

Designing the Model of Sport for All in Iran

Marjan Saffari¹, Mohammad Ehsani¹, Mojtaba Amiri² & Hashem Kozechian¹

¹ Humanities Faculty, Tarbiat Modares University, Tehran, Iran

² Management Faculty, Tehran University, Tehran, Iran

Correspondence: Mohammad Ehsani, Humanities Faculty, Tarbiat Modares University, Tehran, Iran. E-mail: mehsaniteh@yahoo.com

Received: December 5, 2012 Accepted: December 19, 2012 Online Published: January 28, 2013

doi:10.5539/ass.v9n2p208

URL: <http://dx.doi.org/10.5539/ass.v9n2p208>

Abstract

Increase in people participation in Sport for all has always been considered by policy makers. This paper aims to present a model to institutionalize sport for all of Iran. For this purpose, researchers referred to the experts of the sport for all of Iran and collected data from them through deep interviews. Then, the data resulted from twenty-nine interviews were encoded and analyzed through grounded theory method. The results of codes classification showed sixteen components at the three contextual, organizational, and behavioral levels. According to the sport for all of Iran model, it can be noted that the contextual level of sport for all of Iran, in which the other two levels are rooted, includes external environment and conditions, and generally leads to organizational and behavioral levels. The presented model can be used as the analytical tool for sport for all of Iran so that it would solve problems of this field of sport reasonably and principally.

Keywords: model, sport for all, Iran, grounded theory

1. Introduction

Research indicates more than half of the world's population does not engage in sufficient physical activity to benefit their health (Sapkota et al, 2006, Warburton et al, 2006. World Health Organisation (WHO), 2003) and reducing the amount of people in this category by just one percent could save millions of lives and billions of dollars (Katzmarzyk et al, 2000, Stephenson et al, 2003. WHO, 2003, 2006).

Various governments have sought, in recent years, to use sport as an instrument of social engineering to reduce juvenile offending, reduce obesity among the young, and achieve greater social inclusion of marginalized groups (Houlihan, 2005) and recreational sports have become the standard way for improving individual health and quality of life (Chen, 2011).

In the UK, public sector sport traditionally has aspired to promote the inclusion of all groups in society, partly as a result of inequalities that have existed within sport, particularly by social class, age, ethnicity and disability. In the face of this evidence, interventionist policies to improve sporting opportunities for socially and recreationally disadvantaged groups have been a strong tradition in local authorities' sports provision (Di liu, 2009).

leisure is often conceptualized as free time, as activity, or simply as a state of mind from which behaviors are intrinsically motivated and freely chosen outside the demands of external compulsion (Degraaf et al. 2010) and encourage people to participation in recreational sport in leisure has always been considered by policymakers.

Sport for all is world movement of recreational sport which has functioned since 1969. in many countries on five continents with same idea: sport belongs to everyone regardless of sex, race, religion and physical capability, economic capability, right on being interested in sport is general right of all who find movement, exercising, playing or competition in free time as pleasure and enjoyment (sport for all Organisation, 2010).

A number of international organisations, such as the European Sport for All Charter, the International Charter of Physical Education and Sport, the Trim and Fitness International Sport for All Association (TAFISA) and the Sport for All Commission of the International Olympic Committee, have given various definitions of Sport for All. Although there are some slight differences in the focus and terminologies in the definitions, the organisations all recognise the national responsibility to ensure that every citizen has equal right to participate in sports and PA, and the stakeholders concerned, including the government and non-government agencies, play important roles in achieving the provision of sports and PA participation (Community Sports Committee, 2009).

Sport for All represents a social activity field of national interest that supports the practice of physical activities by all the population categories. Physical activities are considered elements essential to health improvement, social integration, development of human personality, integration of moral values, but also to the promotion of self-discipline, respect and tolerance. These factors are fundamental to the life of any democratic society (Macovei et al., 2012). Since 1900, sport for all has drawn attention of many countries with various motivations including the provision of physical and mental health, enriching leisure, developing social relationships, going away from mechanical life, going back to the nature, enhancing efficiency, paving the way for championship sport growth and recommendations of physicians, and also in Iran, sport for all has got started since 1979 as sport of neighborhoods and recognized in terms of a legal formation as Physical Education Jihad in 1983 and its development and growth are determined as the first legal duty of Ministry of Sport and Youth and IRI National Olympic Committee (Hamidi, 1978, Sajjadi, 1988).

In Iran, despite numerous agencies and departments that regard themselves as responsible for Sport for all, participants in Sport for all in our country are in less favorable situation than those in other countries. Also, because of physical education managers and sports media's interest in championship sport, sport for all has gained less attention so far; a review of related literature shows that little work has also been done on modeling in the field of sport for all and the works carried out are not much focused. Despite different ideas discussed in this regard, a lack of a model explaining a framework for Iran sport for all is observed.

2. Model of the Study

All research studies are based on a conceptual framework determining desirable variables and the relationships between them (Taylore, 2006). Organization and management phenomenon can be examined and analyzed based on three sets of behavioral, structural and contextual factors. In this study, "three branched model" was used as theoretical framework. The model is an analytical tool based on which all organization and management studies and theories can be examined in three domains (Mirzaei Ahranjani and Amiri, 2002).

In present study, Iran sport for all is addressed based on triplet levels of the three branched model and there has been an attempt to uncover its hidden and ignored angles and discover a new order and framework in the domain and finally present an explainable way for its localization and application and Collins et al (2012) proposed multidimensional approach to lifelong sport and activity participation as a theoretically justified basis for research and intervention design.

Accordingly and also based on background literature and models of sport for all in UK (The Framework for Sport in England, 2004), Canada (Canadian Sport Centers, 2007), Hong Kong (Community Sports Committee, 2009), Denmark (Meeting Report of Agita Europe, 2004), Taiwan (Cheng, 1998), recreational sport management model (Mull et al., 2005) and Socio-ecological model for studying sport participation (Van Tuyckom, 2011) conceptual model of this study is established as follows:

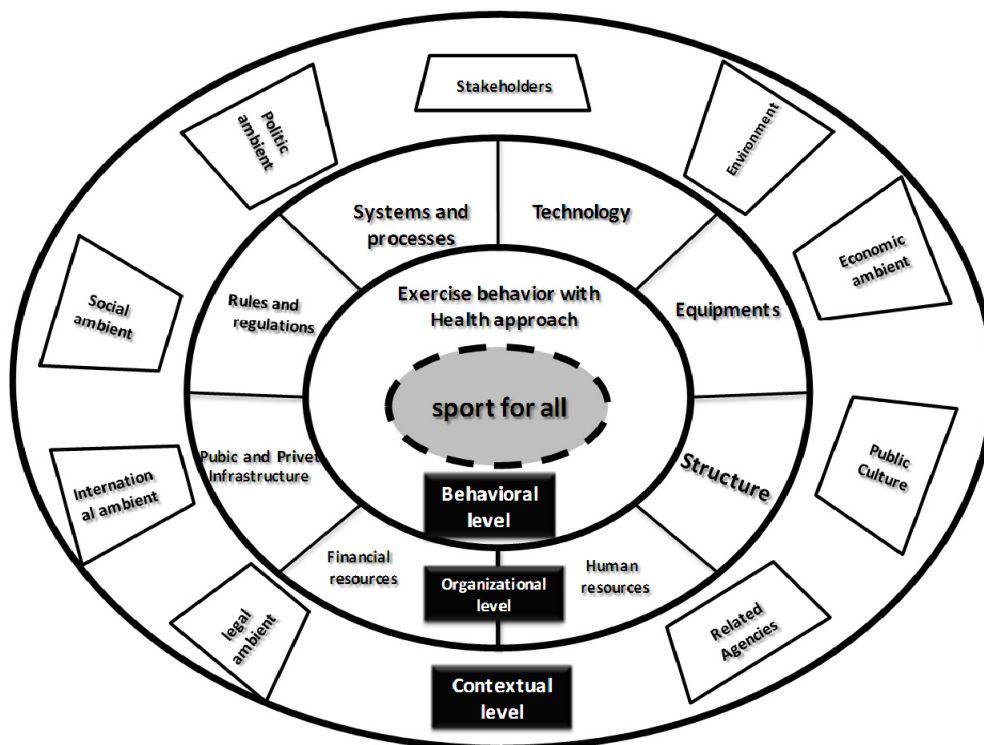


Figure1. Conceptual model of Iran sport for all

Presented model is a conceptual model per se corresponding with existing literature regarding sport for all in one hand and analytical levels and theories and three branched model on the other and components of the model, their relationships, logic of their selection and their interrelationships are expected to have sound foundations using Iran sport for all elites' ideas.

3. Method

To design Iran sport-for-all model, it was required to refer to the experts having worked in the area for ages and incorporate their ideas in designing the model. So, the qualitative research approach known as grounded theory was used. What matters in the grounded theory method is to achieve deep data which can define patterns, concepts, characteristics and aspects of the phenomenon (Glaser and Strauss, 1967).

The first step in implementing the grounded theory method is the formation of the subject and questions in researchers' mind (Evert, 2006). Interest and experiences of the researchers regarding sport-for-all administrative domain on one hand and their scientific and academic expertise about sport for all on the other hand lead to the emergence of theoretical sensitivity in their minds concerning sport for all. Referring to sport-for-all field literature, it was observed that there is no model for sport for all. Thereby the subject and main questions of the study were formed in the minds of the researchers:

- 1) Which model is appropriate for sport for all in Iran?
- 2) What are the main components of sport for all in Iran?

Next step was the selection of participants. Regarding the qualitative nature of the study, snowball sampling method was used; so, statistical community of the study was composed of all elites with scientific and practical expertise in sport-for-all field. First, a list of sport-for-all elites was provided including university professors (with books and or researches regarding sport for all) and managers of organizations related to sport for all and then an in-depth interview was held. Following the interviews, each individual was asked to introduce other elites of sport for all to the researcher; in this study, 29 elites was interviewed which from the eighteenth interview on frequency was observed in receiving information; but to ensure, they were proceeded till 29th interview, however from 24th interview on data was completely recurrent and saturated.

The interview got started by asking questions about levels and components of the conceptual model and the rest of questions were asked based on the interviewee's answers. All interviews were recorded and data analysis was carried out after each interview to ground the model. Data analysis steps of the data resulted from the interviews

are:

3.1 First Step – Open Coding

First, all interviews were implemented and then open coded (Klenke, 2008) so that collected data in the interviews was transcribed, then the open codes were created by line-by-line and paragraph-by-paragraph analysis of the existing transcripts. The codes were an adaptation of transcripts and sometimes the same transcripts. In sum, 283 open codes were gained from analyzing 29 interviews (Table 1).

3.2 Second Step – Axial Coding

Axial coding is the second step of grounded theory analysis; the codes produced in previous step were rewritten in a new way aiming at creating a relationship between codes. Axial coding results in the creation of groups and categories; all similar codes were located in their specific group (Klenke, 2008). Doing so, all created codes were revised and compared to the texts for nothing to be skipped. In this process, it was possible that several open codes were coded as one axial code. 283 open extracted codes were turned into 66 axial codes (Table 1).

3.3 Third Step – Theorizing Stage (Selective Coding)

Upon coding all data using open and axial coding, it was the time to group them; selective coding based on results of the two previous coding steps is the main step of the grounded theory. Here, axial class gets systematically connected to other classes and presents the relationships in a narrative framework and reforms classes requiring further improvement and development (Klenke, 2008).

In grouping the codes, axial codes extracted from the interviews are grouped and then emerged groups were compared to each other so that the main groups and aspects of each code are recognized and derived.

Table 1. A sample of open and axial coding done

Experts' Comment	Open Coding	Axial Coding
Culture building using continuous instructional programs through Islamic Republic of Iran Broadcasting (IRIB)	Medium-aided instruction	Public instruction using media
Social networking is one of the new methods for developing sport for all	Social networking	Social networks
How does macro-management of the country view sport for all? In vitro or in vivo?	Iran top management's view toward sport for all	Politicians' view
People accessibility to sport equipments affects their sport participation level	The role accessibility to sport equipments in enhancing people participation in sport for all	Accessibility to sport equipments and infrastructures
A definition of duties and missions of organizations and organs in sport for all is presently vague	Work division among sport-for-all-related organizations	Providing clear duty definition
Policy making unification must be established in sport for all	Coordinating among organizations related to sport for all	Policy making unification
Forming sport-for-all committee in all federations under the supervision of sport-for-all federation	Coordinating among organizations related to sport for all	Policy making unification
Creating a diversity in sport activities can attract more audiences to sport	Presenting novel and new sport activities	Introducing new sport activities
International organizations of sport for all can help with planning aspect	International organizations of sport for all	International organizations of sport for all
They can be active in insurance financial resources, because people health is for insurance's good, as well, and treatments costs are reduced	Role of insurances as one of financial resources with an attitude of enhancing public health level	Insurances' financial support from sport for all

4. Results

Grouping the axial codes in each case and comparing them show that it is possible to include all codes gained in three main groups (Table 2):

1) Contextual Level

codes which are related to context and field of sport for all and comprise Iran sport for all (Tables 2 and 3).

2) Organizational Level

codes which address the explanation and application of soft and hard support systems to realize sport generalization among people (Tables 2 and 4).

3) Behavioral Level

codes which are related to objective events level and determined sport-behavior-wise with a people-health attitude regarding individual, social and structural factors (Tables 2 and 5).

Table 2. Components of behavioral, organizational and contextual levels

Behavioral level Component	Organizational level Component	Contextual level Component
	- Human resources	- International ambient
	- Financial resources	- Political-legal ambient
- Personal factors	- Equipments and infrastructures	- Environment
- Interpersonal factors	- Technology	- Social ambient
- Structural factors	- Rules and regulations	- Economic ambient
	- Colleague organizations	- Cultural ambient
	- Organizational media	

4.1 Components of Contextual Level

Based on analyzing the interviews using grounded theory, components of the contextual level are as follows (Table 3):

International Ambient; in Iran sport-for-all domain, includes international sports organizations and events which can affect sport for all in Iran. International organizations can affect the field of planning, human resources training, presenting the best experiences of the other countries and ... in Iran sport for all and the international events can be a factor for creating a motivation and encouraging people to participate in sport for all.

Political-legal Ambient; in present model, includes politicians and political parties' views regarding sport for all, super-departmental documents like constitution, prospective document, general notified policies and also departmental documents directly and/or indirectly affecting Iran sport for all.

Social Ambient; in present study, includes population texture, life style, social security, mass media affecting people participating in sport for all. Population texture comprises composition of the population in terms of age, race and etc, Life style means views and values of people and the ways in which they choose how to live. By social security, we mean the provision of health for individuals in the society against aggressive actions and resolving mental concerns, and also mass media include all impersonal communication tools by means of which visual and or audio messages are directly transmitted to audiences (e.g. TV, radio, cinema, internet, satellite and journals, book and etc). Media play several roles in social life.

Environment; bioenvironmental issues have deep effects on many organizations and phenomena. Human resources must take the best advantages from all natural spaces and climate and weather of Iran; because exercise in free space usually costs less than exercise in gyms and the environment can be effective in enhancing the people participation in sport.

Economic Ambient; in the present model, includes the rate of inflation and costliness, unemployment, investment, economic growth and the level of people income affecting people participation in sport for all.

Cultural Ambient; in the model and based on Shine's model and beliefs including beliefs, thoughts, basic and family beliefs and finally values and norms composes the central nucleus of cultural ambient affecting cultural values and norms of Iranian people and finally values and norms form verbal, behavioral, and physical synthetic

of people as behavioral patterns, signs and symbols influencing generalization of sport in Iran.

Table 3. Total, secondary groups and axial codes derived from all interviews at contextual level

Total group	Secondary groups	Axial codes
Contextual level	International ambient	Relevant international organizations
		Sport events
		Politicians' view
	Political-legal ambient	Political parties
		Super-departmental documents
		Departmental documents
	Environment	Natural spaces
		Weather
		Population texture
	Social ambient	Life style
		Social security
		Mass media
		Inflation rate and costliness
		Unemployment rate
	Economic ambient	Income level
		Investment rate
		Economic growth
		Beliefs and assumptions
	Cultural ambient	Values and norms
		Verbal, behavioral and physical synthetic

4.2 Components of Organizational Level

Components of organizational level include the followings (Table 4):

Human Sources; in present model, human resources include headquarters, and line staff, and volunteer forces playing a determinant role at organizational level, because they can optimally use other resources.

Financial Sources; undoubtedly, generalizing sport among people requires financial resources; in the domain of sport for all, financial resources include governmental budget, public organs budget, financial supporters, people aids, and finally financial support of insurance companies with an attitude of enhancing public health level.

Sports Equipments and Infrastructures; with this component, studying and examining the necessity, accessibility, quality, fair distribution, safety and beautiful design of sport equipments and infrastructures which can affect the extent of people participation in sport for all.

Technology; a set of hardware, software and information networks and technical knowledge required which are used for data collection, processing, saving and distribution regarding sport for all in Iran are considered in this component. Technology can lead to improvement and enhancement of other components of organizational level and it can be said that the component support other components of the organizational level.

Rules and Regulations; developmental documents of provincial, urban, and organizational sport for all are considered in sport-for-all domain. These rules and regulations must have supporter and facilitator and at the same time administrative reassurance in Iran sport for all.

Colleague Organizations; colleague organizations mean the organizations acting at national, provincial, urban, rural, and organizational levels in sport-for-all domain and can include governmental and nongovernmental organizations active in Iran sport-for-all domain. In the present model, policy making unification and clear coordination, formulation and definition of duties as well as dividing works and creating continuous interactions between organizations and organs of sport-for-all domain are considered.

Organizational Media; in the model, five applications are considered for organizational media in sport for all

including: application of public instruction; media use satisfactory methods more, so that media are involved in wisdom and rationale of the audience and take action through increasing the enrichment of instructional content, diversity and attraction, the possibility of effective instruction for all classes of society, creating motivation, encouraging and persuading to participate in sport activities. In informing application, media can inform people regarding sport events in programmed, accurate and timely way and doing so appropriate structural and content planning must be provided and also informing and extensional and publicizing actions are possible in social marketing application through setting the chance for formation of stakeholder groups, networking in different classes of the society and also regarding the increasing advance of IT, and the young class interest in virtual communication ways, creating virtual networks can lead to increase people participation in sport for all. Modernism application can also increase people participation in sport for all through introducing new sports, establishing creative, new, and positive thinking in creating refreshing physical activities and finally the monitoring application takes action to recognize the issues and threats and also through getting directly connected to context of the society can continuously observe public thoughts and interests, desires and needs of people regarding sport.

Table 4. Total, secondary groups and axial codes derived from all interviews at organizational level

Total group	Secondary groups	Axial codes
Organizational level component	Human resources	Headquarters forces
		Line forces
		Volunteer forces
		Governmental budget
	Financial resources	Public firms
		Financial supporters
		Insurance companies
		Public aids
	Equipments and infrastructures	Studying and examining the need
		Accessing to equipments and infrastructures
		Quality of equipments and infrastructures
		Fair distribution of equipments and infrastructures
	Technology	Safety of equipments and infrastructures
		Beautiful design of equipments and infrastructures
		Using hardware
		Using software
	Equipments and infrastructures	Social networks
		Enhancing technical knowledge
		Developmental documents of provincial sport for all
		Developmental documents of urban sport for all
	Colleague organizations	Developmental documents of organizations' sport for all
		Policy making unification
		Clear description of duties
		Continuous interactions
	Organizational media	Public instruction
		Informing
		Social marketing
		Monitoring and observing environmental changes
		Observing public thoughts and interests

4.3 Components of Behavioral Level

Components of behavioral level are (table 5)

Personal Factors, factors which comprise sport and physical activity priority or interest and include mental attitudes, views and assumptions of the individual and affect the superiority of leisure activities to each other (Jackson, 2005). In present model, components of behavioral level comprise mental attitudes, viewpoints to sport activities, interest in doing sport activities and religious attitudes.

Interpersonal Factors: are resulted from interpersonal actions or the relationship between personal characteristics of the individuals. These factors are either emanated from personal factors which a person brings with himself into the interactions, so they affect common participation in leisure activities and or happen as a result of relationships and interactions. These factors can affect both superiority and at the same time participation in common leisure activities and accompanying the leisure activities.

Moreover, concept of interpersonal factors can totally be generalized to interpersonal relationships (Jackson, 2005) and include having a company, public relations, interactions with family members, socializing with peer groups and social networks membership, in this study.

Structural Factors: are factors intervening in the interest in participation and real participation and in fact act between the superiority of leisure and participation as intervening factors (Jackson, 2005). Structural factors in Iran sport-for-all model include having no time, being employed, existence of family responsibilities, having physical health, being informed of sport programs and also having sport skills.

Table 5. Total, secondary groups and axial codes derived from all interviews at behavioral level

Total group	Secondary groups	Axial codes
Behavioral level	Personal factors	Mental attitudes of person
		View of doing sport activities
		Interest in doing sport activities
		Religious interests
	Interpersonal factors	Having a company
		Public relations
		Interactions with family members
		Socializing with peer groups
		Social networks membership
	Structural factors	Having no time
		Being employed
		Family responsibilities
		Having physical health
		Having sport skills
		Being informed of sport programs

4.4 Model of Iran Sport for All

This study is mainly aimed at achieving the model of Iran sport for all. Accordingly, based on data analysis results and theoretical literature, the model was extracted and designed.

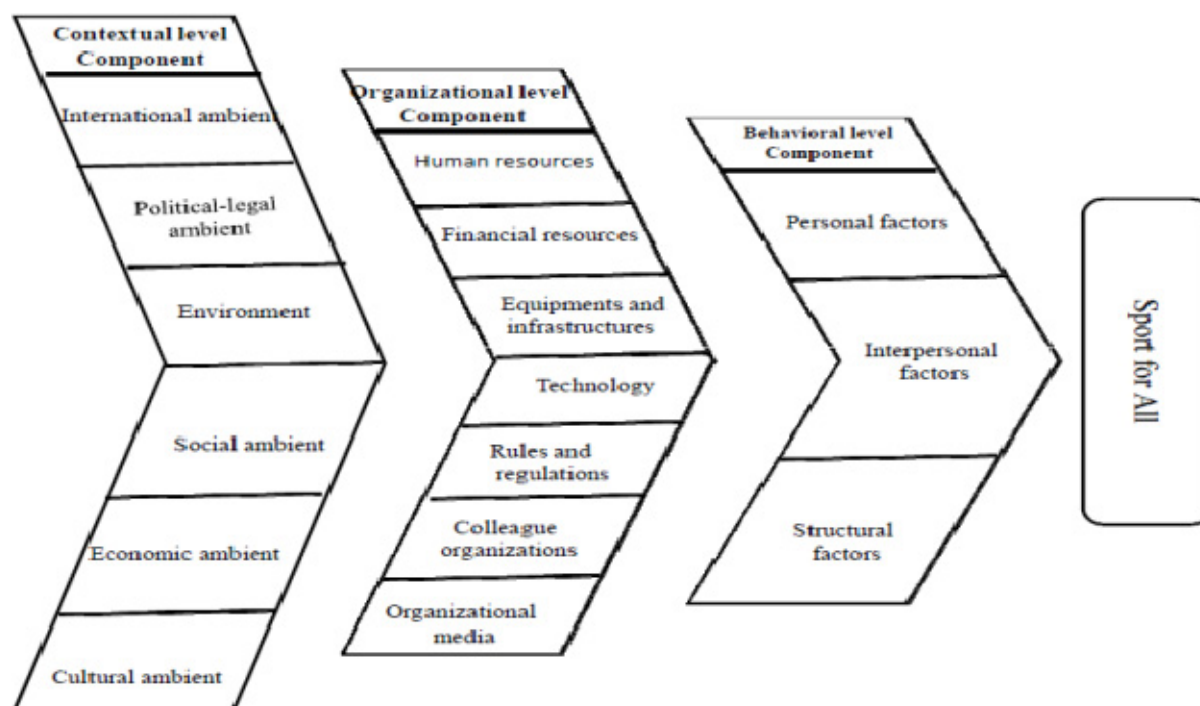


Figure 2. Model of Iran Sport for all

5. Discussion

Objective of this study is to design a model for Iran sport for all. In doing so, researchers referred to Iran sport-for-all field elites and collect information through holding in-depth and open interviews with them. Then, data resulted from the interviews were coded using grounded theory method. Result of coding groups demonstrated three levels in Iran sport for all.

Contextual level means the context and field of sport-for-all activities; it has a special status in Iran sport-for-all model. The most important feature of this level is its expansion and age compared to the other levels. Two other levels owe their existence and emergence to the contextual level. It composes the sport-for-all external ambient factors and conditions and has a mutual relationship with them; in the model, the concept of context means the periphery. The main work of contextual or peripheral factors is to arrange the relationships between sport-for-all domain and its superior systems, because any system or organization at its own status always is in permanent action and reaction with its superior systems and considered secondary by them. So, all the reasons and factors setting the chance for making, arranging and timely and suitable reaction of sport-for-all to the more superior systems are called context or periphery.

Organizational level means managerial structure and application of soft and hard support systems for realizing the generalization of sport among people. In general, this level includes paths, channels, and containers through which process and operation of Iran sport for all flow and comprises all physical and nonphysical elements, factors and resources of sport for all which are integrated with a special order, rule and sequence and build the framework and frame of sport for all and is like the container of Iran sport-for-all activities.

As implied, the organizational level is like sport-for-all container. Contents or materials poured into Iran sport for all are that public sport behaviors with a health attitude determined based on personal, interpersonal and structural factors.

These factors are not the final determinant of leisure activities, yet affect them. They lead the individual to choose a particular activity among different activities and enjoy participating in them or reversely result in preventing the individual from participating in these activities (Jackson, 2000).

According to the sport for all of Iran model, it can be noted that the contextual level of sport for all of Iran, in which the other two levels are rooted, includes external environment and conditions, and generally leads to organizational and behavioral levels. The organizational level is the outer layer of behavioral level and includes the regular relations governing the internal and objective components of sport for all of Iran. The behavioral level is the factors associated with Iranian people's sporting behavior with a health approach. The relationship between these levels is close and, practically, they are inseparable in sport for all of Iran. In such relationship,

levels interact with each other as continuous systematic relations.

So, distinguishing among and discerning the three levels of sport for all are theoretical per se and just to analyze the knowledge of concepts and components and the presented model can be based as an analytical model of Iran sport for all so as to rationally and principally resolve numerous problems in this domain of Iran sport. Existing experiences in Iran and other countries have shown that a special organ with extensive facilities and capabilities cannot enhance people participation in sport for all on its own; because sport for all is a social and inter-departmental product and output of the society as a whole. So, one of the main reasons for inefficiency of current plans is their single-organ, insular functioning, and lack of a systematic model and map in the domain.

References

- Canadian Sport Centers. (2007). *Canadian Sport for Life (CS4L)*. Retrieved from <http://www.ltad.ca>
- Chen, T. (2011). Using Hybrid MCDM Model for Enhancing the Participation of Teacher in Recreational Sports. *Journal of Decision Systems*, 20(1), 33-49. <http://dx.doi.org/10.3166/jds.20.33-49>
- Cheng, S. T. (1998). *A study on recreational sport participation model of university students in Taiwan*. Taipei: National Science Council.
- Collins, D., Ford, P. A., Mac Namara, A., Bailey, R., Toms, M., & Pearce, G. (2012). Three Worlds: new directions in participant development in sport and physical.
- Community Sports Committee of the Sports Commission. (2009). *Consultancy Study on Sport for All Participation Patterns of Hong Kong People in Physical Activities*. Submitted by The Chinese University of Hong Kong Department of Sports Science & Physical Education.
- De Liu, Y., Taylor, P., & Shibli, S. (2009). Sport Equity: Benchmarking the Performance of English Public Sport Facilities. *European Sport Management Quarterly*, 9(1), 3-21. <http://dx.doi.org/10.1080/16184740802461686>
- Degraaf, D. G., Jordan, D. J., & DeGraaf, K. H. (2010). *Programming for Parks, Recreation, and Lesuire Services: A Servant Leadership Approach* (3rd ed.). State College, PA: Venture Publishing, Inc.
- Evert, G. (2006). Qualitative research in management: addressing complexity, context and persona. *Management Decision*, 44(2), 167-179. <http://dx.doi.org/10.1108/00251740610650175>
- Glaser, B., & Strauss, A. (1967). *The discovery of grounded research: Strategies of qualitative research*. London: Wiedenfeld and Nicholsonprdr.
- Hamidi, M. (1978). *Management in Sport Organisations*. Payam nor University Pub.
- Houlihan, B. (2005). Public Sector Sport Policy: Developing a Framework for Analysis. *International Review for the Sociology of Sport*, 40(2), 163-185. <http://dx.doi.org/10.1177/1012690205057193>
- Jackson, E. L. (2000). Will research on leisure constraints still be relevant in the twenty – first century? *Journal of leisure Research*.
- Jackson, E. L. (2005). *Constraints to Leisure*. Venture publishing, Inc.
- Katzmarzyk, P. T., Gledhill, N., & Shephard, R. J. (2000). The Economic Burden of Physical Inactivity in Canada. *Canadian Medical Association Journal*, 163(11), 1435-1440.
- Klenke, K. (2008). *Qualitative Research In The Study Of Leadership* (1st ed.). Emerald group publishing.
- Macovei, S., Tonita, F., Popescu, L., & Suciu, A. (2012). Study on the future instructors' motivations to participate in sport for all programs of professional training and improvement. *Journal Ovidius University Annals*, 12(1), 78-82.
- Meeting Report. (2004). *Physical Activity Expert Meeting "Agita Europe"*. Magglingen, Switzerland.
- Mirzaei Ahranjani, H., & Amiri, M. (2002). Developing a Three Dimensional Model for Analysis of Philosophical Bases and Fundamental Substructures of Management Theories, Iran. *Journal of Management Knowledge*, 3-21.
- Mirzaei, A. H. (2006). *Foundations of the philosophy of organization theory* (1st ed.). SAMT Publications Tehran.
- Mull. Richard, F., Bayless Kathryn, G., & Jamieson Lynn, M. (2005). *Recreational sport management* (3rd ed.). Australia, Human Kinetics.

- Sajjadi, S. N. (1988). *Management in Sport Organisations*. Samt Publication.
- Sapkota, S., Bowles, H. R., & Ham, S. A. (2006). Adult Participation in Recommended Levels of Physical Activity: United States, 2001-2003. *Journal of American Medical Association*, 295(1), 27-29. <http://dx.doi.org/10.1001/jama.295.1.27>
- Sport for all organization. (2010). *Home page*. Retrieved from <http://www.sportforall.org.rs/eng/index.html>
- Stephenson, J., Bauman, A. T., Smith, B., & Bellew, B. (2003). *The Cost of Illness Attributable to Physical Activity in Astralia*. Canberra, Australia: Commonwealth of Australia.
- Taylor, B., Gautam, S., & Ghoshal, T. (2006). *Research Methodology: a guide for researchers in management and social science*. Prentice-Hall of India, new Delhi.
- The Framework for Sport in England. (2004). *Making England an Active and Successful Sporting Nation: A Vision for 2020*. Retrieved from <http://www.sportengland.org>
- Van Tuyckom, C. (2011). Sport for All: Fact or fiction? Individual and cross-national differences in sport participation from a European perspective, Submitted in partial fulfillment of the requirement for the degree of Doctor in Sociology and social sciences department of sociology, Gent University.
- Warburton, D. B. R., Nicol, C. W., & Bredin, S. (2006). Halth Benefits of Physical Activity: the Evjdence. *Canadian Medical Association Journal*, 174(6), 801-809. <http://dx.doi.org/10.1503/cmaj.051351>
- World Health Organisation (WHO). (2003). *Health and Development Through Physical Activity and Sport*. Geneva:WHO.
- World Health Organisation (WHO). (2006). *Global Strategy on Diet, Physical Activity and Health*. Geneva:WHO.