

The strategy of managing funds in sports clubs in the light of professionalism.

The transfer of Direct public support to the support of public and private companies

Field study conducted at the level of some of the clubs of the first professional association.

إستراتيجية تسيير الأموال لدى النوادي الرياضية في ظل الاحتراف انتقال الدعم العمومي المباشر إلى دعم الشركات العمومية والخاصة دراسة ميدانية أجريت على مستوى بعض أندية الرابطة الأولى احترافية.

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Abstract: The study aims to know the mechanism of collection and management of funds at professional Algerian clubs, especially with the beginning of the lack of public funding and methods of searching for private financing methods in the absence of a marketing culture for clubs and publicity for companies, In view of the fact that the current management of professional clubs in general is characterized by high performance ability, financial and administrative management as well as follow-up of the management of sports management and administrative movements require it to take a suitable place for integrated management and therefore it is imperative for administrators knowledge of modern scientific knowledge while choosing principles or Effective elements to achieve their desired objectives, This goal, which the Algerian clubs have been trying to achieve since the enactment of the laws of professional sports to be applied on the ground, both in terms of human management, administrative or financial.

In light of this, our study came to clarify the most important strategies adopted by the Algerian professional clubs' managers in managing the funds from inputs and outputs and how they behave in

light of the lack of government funding and what are the strategies for searching for funding sources for advertising and marketing, In the field of study, a sample of 40 Algerian clubs were used in the first excellent section and 40 clubs in the second excellent section. The questionnaire was designed for administrators as well as an interview with the heads of the sample study clubs. In light of the results obtained, the researchers recommended that:

- 1 - the actual application of the provisions of the law of professionalism to turn sports clubs into commercial enterprises in order to reduce the expenses of the state clubs.
- 2 - Dependence on marketing strategy and marketing in order to bring money to clubs
- 3 - Roofing the wages of players and advertising with the social security in order to reduce the waste of money.

Keywords: strategy - money management - advertising and marketing – Professionalism - sports clubs.

الملخص : تهدف الدراسة إلى معرفة آلية تحصيل وتسيير الأموال لدى النوادي المحترفة الجزائرية خاصة مع بداية نقص التمويل العمومي وطرق البحث عن أساليب التمويل الخاص في ظل غياب ثقافة تسويقية للنوادي ودعائية للشركات وفي الشق الميداني للدراسة تم استخدام عينة من 04 نوادي جزائرية في القسم الأول الممتاز و04 نوادي في القسم الثاني الممتاز. وتم تصميم استمارة استبان للإداريين وكذا مقابلة مع رؤساء نوادي عينة الدراسة ، وفي ضوء النتائج المتحصل عليها أوصى الباحثون على ما يلي :

1- التطبيق الفعلي لمضامين قانون الاحتراف بتحويل النوادي الرياضية الى مؤسسات تجارية من اجل التقليل من نفقات الدولة على النوادي.

2- تسقيف أجور اللاعبين والإعلان عنها لدى الضمان الاجتماعي من اجل الحد من تبذير الأموال.

الكلمات الدالة: الاستراتيجية -تسيير الأموال -الاحتراف-النوادي الرياضية

Introduction and importance of the topic: Algeria has played its fifth season in the professional world after that the state adopted this idea and stressed that all clubs must abide by certain conditions that enable them to change from amateur clubs to professional clubs. However, some obstacles and problems have emerged, On this project, the most important of which is the lack of sources

of funding, through the reluctance of the owners of money to invest in these clubs for different reasons, made us ask this question, why this project has not succeeded professionally in Algeria yet?

The success of professionalism depends on several things and its translation from theory to practice is forced to rely on a well-thought-out method of management because it is not possible to activate professionalism without reaching the economic and commercial character of football in the form of the European international teams which are considered economic institutions in sportswear. The world of the stock market, advertising and broadcasting rights with large funds, all this gives football and clubs an economic character and allows them to finance themselves and ensure continuity.

The correlation between money and football is what explains the general level that teams know

The elite in our country, which concludes that the success of any team is not related to the professionalism of the players as much as it relates to who will own the team, and what its financial resources, which leads us to say whether our teams will continue to rely on the patterns of financing Casque or enter the door of professionalism and globalization of Its biggest door is money, In order for our teams to keep up with the professional level, they must be at the level of administrators who are searching for material resources to spend on sporting activities. These are the methods and strategies of modern finance in order to reach an effective and effective contribution through a long-term program underlined by specialists in this field (Bouselah, 2012, no: 05, p. 323).

The sports clubs are financial needs. They need funds to help them manage their needs for the exploitation cycle, which is represented in the cyclical activities that do not exceed the year that the sports establishment undertakes. It also has the

long-term needs of the investment cycle needs of new investment projects or for the purpose of expanding the sports establishment. Or developed.

Problematic:The support provided by the State through its institutions and public administrations has been reduced by sports finance in general and by sports clubs and associations in particular. As is well known, funding in sports clubs is defined by the Basic Law for Amateur Sports Clubs in Chapter IV, "Financial Provisions" Article 39 of this law, the authorization of the financial resources of sports clubs that were as follows: - Subscriptions of members and Engaged and supporters. - Donations and wills. - A portion of the results of sports events and competitions. - Potential subsidies from the state, local communities, institutions and public and private bodies. - The income of the private property or the assignee. - Advertising business income, sponsorship, support and potential mobility of athletes. All other resources authorized by applicable legislation and regulation. In the market economy of Algeria, In the context of a clear policy, the path and the Secretary General of the Sports Club find themselves in a permanent position to search for sources and financial resources in order to finance their clubs and to increase their financial gain in order to develop them and meet their needs. Sports and all kinds of training in preparation for competition or entertainment, and transfer of athletes, and reimbursement of staff expenses of users of technical supervision, medical and other workers, and so pay the costs of engagement in the federations and national associations... If we return to the fact of financial support provided for Clubs and sports associations, We found it limited and two items, namely:

- Subscriptions of members and Engaged, and supporters. - Potential subsidies from the state, and local communities. The rest of the other financial resources (a portion of the results of the events, sports competitions, private or deductible

income, advertising business income, sponsorship, support and possible mobility of athletes) are limited to some sports clubs, especially those competing at the higher level, including football teams, without other sports. It is known that these financial provisions are not enough to include heavy expenses for sports clubs, and do not allow them to achieve their strategic goals, and the objectives of those involved, making the directors, headed by the President and the Secretary-General, They are looking for alternative and supplementary financing resources that do not violate existing legislation and allow for a budget increase. In this case, as mentioned above, the strategy of raising the number of participants becomes in competition with the goal of achieving high results, which will inevitably affect the potential financiers, who are in search of means that can help them to advertise their products, through athletes, especially stars During the media-driven competition directly to the spectator of the game viewer. Sports results are now determining the fate of sports clubs, so if there are sports results that do not respond to the goals of this potential or current sports financier, the latter will inevitably withdraw from the club subsidy financially. The role of the facilitator and the Secretary-General is only to seek new aspects of funding or to determine the requirements of the club and those involved to correct the course of supply and demand, but to become a sports service, offering the participants special services in exchange for the sport in the entertainment. And comes at the head of these new aspects of sports finance, sponsoring, Which is an English equivalent to Arabic and parrainage in latino, which is based on attracting funding for a sports unit, a sports event, or a sports facility in exchange for valuing a distinctive image of an economic factor through a decisive impact and the position of the sports unit as a whole.

The requirements for the financing of sports activity in general, such as sports facilities, clubs and associations, which represent the national sports board. Does not respond to the requirements of elite sports clubs and associations, and not to the abyss, on the one hand; and because of the lack of importance shown by the workers of public and private economists on the other hand. At present, the organization and functioning of the national economy does not stimulate and does not force the economic agents to invest in sport as a commercial and commercial carrier and not as a means to reach the social status commercially. It does not compel him or her to invest in sports, either by building sports facilities or by producing equipment and sports equipment. In fact, the sports sponsorship in Algeria today, and since the promulgation of its law (the Finance Act 1998), has been more than voluntary for sports activities, and is not aimed at achieving funding that responds to the book of conditions for the maintenance of the free economy based on more radio listening hours The audience, the right publicity, the type of competition... All these things make the first track of the Amateur Sports Club and the Secretary-General in a critical position to obtain any sporting activity that returns to their club financial resources that respond to the requirements of the club and those involved in it. The financing of clubs in Algeria is subject to Ministerial Decision No. 02 of 13 January 1992, which specifies the possible subsidies for clubs and sports and revitalization establishments. In the annexes to this decision, we find the book of conditions, which is set for the objectives set, the part relating to the state budget, the share of financial support... This decision was taken to implement the expected arrangements of the Act concerning associations and sports clubs; in the chapter "Resources and property", the Act of 04/12/1990 concerning associations and sports clubs, discusses possible subsidies from the state, state and municipality.

Financial support is given to the club or sports association for what is considered to be a public utility. This law also clarifies that the club or association can benefit from the financial support, sports equipment and equipment required in signing the so-called "contra- program"), Which is between the club or the association and the Directorate of Youth and Sports. If the sports club or the sports association is a general concept, there is a kind of sports equipment, behind this concept disappears a number of legal and active structures that are at the same time mathematical and economic.

In fact, there is not one type of sports club in Algeria, like the rest of the world. Besides the "amateur sports club" organized into a sports union or federation, or a national association, "it aims to develop and promote sports competence or competencies without a profitable goal" (P. 12, 1995, p. 12), which is in fact the origin of the Algerian national sports movement, there are or develop a number of clubs with a special structure that compete with clubs and associations to do a service or services in search of profits in the sports and entertainment sector in general , Which are "professional clubs" ... subject to the applicable legislation and regulation Commercial Companies "(order no. 95-09, 1995, p. 13). The specific legislative text on how to establish an association is Act No. 90-31 of 04 December 1990 on associations. The decree No. 95-09 of February 25, 1995, and finally the law 05-2016 concerning the organization, organization and development of physical and sporting activities. It also aims at controlling the provisions applicable to the amateur club and determining the basic law thereof. The amateur club is an unprofitable sports association that operates in accordance with the provisions of Law 06-12 of 12 January 2012. Article 06 of the Code states that "the allocation of a public subsidy by the State or local communities by the amateur club without the express consent of the

administration in charge of sports" shall be prohibited for the purpose of cleaning up article 7. "Any transfer of a public subsidy to an amateur sports club towards a professional sports club is prohibited." In this way, Algerian professional clubs are required to accept the opening of their capital to Algerian investors and even foreigners in order to increase the resources of these companies and ensure their continuity in accordance with Law 13-05 on the organization and development of physical and sports activities issued in the Official Gazette No. 39. On June 19, the members of the National People's Assembly stipulate that foreign companies can be a shareholder or partner in the professional sports club in accordance with the legislation in force. With regard to the opening of capital, article 84 of the law stipulates the following, subject to the legislation in force and in the case of increasing the social capital of commercial sports companies either by issuing new shares or social shares or by increasing the value of shares or social shares. The general assemblies of the shareholders or partners of the above mentioned companies shall accept the new subscriptions issued by natural or legal persons of Algerian or foreign nationality for the purpose of increasing the resources of these companies and ensuring their continuity. In the same context, article 80 of the law stipulates that the State shall encourage, through incentive measures and accompanying measures, every legally established professional sports club that establishes a center for the formation of young sports talents in accordance with the laws and regulations in force. One of the most important articles detailed in this matter is article 83, which states that when the amateur sports club owns the capital of the sole person sports limited liability company, the total profits realized in this company are allocated to the formation of the reserve fund. Some clubs aim to organize competitions, and others are looking for a practice democracy. Thus,

the role of the manager and his secretary-general changes the legal framework of the club or association, but each of them will naturally respond to the real requirements of its management, especially in its aspirations to seek new sources of funding. Those defined by the law - the general nerve of the movement. In this light, the following problem was raised:

What is the strategy of money management for sports clubs in the management of income and expenses in the light of its transition to professionalism?

General Hypothesis: Public support is the main source of clubs and the high wages of the players remain the most important expenses.

Objectives: Identify the strategy of clubs in the management of funds either by public support or private support.

Research Areas:

Human Field: Professional sports club officials

Spatial area: club headquarters

Time domain: 11/06 2015 to 30/06/2015.

Definition of concepts and terminology:

Sports body:

The sports body is the assembly that combines several factors in order to collect a material product and another moral. The sports institution is specialized in the human factor represented by the Athletes and players and the technical supervisors from the trainers and administrators. This factor supports the material factors such as capital, facilities and equipments. This integration is intended to collect a production of value that allows for exchange between different. This is done within a specific financial and social legal framework

where these factors of production are integrated by cash flows (Nasser Daoudi Adoun, 1991, p. 114)

The Algerian legislator supports professional sports clubs in accordance with Article 21 of Order 95 09

Stated: "Professional sports clubs can benefit from the assistance and contribution of the state and the groups On the basis of the conditions book set by the Minister in charge of sport and communication With the ministers concerned. "(People's Democratic Republic of Algeria: Order 95 09 Article 21), and in recent years has become focused on the financial support of economic institutions. In addition, there are other conditions that make sports clubs acquire the character of the economic institution.

finance resource:The financial resources represent the cash and capital portfolio available in the budget of the institution, whose importance is to stimulate the activity of the institution in all its forms. The sources of financial resources vary in the organization by the diversity of its activities. As for the sports institution, its resources are concentrated on: financial support to the ministries concerned, subsidies, investment of sports services, proceeds from official competitions, subsidies and special donations.

Practical side:

Survey Study: In order to be scientific research objective in the facts listed for the presentation and analysis, and try to reach the results of the nature of accuracy and rigor and realism and to try to reach results of a precise, rigorous and realistic nature, we decided to undertake a field study in the departments and administrative bodies of a group of Algerian football clubs classified in the first national professional section. While moving to different areas across the national territory, Where we conducted interviews with supervisors and

managing members, and distributed questionnaire and sent it to clubs that we could not reach on a group to individuals who also work in the administrative corps of sports clubs. This is for the purpose of studying the quality of organization there and financial management, and the job gaps and obstacles. In addition, the study allowed close to these clubs to look at the structure of the financial section and the theoretical size of the possibilities there, as well as knowledge of the financial position and the quality of resources and the corresponding expenses and others. From this field study we concluded several observations, including:

- Knowledge of the organizational structure of these sports institutions and their legal status, functional and design constructions in accordance with strategic planning.
- closer to the reality of the pension in the same bodies, and the moral and material conditions that led us to the ways to ask the appropriate questions and reference to the essence of the subject.
- Rephrase our questions in the questionnaire, where needed and make useful additions where possible.
- The survey also allowed to know the importance and position of the committee responsible for the financial sector, and its role is almost absent and ineffective among the leaders of these clubs, which led us to adopt two methods of applied research such as questionnaire and interview. This is due to our inability to obtain all the financial reports and official budgets declared in the correct financial values available in the sports bodies that we conducted the study.

Methodology: In fact, it is not the researcher who chooses the approach that he deems appropriate for the study, insofar as the nature of the subject is the one that determines the type of approach and since the study that is in our hands is an **assessment of the strategy of managing funds in sports clubs under the professionalism between the austerity of public support and the absence of private funding**, Publicly use the analytical descriptive approach to its relevance to the nature of the problem presented, as it is one of the most widely used research methods especially in the field of educational, psychological, social and sports research. It is concerned with collecting accurate scientific descriptions of the studied phenomena, describing the current situation and interpreting it, Common data and identify the views and beliefs and attitudes of individuals and groups, and methods of growth and development, also aims to examine the relationship between different phenomena. (Ikhlas, Mustafa Bahi 2000, p. 83).

research community:The research community consists of all the elements or individuals in question. Within the subject matter, our research community is embodied in the total administrative bodies of the Algerian sports clubs, especially the professional clubs where the legal framework of the administrative department can be found. It also arises on capital and important financial resources. By individuals specialized in this activity and this is considered the problem of research.

The research sample:

The study community will be from the following professional clubs:

MCA - USMA – Nasser-houssin-Day NAHD – CRB.

Study Tools: Researchers were assisted by research methods including:

- Arab and foreign sources and references -.Design questionnaire.
- Design the interview.

Questionnaire Description: The scale consists of 50 words according to the following axes:

The first axis: The organization in sports clubs in accordance with the strategic plans to bring money.

The second axis: the fundamentals, funding and strategic management in these sports clubs.

Third Axis: The most important income and exits of clubs.

Interview: The interview is one of the known means of scientific research, which is used to inquire about things and topics and represents a social event embodying to obtain specialized information for analysis and interpretation. The interview may be a survey leading to a case study conducted in the framework of our research with the supervisors of the administrative section in the sports clubs mentioned above in the sample of the research. The interview is an important tool, and the ultimate goal of its use in the applied study is the individual's feeling of freedom and non-compliance while answering the questions directed orally and being an open means that allows the person to expand the topics and directions of his answers. As for the content of the interview questions, it is the same structure of the questions of the questionnaire, which is confined to three axes, but here are open questions, the first of which includes the sports organization planned in the sports bodies studied, the second is the exercise of administrative activity in sports clubs in a strategic format and its effectiveness. Finance and management methods.

Statistical Methods: The researchers used the following statistical methods:

1. Percentage

2. Chi square test

χ^2

Analysis of results obtained:

The first axis: The organization in sports clubs in accordance with the strategic plans to bring money.

Question 1: Is there a clear financial income you rely on to organize sports activity in your organization?

The purpose of the question is to find out That the funds are entered into according to clear legal frameworks in sports clubs.

Total	No	Yes	Answers	
30	10	20	Repeattations	
100	33.33	66.66	Percentage	
Significance	Level of significance	Statistical significance	χ^2	χ^2
			Scheduled	Calculated
1	0.05	No significant	3.84	1.36

able (01): shows the answers of the directors about the existence of the organization adopted in the work of the club.

View and analyze results: It is clear from Table (01) that the value of the Chi square test calculated is 1.36 and that it is smaller than the sufficient Chi square test scheduled value of 3.84, at the significance level of 0.05 and the degree of freedom 1, if there are no statistically significant differences.

It is seen that there is a lack of clear regulations and legal frameworks in these sports clubs, where the number of responses by yes is 20, the proportion of 66.66, or by No is10, by 33.3 percent.

Inference: After presenting and discussing the results of the first question, we deduce that the work in sports clubs is conducted in a systematic and coordinated manner. There are laws and legal regulations that are in force. The

texts clarified the method of performing the activity, but it can be mentioned that they neglected all aspects.

The second question: Is the basic goal of sports clubs and in the introduction of professionalism is for the purpose of making material profit only?

The objective of the question is to know that the primary objective of professionalism is financial gain.

	Total	No	Yes	Answers
	30	22	08	Repetations
	100	33.33	66.66	Percentage
Significance	Level of significance	Statistical significance	χ^2 Scheduled	Calculated χ^2
1	0.05	significant	3.84	7.52

Table 20 shows the managers' answers on the economic importance of sports clubs and the knowledge of the ultimate purpose of professionalism.

Analysis of the results:It is clear from Table (02) that the value of the Chi square test calculated is 7.52 and is greater than the value of the scheduled Chi square test value of 3.84, at the significance level of 0.05 and the degree of freedom 1, if there are statistically significant differences.

Inference:We can conclude that activity in the sports clubs treated during the study is done for the purpose of professionalism without looking at these projects from the economic angle, and work for profit

The third question:If you find yourself in a situation of low liquidity, do you resort to bank advances as a basic financing mechanism?

The purpose of the question is to know that the sports establishment resorts to bank advances as a major solution in case of liquidity shortage.

	Total	No	Yes	Answers
	30	22	09	Repeattations
	100	33.33	66.66	Percentage
Significance	Level of significance	Statistical significance	χ^2 Scheduled	Calculated χ^2
1	0.05	significant	3.84	7.52

The results of the table showing the responses to question no. 03 show that a large percentage responded with "no" while 9% bay yes.

Inference: We conclude from the percentages shown that Algerian sports clubs do not resort to bank advances as a basic financing mechanism.

The fourth question: Are the material resources available in the sports club to suit the administrative and technical needs

The purpose of the question: To know the material potential that is available in the sports club.

	Total	No	Yes	Answers
	30	02	10	Repeattations
	100	29.97	70.03	Percentage
Significance	Level of significance	Statistical significance	χ^2 Scheduled	Calculated χ^2
1	0.05	Significant	3.80	7.00

It is clear from Table (04) that the value of the Chi square test calculated at 7.00, which is greater than the sufficient value of the scheduled Chi square test of 3.80, at the level of significance of 2.20 and the degree of freedom 1, if there are

statistically significant differences. In fact, it is largely inadequate as it reached the answers No are 02 which is estimated at 70.03 % while I interviewed 10 answers with yes and 29.97 % that is compatibility ratio of 03.27

inference:The results obtained allow us to draw on the lack of resources and material means in the clubs that allow the strengthening of physical sports activity and cover the growing demands, both technically and administratively.

Question 5: Is financial assessment and financial resources sufficient in your institution and sports needs?

The objective of the question is to clarify that the sports institution has sufficient and significant financial resources.

	Total	No	Yes	Answers
	30	22	08	Repeations
	100	33.33	66.66	Percentage
Significance	Level of significance	Statistical significance	Scheduled	Calculated
1	0.05	Significant	3.84	7.52

Analysis of interview questions: In terms of organization in the sports bodies, the interviewees pointed out that it is subject to Law 10/04 and then the new law of 13/06 is not subject to all aspects, despite many amendments to previous laws. Where sports clubs and public organizations still live in the chaos of laws and the difficulty of implementation in fact, both by institutional structure (professional club) or by funding and most importantly, it is realistic that the organization is not tight in application and inaccurate in the recruitment of each section of this sector , Regardless of the organization within the legal legislation

that is often interested in professional clubs, which is theoretically for them. In addition to the physical availability of these clubs is very small for the quality of its work as it does not allow coverage and support activity. It is therefore possible to point out that the organization in the Algerian sports bodies suffers from dispersion, where sports activity in the bodies is mostly random, for several reasons, most important of which is not to scrutinize the legislation and allocate it in all aspects.

conclusion: We conclude that the organization in the sports bodies in terms of framing and legal legislation, is witnessing continuous weakness in comparison to the organization in the clubs of developed countries, due to several reasons, including the lack of material resources available to them. However, it is possible to say that there are efforts to support this sector in terms of regulatory, such as the emergence of the first court of sports more morally, pending entry into the field of application and the issuance of other laws modified more developed and useful activity.

The second question: How do you analyze the way in which administrative work is carried out in terms of professionalism and the gaps in these jobs and in a closer sense? Are the administrative methods and methods of management based on the concepts of strategy Financial management:

The interviewers analyzed the method of performing administrative work as often practiced randomly and spontaneously, although it is not an easy activity. It is not only at the field level, but goes beyond the methods of circumvention and the self-methods that are free of errors of management. The method of management, if in a few cases effective, is not useful in general, because it is based on experience no more and not based on scientific foundations and innovative techniques. This imbalance in the management of sports clubs was

due to lack of competence and lack of specialization in sports management and neglect of this aspect.

conclusion:We conclude that the administrative work in the sports bodies is a function that is effective for driving the level of activity and raising the yield. Therefore, this performance should be highlighted and developed, and carried out according to precise scientific methods and steps. As it is known that the imbalance is found in sports clubs and this is illustrated by the results and the situation in the international arena for this activity.

Question 3: What is your assessment of the work of finance and financial management in sports clubs and sports bodies in general a function whose his importance to reaches strategic analysis?

Corresponding individuals, who are the directors of sporting bodies, replied that the funding of sports clubs is very difficult because most attention is directed to the first teams only. The sector suffers from stagnation, either from the collection or management of such resources. Funding must be made through a particular partnership where, in most cases, the club has a much lower right than the financier of the team. In general, these actions are evaluated by poverty, poverty, inadequate funding and scientific management methods. The state neglects this aspect. In addition to this, the private economic institutions must be attracted. This depends on the sport culture prevailing in our society and stagnant. Then the related projects can be considered as a correction and globalization that financial management of sports clubs.

Question 4: What are the funding strategies adopted in the clubs under professional?

The answer of the sample of individuals that the most difficult funding self-financing sports bodies by the acceptance of a large among the directors and

members of the governing bodies and objectives of those responsible for sports in the concerned bodies, although at the theoretical level, and not yet in practice, and that the contemporary environment, which is characterized by complexity and speed of movement and increasing competition , Underscores the imperative of developing a plan to increase self-financing. Organizations that fail to plan to increase their resources are often at risk of losing their chances of increasing and diversifying their service and risk not catching up with the rapid development of sport, And faces unexpected developments. The price these bodies may pay for not planning to manage their resources may be stagnation or regression or a failure to provide their activities.

The National Sports Clubs are clubs of a voluntary nature by a group of individuals from the community. The club consists of a group of individuals who alone bear all the advertising procedures, as well as the burden of establishing and equipping it with the necessary facilities and facilities to carry out its activities.

The private clubs are clubs that provide care and activities from the sports, social and health aspects of the players of sports teams and members. The affairs of the private clubs are managed by a board of directors appointed by the minister responsible for sports. The club is responsible for all club affairs.

Question 5: How do you evaluate the new phase of government support?

The response of many individuals to the research sample was that the true value of the support is not surprising to a large group of athletes who are demanding increased government support in order to increase the effectiveness of sport development and win championships and titles. Which is no different on the importance of two when the budget is available and things are going in its natural form. But what you know and see and read makes us say that today is yesterday and what was accessible to everyone became difficult to reach. And

this will gradually affect the external participation and damage the size of contracts with professional players, and this image left the clubs interest in the process of building the player and some of them fell to the lowest levels and disappeared teams of the masses were once a difficult number in the Algerian clubs such as clubs, some of these clubs and Pala On the Algerian football in general, where the Algerian league lost to its real fans and also ended and forever the policy of relying on the teams of age groups because all these clubs looking for the player ready as they call it and that you know that we do not have this type of player N.

Discussion of the results obtained: in light of what has been put forward What is the strategy of managing funds at sports clubs? And what are the most important incomes and expenses of clubs in the transition to professionalism? And to study that the financing of physical sports activities, and the management of capital according to the scientific formulas determined by researchers and analysts and performed efficiently and effectively and the strategic mechanisms would best afford the conditions in which productive work can be performed. From this perspective and the aforementioned concepts and policies of financial management in any institution that was of various means and theories specialized in the field, it is considered to be used for improvement as a means of financial assessment to control the management of the institution presented to him by **Edward Deming** in his theories and means of determining the financial situation in the institution Such as the SWOT analysis of the financial management mechanisms of enterprises, where we can highlight the essential role played by this administrative function, the development of the activities of the institution should shed light on this aspect in particular. First by maximizing the resources and operating them or investing them in positions that generate

profits by pressure of risk, and try to reduce the costs and inputs of productive work and raise the output.

Currently, clubs suffer from a lack of financial resources and a significant increase in disbursements, so the figures may decline if the problem of long-term oil decline affects strategic plans or that clubs will continue on their own way in financial contracts but may find themselves drowning in a sea of debt "

The relationship between sport and the economy is solid and sport workers can not work without money. It is the most important figure in the organizational process towards reaching the near and distant goals. At the same time, the government economy affects all other sectors. The decline or increase has a direct impact on life Therefore, the economy in general is an integrative process between the government sectors in solidarity with the private sector, and any impact affecting one party greatly affects the other because they share the same goal, so the decline of oil is the first impact on the economy, which will make the government sectors And the private affected by that negatively, because government spending depends mainly on oil and therefore the decline means reducing and rationalization of disbursement, and this will be reflected on the large companies that rely on government contracts and support, which you find from the government .

We propose that there be dealings with everyone on the principle of reward and punishment and the denial of failed federations, which have no results from external participants and determine the disbursement of funds so as to summarize only the internal activities only in order to form strong teams that could compete Arab and international teams and then participate in order to achieve The achievement is not for leisure travel

In addition, we provide the allocations of the fruitful federations as an incentive for them and their teams to develop the national achievement to the Arab to the world and I think this is the professional eye and justice if we really want to work professionally and impartially serve the sport.

Conclusion: The financial support of the state, through its institutions and public administrations, for sports finance in general, and for sports clubs and associations in particular, has been determined by the Basic Law for Amateur Sports Clubs in Chapter IV " Financial provisions. "Article 39 of this law provides for the licensing of the financial resources of sports clubs which were as follows:

- The contributions of members, members and supporters. - Wills and wills. - A summary of the results of events and sports competitions. - Potential subsidies from the state, local communities, institutions and public and private bodies. - Private or deductible property income - advertising business income, sponsorship, support and potential mobility of athletes. All other resources authorized by applicable legislation and regulation. In the market economy of Algeria, under a clearly defined policy, the path and the Secretary General of the Sports Club find themselves in a constant position to seek resources and financial resources in order to finance their clubs and clubs and increase their financial gain with the aim of Develop and meet the needs of the rental of halls and stadiums of various kinds for training in preparation for competition or entertainment, and the transfer of athletes, and the payment of staff expenses of users of technical supervision, medical and other workers, and the payment of the costs of engagement in the federations and national associations ...

If we return to the fact that the financial support provided to these clubs and sports associations, we find limited in two items: - Subscriptions of members and members, and supporters. - Potential subsidies from the state, and local

communities. The rest of the other financial resources (a portion of the results of sports events, sports competitions, private property revenues or deductibles, advertising business income, sponsorship, support and mobility of athletes) are limited to some sports clubs, especially those competing at the higher level. Including football teams, without other sports. It is known that these financial provisions are not enough to cover the heavy costs of sports clubs, and do not allow them to achieve their strategic goals and the objectives of those involved, making the directors, headed by the President and the Secretary General, seeking alternative and complementary financing resources that do not contradict With the legislation in force, and allow the raising of the club budget. In this case, as mentioned above, the strategy of raising the number of participants becomes in competition with the goal of achieving high results, which will inevitably affect the potential financiers, who are in search of means that can help them to advertise their products, through athletes, especially stars During the media-driven competition directly to the spectator of the game viewer.

Recommendations: In the light of the results of the study that we hope to receive attention to its embodiment in the field we recommend:

- Continuing the issuance of the legislative texts governing the work of sports activity in the bodies in the allocation of all aspects, especially aspects of management of facilities and budget management.
- Consider the privatization projects of sports bodies by adopting global policies that develop their activities and spread cultures and are designed according to plans and strategies.
- The need to exercise administrative action in these bodies in scientific ways and organized tightly in the tasks and building all of this on the strategic planning of excellence.

- To assign management positions in sports bodies to those with ability, effectiveness and efficiency and to re-establish them periodically.
- Interest in gaining the best structure of funding in the institution as the sources of funds are limited in return for taking care of expenditures and financial budget for the availability and costs.
- To work with the management approach to the objectives and the planned management to achieve the success of the function of financial management and to use all the modern scientific means of the importance of these works in the development of the financial position of the bodies.
- Adopting a policy of flexibility and harmonization for adaptation and conditions besides transparency and communication as principles for implementing the strategy and thus achieving the desired objectives of the financial management and financing of the Authority.
- Move the administrative work in the institution in accordance with scientific principles subject to consultation and adopted by the members in order to plan the strategic concept and then evaluate the results and review systems.

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