptual skills are significant because they enable managers to see the sports club as whole, not merely separate parts, and understanding the relationship of the different parts of the club helps them to set long term plans for it as a whole institution. Human skill refers to ability of a manager to work with others, realizing their needs and motivating them. Managers make use of this skill to interact with people inside and outside the club, as well as harmonizing efforts of players, coaches, teams and different groups to make the club successful. Technical skill is concerned with using tools and equipments, work methods and essential techniques in professional field of management at the club. Political skill is the capability of the manager to increase his power, to create a strong authority base and to make right relationship with others (Razavi & Bolourian, 2006; Doayi & Mortazavi, 2005; Eraby & Rafiee & Asrari Ershad, 2010).

Based on the view points of Katz (1974), Mintzberg, Koontz et al. (1984) and Chelloduria (1998), relative significance of managerial skills is different based on organizational hierarchies. At each managerial level, effectiveness and success of managers depend on skills appropriate for that specific level (Naderian & Soltanhosseini, 2011). For instance, top managers spend most of their time to make long term plans as a result they are more in need of conceptual skills compared to other managers; middle managers mostly make use of human and technical skills, while supervisory managers need to have technical skills in a higher level compared to middle managers. The significant point is that human skills are equally used and essential in all three managerial levels (Razavi & Bolourian, 2006). Heresy and Blanchard (2000) believe, as a manager promotes from lower to higher organizational level, it seems he needs more conceptual skills (Afshary & Ghafoory & Honary, 2010). Doayi and Mortazavi (2005) have pointed out that managers need to be capable of these four (Sadeghi Boroujerdy & Mohammady & Ghobadi & Khajavi & Aliabady, 2009). skills in order to succeed. However, researches show that only the technical skill is influenced by the hierarchical levels and the conceptual skill is needed by top managers while human skill in all managerial levels has a great impact on managers' success (Doayi & Mortazavi, 2005).

Scholars of management science have enumerated different other skills such as technical, educational, administrative, designing and solving problems, and the skill to realize capabilities in others such as education, personality, decision making and the capability to attracts people's support and making useful

connections with individuals and organizations (Naderian & Soltan Hosseini, 2011). Australian Research Committee, had enumerated necessary managerial skills such as human skills (communication/relationships, coaching, training others, tolerating different individuals, capability building, influence, feedback, appreciation), strategic thinking (wide perspective, analysis, social and environmental vision), providence and leadership (objective setting, correcting others, commitment building), flexibility (ambiguity tolerance, change management), self-management (discipline, interest, time management, planning, continuous training, learning, gaining experience), team building and group work, judgment (problem solving and creative decision making), and attitude (honesty, rightfulness and fairness) (Nasehifar, 2010). Some of these skills had been used in making the survey questionnaire. Boyatzis (1982) had mentioned that it is possible to determine managers' needed skills based on their performance. He believed skills such as: human resource management, objectives and tasks management, leadership, managing people and controlling the subordinates are crucial for managers (Esmacily & Hosseini, 2012). Baum et al. (2001) had divided managerial skills into 2 groups of General and Specific. General skills include decision making, conceptual capabilities, ability to effectively process the information, leadership, presentation and supply, realization of using appropriate concepts and using authority and power; specific skills include technical and technological skills (Baum & Lock & Smith, 2001). Montel et al. had also grouped managerial skills into six namely communicational, organizational, team building, leadership, adjustment and professional skills (Montel & Meredith & Shafer & Sutton, 2004). Peterson (2004) believes that managerial skills improve managerial performance and the organization can achieve its objectives through it (Peterson, 2004). In general, most of these characteristics have been used in the four main variables of this study.

Many studies have analyzed role and influence of each of these skills on different personal, group and organizational dimensions. Ferris et al. (2005) had discovered a positive and significant relationship between level of political skill and performance of the managers in a financial services institution (Nelson & Cooper, 2007). Semader et al. (2006) analyzing political skill, emotional intelligence, leadership self-efficacy and self-monitoring had found out that political skill of the leader has the most effect on the efficiency of management and compared to other factors causes better performance (Nelson & Cooper, 2007). Pant and Barond (2008) in their research had demonstrated that human and technical skills are more necessary for project managers (Pant & Barondi, 2008).

Mozaffary et al. (2002) have concluded that to measure level of competency of the managers of the Physical Education Organization, managers at all three levels need all the above mentioned indexes of skills and competency at an

above average level. Also, prioritized orderly, top managers need conceptual, human and technical skills and middle managers need human, conceptual and technical skills while low managers need technical, human and conceptual skills. Results showed that top managers are in need of a set of factors such as knowledge, personal and behavioral characteristics and individual characteristics. Middle managers prioritized orderly, need individual characteristics, a set of knowledge and personal and behavioral characteristics and the low managers need personal and behavioral characteristics, individual characteristics and a set of knowledge. They saw a significant relationship between the triple skills (human, conceptual and technical). Results demonstrate the existence of a significant relationship between competency dimensions (set of knowledge, personal and behavioral characteristics and individual characteristics) as well as between the triple skills and personality dimensions (Mozafary & Moshref & Javadi & Naderian, 2002). Entesary (2001) and Sattary (2002) have concluded that the principals of middle and high schools had conceptual, human and technical skills at a logical and acceptable level (Entesary, 2001; Sattary, 2002). Sefidgaran (2002) with the analysis of the appointment system of the managers of branches of Refah Bank, based on Katz's managerial skills model, had concluded that Katz model had not been included in appointment system of Refah Bank (Sefidgaran, 2003).

Goudarzy et al. (2003), designing and explaining the managerial triple skills model demonstrated that there is a significant relationship between triple managerial skills at different organizational level in Physical Education organization and top managers need, prioritized orderly: 43% conceptual skills, 35% human skills and 22% technical skills; middle managers need: 39% conceptual skills, 30% human skills and 31% technical skills; and supervisory managers need: 18% conceptual skills, 39% human skills and 43% technical skills among the triple managerial skills (Goodarzy & Kouzechian & Ehsani, 2003). Fartash (2004) in his research had mentioned educational need poll of managers of the Commerce Organization of East Azerbaijan Province orderly include conceptual, human and technical skills (Fartash sfahlan, 2004). On the other hand Bigdely (2001) and Seyyed Shoja (2006) believed that needed skills for managers are as orderly named, technical, conceptual and human skills (Bigdely, 2001; Seyyed Shoja, 2001). Baziryary and Amirtash (2006) had considered managerial criterion such as tasks, roles and managerial skills, matching appointment of managers of the Physical Education organization with meritocracy systems and demonstrated that the current competency and merit level of managers has a significant difference with the appropriate standards, on the other hand based on the determined meritocracy standards (general and specific indexes of management), the appointed managers were not qualified to take a managerial position (Baziryary & Amirtash, 2006). Behrang et al. (2008) in a research had determined the economical, political, social and cultural skills of the managers of the higher education at

NAJA (the Police of Islamic Republic of Iran), and had declared the priorities of each and the sub-skills of them in order to present a suitable managerial model for top, middle and supervisory levels. They have mentioned that the priority of the main skill for top level managers is political skill, for middle managers is the social skill and for the low and supervisory managers is the financial skill and the first priorities of sub-skills for each of the main four skills are: 1) for top managers, competency and meritocracy, goal setting and strategy setting, meritocracy, responsibility skills; 2) for middle managers, self-esteem, communicational, time management, responsibility skills; 3) for supervisory managers, technological, task delegation, empathy and responsibility. Results of this research show in all three managerial levels (top, middle and supervisory) having the three skills of self-esteem (of the economical sub-skills), time management (of the social sub-skills) and responsibility (of the cultural sub-skills) is necessary for the managers of higher education at NAJA (Fathollahi & Nadery & Arasteh & Behrangy, 2008). Afshary et al. (2010) have analyzed the triple managerial skills (conceptual, human and technical) among managers of the offices of Physical Education at the university level in the whole country and then enumerated the priority of these skills for managers as human, conceptual and technical skills (Afshary & Honary & Ghafoory, 2010). Naderian and Soltan Hosseini (2011) have also concluded that among experienced managers in the field of sport, the most important and the basic pillar to influence the coaches and athletes as well as the other personnel, is having professional and technical knowledge about sport (Naderian & Soltan Hosseini, 2011). Nazary et al. (2012) studying the influences of communicational skills and interpersonal relationships on organizational effectiveness of the sports managers and presenting a model have concluded that personality characteristics as an appropriate index, have an influential role in predicting communicational skills and interpersonal relationships and organizational effectiveness of the sports managers. Considering that communicational skills of the sports managers at the individual level and organizational level has been measured as average and weak, it is highly recommended that officials make the appropriate managerial strategies to improve this index to the highest level (Nazary & Ehsany & Ghasemy & Ashraf Ganjavy, 2012).

Researchers in different organizations considering the nature, purpose, characteristics and programs of the organization, have presented different indexes and criteria for each of the skills and the studies on this topic is still going on. Analyzing these researches demonstrates that in most of them only the three conceptual, human and technical skills or just one of them have been studied and a crucial skill such as political skill or negotiation and bargaining which has a significant role in management of the professional clubs needs closer and more in depth analysis. Considering the condition of the country's sport which is in the transition period from public to private sector, political skill of managers

of the clubs has a special significance. They need to have high political skills in order to attract governmental as well as private sector's support to enable them to influence the social and public environment and other organizations for the development and survival of the club. Specially, since nowadays, income and expenses of the clubs are not harmonized and consistent. In recent decades, CEOs of the country's sports clubs have been facing several problems such as commercialization of the sports, development of the private clubs, increase in the level of knowledge of the society and increase in the expectations and demands of the athletes and participants in sport programs, global changes, increase in the expenses and lack of budget, as well as too much bureaucracy and governmental rules, in the effective administration of the clubs. Along the season, they are constantly being evaluated by the coaches, media, officials, committees and managers of other clubs; as a result resignation of CEOs of clubs after the coaches are changed is so common and normal. On the other hand, Isfahan Province because of its vastly successful clubs is one of the important sports poles of the country and such these problems have forced the clubs of this province to face great number of challenges. As a result, managers in order to perform better and more effectively and adjust to the new conditions need to follow managerial skills models. Considering the fact that skill of the CEOs has not been studied yet and there is no existing model for them, it is the intention of the researchers to analyze and understand the skills of managers and suggest an appropriate model for them. Analyzing the skills and presenting a model for managerial skills can be a feedback toward pointing out the educational needs for training in managerial skills of CEOs of sports clubs in order to develop and re-enforce the professional sports management of the province and country as a whole. By presenting a model, it would be possible to determine the expected skills for CEOs and choose and evaluate the managers based on this criterion. Also, a skills model show, in order to improve each of the conceptual, human, political and technical skills of the managers which variables and items are more significant and how these skills interact with one another.

Methodology

The current research is a descriptive and analytical one. Population and respondents of this research were all the managers at different managerial levels of the Sepahan, Zob Ahan, Foolad e Mahan and Giti Pasand sports clubs at Isfahan province. In order to determine the items to be included as managers' skill, a preliminary survey questionnaire was prepared after careful study of the background and basis of the topic as well as by including suggestions and recommendations of the professionals in the field. After editing the preliminary questionnaire, finally a survey questionnaire containing 19 items about the managerial skills (conceptual with 6 items, human with 5 items, technical

with 5 items and political with 3 items) based on Likert 5 scales method (from very much to the least) was prepared. In doing so, vantage points of 15 professors and professionals in the field of sports management were used and the questionnaire was approved with Cronbach Alpha Coefficient of $\alpha = 0.97$. The survey questionnaires were distributed among 83 of the managers at different levels in clubs among which 91.5% of them were answered and returned to the researchers. To examine the validity of the questionnaire confirmatory factor analysis using Amos software was used, the result of which has proved the validity of the questionnaire (Table 2). To suggest and present a model, Structural Equation Modeling and the Amos16 software were used.

Findings

The descriptive results show that 77.6% of the respondents, the managers in different levels of the Sepahan, Zob Ahan, Giti Pasand and Mahan e Sepahan Clubs were male and only 22.4% were female. Age average of the respondents was 34.72 and the average of their managerial experience was 6.38 years. Figure 1 demonstrates that 35.5% of the managers were middle or high school graduates, 52.6% were bachelor degree holders, 9.2% were master degree holders and 2.6% were doctorate degree holders.

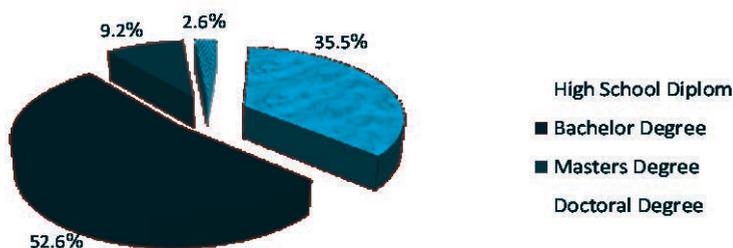


Figure 1. Percentage of Distribution of the Educational Attainment of the Managers at Different Levels of Sepahan, Zob Ahan, Foolad e Mahan and Giti Pasand Clubs

Table 1.

Results of the Confirmatory Factor Analysis of the Study's Model

		Skill	Estimate	S.E.	C.R.	P
B30	<---	Conceptual	1.000			
B29	<---	Conceptual	.913	.225	4.051	***
B28	<---	Conceptual	1.406	.259	5.432	***
B27	<---	Conceptual	1.529	.270	5.667	***
B26	<---	Conceptual	1.373	.250	5.480	***
B25	<---	Conceptual	1.161	.245	4.732	***
B35	<---	Human	1.000			
B34	<---	Human	.823	.167	4.931	***
B33	<---	Human	1.167	.249	4.679	***
B32	<---	Human	1.554	.327	4.752	***
B31	<---	Human	.998	.240	4.165	***
B40	<---	Technical	1.000			
B39	<---	Technical	.940	.124	7.597	***
B38	<---	Technical	.533	.137	3.905	***
B37	<---	Technical	.604	.130	4.631	***
B36	<---	Technical	.610	.120	5.102	***
B43	<---	Political	1.000			
B42	<---	Political	.862	.202	4.262	***
B41	<---	Political	.474	.169	2.815	.005

As it is shown in the results of table 1, all the items for each skill in confirmatory factor analysis have a significant level of 0.001 and this significant level of regression weights is a proof of convergent validity of the variables in the model.

Table 2

Results of the Confirmatory Factor Analysis of the Study's Model

Load Factor	Items	Skills
0.643	Ability to analyze daily matters and problems at the club	
0.779	Predicting possible problems and barriers of the club	
0.810	Ability to understand the strategic issues of the club	
0.765	Timely realization of club's issues and problems	Conceptual
0.532	Recognition of unofficial relationships inside and outside the club	
0.631	Ability to analyze different political, cultural and economical issues	
0.607	Attention and support especially to injured athletes	
0.748	Confidentiality toward personal information of individuals	
0.727	Creating team spirit and group work	Human
0.565	Fair relationship with everybody at the club	
0.559	Respectful interaction with individuals	
0.584	Familiarity with technical aspects of the team	
0.537	Managerial knowledge and experience	
0.463	Being experienced in sportsmanship	Technical
0.835	Appropriate knowledge of laws and regulations of the sport's field	
0.807	Familiarity with the national and international organizations in the field of sport	
0.350	Familiarity with athletic and non-athletic national and international organizations	
0.550	Connections with powerful people and politicians	Political
0.669	Taking advantage of opportunities to support the club	

Results in table 2 demonstrate the load factor of each of the questions asked in the survey questionnaire. It can be extracted from these results that “Ability to understand the strategic issues of the club” with load factor of 0.81 in conceptual skills, “Confidentiality toward personal information of individuals” with load factor of 0.74 among human skills, “Appropriate knowledge of laws and regulations of the sport’s field” with load factor of 0.83 in technical skills and “Taking advantage of opportunities to support the club” with load factor of 0.66 among political skills are the most significant items for each of the four managerial skills.

Based on the results of the confirmatory factor analysis a model has been made and suggested by the researchers which is demonstrated in the following section. Load factor of each of the items in questionnaire are shown in the model; the model also demonstrates the high level of interaction among conceptual and human skills, conceptual and technical skills, conceptual and political skills, technical and human skills, technical and political skills and political and human skills.

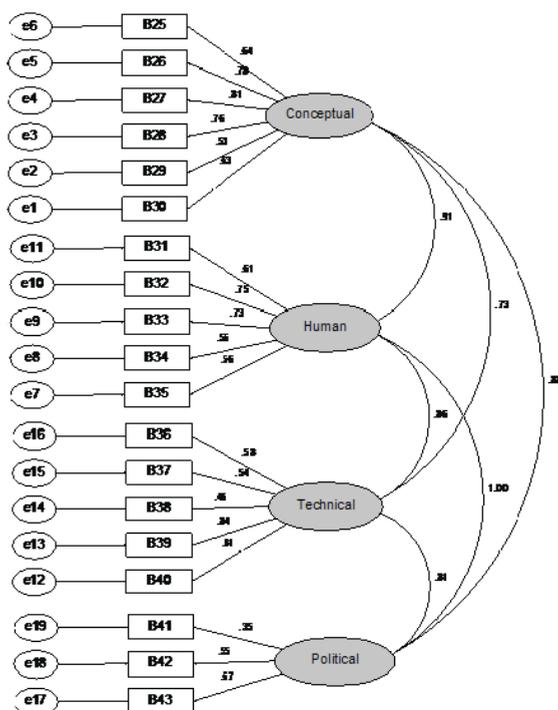


Figure 2. Results of the Confirmatory Factor Analysis of the Study’s Model

Table 3

Output of the Index of Confirmatory Factor Model

RMSEA	CFI	IFI Delta2	GFI	CMIN/DF	DF	CMIN
0.055	0.950	0.952	0.829	1.227	138	169.269

Suitability indexes of the study shown in table 2 demonstrate that the final models are highly appropriate and valid.

Discussion and Conclusion

Results of the research show that all four factors, conceptual, human, technical and political should be considered and paid attention to as managerial skills of the CEOs of clubs. Suitability indexes of the confirmatory factor analysis of the model, shown in table 3, also approve these factors. CEOs of sports clubs as top managers are responsible for policy makings, strategic planning and goal setting (Miraby, 2004) and by using conceptual skills they make long term plans for the club as an institution (Parks & Zenger & Quarterman, 2006). Results in table 2 show that items regarding conceptual skill have a high load factor, as a result managers can improve their conceptual skills by promoting these items. Based on the results of table 2, ability to understand the strategic issues of the club with load factor of 0.81 is the most significant among the conceptual skills of the managers and it is followed by predicting barriers and problems of the club with load factor of 0.78 and timely realization of the issues and problems of the club with load factor of 0.76, to demonstrate the importance of each item among conceptual skills.

Overall, the unstable and constantly changing nature of the sports inside and outside the clubs makes the managers to face several problems. Ability of the CEO as the main leader of the club in predicting possible issues and problems in the highly competitive sport arena can cause the efficient use of human and physical resources of the club and better harmonizing of efforts, athletes, coaches and other individuals at the club toward prosperity and success. However, there are instances that the unstable nature of the sport causes sudden problems at the club which had not been predicted ahead of time; in this case timely realization of the problem is a sign of managers' capability in conceptual skills. Despite the fact that the CEOs have the most significant role in coping with tension and sudden issues and solving them in and outside the club, it is obvious that predicting possible problems would result in better planning to avoid wasting budget and human and physical resources of the club to solve the issues. Results of the current research are a proof of this fact as such the load

factor of predicting problems is higher than solving sudden issues. The load factor of capability to analyze the daily matters of the club with 0.64, ability to analyze different political, cultural and economical issues with 0.63, and recognition of unofficial relationships inside and outside the club with 0.53 had the lowest load factor among the items of conceptual skills and as a result have the least significance in point of view of respondents; this is despite the fact that managers analyzing issues and conditions in and outside the club consider all the relevant issues and set goals and plans and since our country is in a critical and sensitive point regarding economical, social and technological changes, it is more necessary than ever for managers of the sports clubs to analyze efficiently the economical, cultural, political and daily issues in and outside the club to be able to face opportunities and control threats and make the best decisions, plans and actions to succeed. As a result, ability of the managers in analyzing the daily issues as well as political and cultural ones in and outside the club needs closer and more careful attention.

In previous researches importance of the human skill of the managers has been pointed out, because managers get things done through other people to achieve organizational goals (Parks et al., 2006). Results in table 2, show that the most significant items regarding human skill are confidentiality toward personal information of individuals and building a team spirit with load factors of 0.75 and 0.73 respectively. Managers adhering to the principle of confidentiality can gain people's trust and participation in the club (Miraby, 2004) and with that motivate them greatly. Nowadays the management of many organizations believes that making use of team efforts allows them to achieve organizational goals faster and with the least expenses (Miraby, 2004). Creating a team spirit in clubs and different sports teams increases the interest, motivation and satisfaction of the people to participate and improves the results and performance of teams, for instance, players in a team consider specific objectives and are committed to them, with mutual trust and healthy relationships with one another, supports from inside and outside the team, and effective leadership, they can exert effort for success of the team in important competitions (Eraby & Rafiee & Asrari Ershad, 2010). Attention and support especially to injured athletes with load factor of 0.61 has the third place among human skills of CEOs of clubs in the vantage point of respondents. Accordingly fair relationships with everybody and respectful interaction with load factor of 0.56 have the least significance among items of human skills.

As it was pointed out in the previous studies, technical skill at the low managerial level is crucial and middle managers spend most of their times to use technical skills and as we go toward higher managerial levels this skill gets less importance and this is due to the fact that top managers are less concerned with executive matters and activities (Parks et al., 2006; Miraby, 2004). As a result in

this study some of the items of technical skill such as familiarity with technical matters, managerial experience and knowledge and being experienced in sportsmanship with load factors of 0.58, 9.54, and 0.46 respectively have less significance compared to other technical skills; but this does not mean that CEOs shall not use such skills, rather they need to have and use best of these skills. The results of the factor analysis of the model of this research shows that among technical skills of CEOs appropriate knowledge of laws and regulations of the sport's field and familiarity with the national and international organizations in the field of sport with load factors of 0.84 and 0.81 respectively are the most significant. As such, the CEOs of clubs need to possess such skills in order to perform better and this requires careful study, knowledge and education.

Considering the results of factorial analysis shown in table 2, taking advantage of opportunities to support the club has the greatest significant with load factor of 0.67 among the items related to political skill. It seems that based on the conditions of the country, political relations in order to provide the budget for professional sports has great significance because of the increasing struggle of the public sector to allocate budget for these sports. It is evident that in many professional clubs, in order to get appropriate budget, managers have to ask favors from city councils and public figures, these favors could include getting loans with low interest rates, being excluded from the taxation on sports field, investment toward structures for transportation of their supporter, and some similar services such as free security from police forces for the team. As such, one of the indicators of high political skills for CEOs of clubs in the vantage point of respondents is taking advantage of opportunities to gain financial support. Managers have to get their resources from public offices and organizations under their authority and it highly depends on the political skill of the manager of the club and his relationship with political figures and authorities. It can also be concluded that managers with political skill have well social relationships as well and are socially clever and have higher performance level, they have the ability to see the changes in the work environment and adjust to new environments and adjust their behavior (Nelson & Cooper, 2007). On the other hand, other items related to political skill such as having relationships with powerful political authorities with load factor of 0.55 and familiarity with athletic and non-athletic national and international organizations with load factor of 0.35 are less significant among political skills. Based on the results of confirmatory factor analysis of the suggested model in figure 2, the high level of interaction between political and human skills demonstrates that CEOs can improve their political skills by improving their human skills. Managers with appropriate behavior and interpersonal and social relationships can gain satisfaction of politicians, civil servants or those who are influential in the club, and it would be possible that these effective people would bring government and authorities' support to the sports club.

Presented model in figure 2, shows high level of interaction (0.91) between conceptual and human skills. So it can be concluded that managers with high level of conceptual skill will also be highly capable in human skill and vice versa. Also human and technical skills, conceptual and technical skills, technical and political skills and conceptual and political skills have high levels of interaction with one another. Managers with strong conceptual skill can take the most advantage of the opportunities by analysis of the issues and taking into consideration all the conditions. Overall, politics is concerned with who has to do what, when and how. Based on this, being political refers to group of actions toward gaining benefit and avoiding any damages or losses in the club (Doayi & Mortazavi, 2005). As a result, interaction of these two skills enables the CEOs of clubs to use conceptual skill and behave appropriately according to the conditions in their social relationships and acting with others. They can have the best performance with having knowledge and understanding of the environment of the club and people and their personalities.

One of the points in the results of factorial analysis that is worth mentioning is that, despite the fact that items related to political skill have a low load factor and have less significance, but political skill has a high interaction with human, conceptual and technical skills respectively; as a result it is fair to conclude that improving these other skills can improve political skill as well. Other worth mentioning point is that since the interaction and relationship between skills is a mutual one, a low level of political skill in a CEO can influence conceptual, human and technical skills as well and decrease his ability in the other skills at the club; as such careful attention should be paid to political skills of the managers. Overall, considering the high level of interaction among the four skills in the model suggested by this study, it can be concluded that the person who will be chosen as the CEO of a sports club has to be highly capable in all four conceptual, human, technical and political skills. The CEOs also need to exert effort to improve all the four skills in themselves because inability in one skill will influence the other skills as well.

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Nooshin BENAR (**corresponding author**), Ph.D., is currently an assistant professor of sport management at Guilan University of Iran. She earned her Ph.D. in sport marketing (sport sponsorship) at the Guilan University. Her current research areas include sport marketing, sport sponsorship, sport recreation and sport consumers in different areas like sport clubs and schools. She can be contacted at: noshin.benar@yahoo.com

Rahim RAMZANHNEJAD, Ph.D., is currently an associate professor of sport management at Guilan University in Rashat, Guilan (IRI) where he has been for the last 20 years. He began his research career examining the impact of children and physical activity. His current research areas include Human Resource Management and sport development policies. He can be contacted at: rrezvani@guilan.ac.ir

Mahboobeh SURANI received her B.S. (2011) in physical education and sport science from University of Guilan (Iran). Next, she studied her MSC (2013) in sport management at the University of Guilan. She preformed her MSC research in the field of Chief Executive Officers (CEOs) job competencies of Professional Sports Clubs. She can be contacted at: suranimahboob@yahoo.com

Hamid REZA GOHARROSTAMI is assistant professor in the department of sport management at Guilan University. He graduated from Tarbiat Modares University in 2012. The main focus of his work concerns quality management, performance management and marketing in sport organizations. Also he has published several articles in his research fields. He can be contacted at: goharrostami@gmail.com

Nastaran YEGANEHFAR is a first year Ph.D. student in Public Administration at the University of Santo Tomas. She received her A.B. in Political Science (2009) from University of the East, Manila Philippines. Then she pursued her M.A. and graduated (2012) from the same university in field of public administration. Her field of study is specifically public policy and she conducted her M.A. thesis in the same field on Reproductive Justice in the Philippines. She can be contacted at: nastaran_yeganehfar@yahoo.com
