



AENSI Journals

Journal of Applied Science and Agriculture

ISSN 1816-9112

Journal home page: www.aensiweb.com/jasa/index.html



## Determining Application of Chess Management Principles In Implementing Organizational Programs By Sport Championship Managers In Isfahan

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### ARTICLE INFO

Article history:

Received 10 December 2013

Received in revised form 11

March 2014

Accepted 19 March 2014

Available online 1 April 2014

Keywords:

Chess Management,

Chess Management Principles,

Amateur Championship Sport

Professional Sport

### ABSTRACT

**Background:** This study was conducted with the purpose of determining application of chess management principles in implementing organizational programs by sport champion managers in Isfahan in 2012. **Objective:** Statistical population of this research include all sport championship managers in amateur and professional levels which was estimated 130 that 97 were selected as statistical sample by clustering. This is a descriptive survey. In order to measure chess management principles in implementing organizational programs, the researcher has constructed a questionnaire that its reliability was estimated as %95 by Cronbach alpha. Data analysis in two descriptive and inferential levels was done using spss19. **Results:** Kolmogrov-Smearnov test was used for determining normality of data and Levin test was used for homogeneity of variances. In inferential level, t-test was used for determining chess management principles by sport managers in amateur and professional levels and Friedman test was used for prioritizing items. Results showed that the amount of using chess management principles in amateur sport was in average level and in professional level was higher than average. **Conclusion:** In championship sport, preserving athletes and having purpose have the highest application. Degree of using chess management principles by championship sport managers in amateur and professional levels is different.

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**To Cite This Article:** Karimi Zohreh, Masoud Naderian, Ansarimehr Masoud, Mostahfezian Mina., Determining application of chess management principles in implementing organizational programs by sport championship managers in Isfahan. *J. Appl. Sci. & Agric.*, 9(2): 834-840, 2014

## INTRODUCTION

These days, sport management is scientific and professional in the world and it is one of the most important managerial tools in large scale management and managers must have required skills in different dimensions, today traditional managements are replaced with creative managements based on information and innovation. This revolution of management is tangible and observable in all managerial categories including sport management in every country. As a result, less developed countries try to reduce their gap with developed countries by modeling and creative planning. For this purpose, it is necessary to replace traditional management with scientific management and new management methods will be used. The only thing that its heavy loss is never calculated is mismanagement and lack of knowledge about new managerial methods. Sport managers in every sport organization must follow regulations and defined principles for management, leadership and efficiency of their organizations. On the other hand, they need creativity and innovation to achieve organizational purposes. One of the important models recently appeared in organizations is chess management.

According to declaration for "Iran's sport perspective in 2025", sport is an industry based on fields, organizations, institutions and efficient clubs with professional business mechanism and active international interactions with a higher position in Asia and suitable credit in the world with public, championship and professional infrastructures". In fact, its purpose is the existence of valid professional league and efficient clubs and public and championship sports are the supporting systems.

Today championship sport is planned and presented in two amateur (non-professional) and professional levels. Regarding the differences in professional and non-professional sport programs in purposes, targets and administrative methods, these two forms of sport have different effects and functions in the society. In professional sport, sport is considered as an occupation and profession and a profitable business goods in which an athlete receives money for participating in exercises and games. But in amateur sport the basis for sport is health and power that by physical exercises and training physical and skill dimensions, an athlete will be

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prepared for a match. In amateur sport exercises, exercise sessions and participating in them would not harm usual life programs. Main purpose of sport exercises, in addition to gaining skill, physical power and joy, is that it prepares an individual for better job duties. Volunteering in amateur sport is one of the most important discussions which should be considered (Naderian, 2009).

In Iran's sport, traditional management methods are common yet. There is no doubt that traditional form of an organization and management faces serious challenges because of inflexibility and severe limitations in innovation and flourishing of the organizations. Therefore, regarding advances in knowledge in recent decades and emerging new management styles, it is necessary that sport managers concern about gaining awareness, implementation and evaluation of these managerial styles. Chess management allows an organization to act in a creative and innovative way and not to act passively for shaping future. Chess management teaches reasonable and efficient thinking method, selects the best option and informs managers about importance of planning and consequences of decision making (Ansarimehr, 2010).

Russians are inventors of chess model and they have hundreds of chess books some of which are only published in Russian language and taking them from out of the country is forbidden (Salvar, 2012). One of these books is "chess and my life" by Garrick Kasparov. He has stated in his book that what he has learnt in chess was how he can use his experiences in the management world and use chess power as a model for managerial activities. Kasparov has presented his managerial model in 13 chess items that we will explain below.

#### *Chess management principles:*

In this research, 13 managerial principles are introduced which are inspired by rules and strategies of chess game:

#### *Having purpose:*

Chess is an active and dynamic game. Chess game is not based on chance or lack of information. It is not predictable (Postelink, 2008). Purpose of each chess player is clear before beginning the game and it is evident that each player tries to win with maximum efficiency. But an important point is that this purpose is only a strategy and path-lighting and a player, by following it in every moment of game, will change his sub-purposes according to the conditions of game (Marjaneh and Darooian, 2009). The study and evaluation of present conditions, searching strengths and weaknesses, determining purpose, planning and finding better ways for reaching predetermined purposes, manner of implementing them and discovering the plan of competitor and resistance way are very important.

In chess, endless analysis about strengths, weaknesses, opportunities and threats extends in encountering with other player and the first step in writing a suitable strategy in correct evaluation of position (Albert and Platnik, 1997). SWOT analysis is one of the strategic tools for adapting inter-organizational strengths and weaknesses and outer-organizational threats (Ghasemi, 1997).

#### *Planning:*

Strategic planning has been emphasized in chess. Chess strategy largely points to evaluation of position, developing purposes and long-term plans for future games in order to succeed. In management, strategic planning is an important part. Strategic planning refers to competitive strategy of an organization for decision-making about allocating resources in order to succeed (Fernandez and Lovett, 2009).

#### *Organizing:*

Organizing chess game and movements on the board and their arrangement has high importance, so that arrangement in different conditions has different rules. Therefore, every player can best use all chess men and their movements to win the game (Marjani and Darooian, 2009).

#### *Guiding chess men:*

In order to shah-mat, it is sufficient to put all chess men near each other so that they support each other and block the movements of king. It is clear that without interactions of chess men there is no victory (Marjani and Darooian, 2009). Organization management must exploit cooperation and interaction of all employees, especially administrative, education, provision and other employees in all levels and activities for resisting against competitors and variable environments and guide them for meeting purposes of an organization.

#### *Preserving chess men:*

One of the important techniques in chess is preserving chess men. Each chess piece has relative value in chess game and this value varies depending on the conditions of game. Human resources of each organization have relative value regarding their responsibilities and activities in the organization (Ansarimehr, 2010).

*Supporting chess men:*

We know that if a pawn reaches the end of the chess board by supporting and guiding of the player, it becomes valuable. In an organization if human resources develop through training and education system, they will bring more profits for the organization (Marjani and Darooian, 2009). Managers must consider issues like improving payment system, using new, effective and applied promotion system, respect for individual and organizational rights and creating cooperation in addition to preserving and supporting employees (Abtahi, 2010).

*Monitoring and control:*

In chess game, a plan drawn for shah-mat in your mind must change constantly considering defensive and aggressive movements, otherwise your initial plan never approaches you to the purpose (Marjaneh and Darooian, 2009). Chess uses probabilities. By increasing power, a player learns to calculate and evaluate (Postelink, 2008). In management science, plans for reaching goals must be controlled in logical courses and in necessary conditions. Influencing factors like unreal or unfeasible programs should be identified and resolved. Organizational evaluations must move in a direction which leads to self-control.

*Predicting next moves:*

In chess, strategies should be designed for long term future by predicting next movements of the competitor (Huffman, 2001). Chess is a strategy game in which professional players predict ten next movements. In chess and management, there is a need to thinking about movements and future activities (Ireland, 2009). Organizations face various modifications in different areas. Rate of these changes is increasing and organizations must take strategies against these changes in order to make the organization flexible and dynamic against this change. Managers must analyze consequences before any decisions and take required decisions regarding its consequences (Marjani and Darooian, 2009).

*Avoiding extra movements:*

In chess, playing white is an advantage because it is one movement farther than black and has aggressive power. This shows importance of every movement. Therefore, it is necessary to monitor each movement to keep this advantage (Marjanee and Darooian, 2009). Sport organizations must try to achieve goals based on planning in order to avoid duplication in system.

*Preventing Pat:*

chmzin chess is an attack against a chess man which protects another valuable chess man from attack. In fact, chmzis a sudden but predictable attack. Therefore, the player should be aware of chmz (Marjanee and Darooian, 2009).

*Extending with thought:*

An indispensable element of chess is thought (Salvar, 2012). Chess masters use knowledge based model for analyzing a situation and extending game (Morales, 1996). In an organizational environment, extension and improvement of organizational performances must be along with thought and analysis. Among activities which extend efficiency of organizational activities include: using management information system (MIS) because information is the most important resource for the manager after human resources. Information in every organization is the basis of all activities and performing duties and meeting organizational goals, through accelerating and facilitating information flow and creating effective communication network (Ebrahiminejad and Hosseinzade, 2009). Using process in all works and plans for recognizing inputs of organization and designing corrective methods provide suitable and acceptable output conditions and required feedback for the society and organization.

*Capturing chess men:*

In chess, the competitor is forced to analyze in order to select correct movement for reaching an advantage (Grewel and Levy, 2008). Capturing chess men is an advantage in chess game. In some cases, the other player sacrifices some chess men for destroying defense or cheating and gains superiority. In organization management like chess game, there must be wise actions in planning human resources, sources and organizational equipment and using new plans which are the chess men of organization because if managers do not act correctly, they will face heavy losses (Ansarimehr, 2010).

*Failure, the beginning of victory:*

Complex conditions in chess may create unexpected situations which lead to failure. Every movement creates opportunities which direct game in desirable route but has the risk of unpredicted conditions (Postelnik, 2008). A player should not be frustrated by failures and should learn from them (Ansarimehr, 2010).

*Purpose of the study:*

Determining degree of applying chess management principles in implementing organizational programs by sport managers in Isfahan

*Research questions:*

1. How much is the degree of applying chess management principles in championship sport (amateur)?
2. How much is the degree of applying chess management principles in championship sport (How much is the degree of applying chess management principles in championship sport (professional)?
3. Is there a difference between applying chess management by championship sport managers in amateur and professional levels?

*Background of the study:*

In most limited local articles, only chess management components are introduced as below:

Marjani and Darooian (2009) in their article, "chess management in human resource management", studied chess basics in conformation with human resource management and analyzed similarities and differences.

Ansarimehr (2010) in the article, "chess management, bed for maturing management in education", by expressing 13 items of chess management has presented lessons from chess game relating to management and explained them and finally has referred to 16 points about chess management and education management. Here we will briefly describe some of them:

1. Correct arrangement of men and placing everyone in his place.
2. Using statistics, information gathering system and analysis are conditions for success in game and management.
3. Understanding this reality that each chess man or in other words, all factors of organization have special capabilities and considering these individual features leads to success of the organizational goals.
4. Planning is necessary for every movement; therefore, managerial abilities (technique) and operational abilities (strategy) of managers are the most important indicators of their planning.
5. Management based on purpose and result means that managers should predict present condition and monitor issues and design solutions for reaching ideal and desirable condition.
6. Preventing men against risks through keeping and preserving plans and organizational factors in competitive environment and individual success in addition to creating motivational space for all employees.
7. Planning and integrating organization human resources for administrative and educational goals like integrated movement of men on chess board.
8. Using organic model and network thought in management for harmonizing all factors and flows for achieving organizational success instead of old and inefficient pyramid and hierarchical model.

## 2. External researches

Kibby (2007) in his article, "project management and chess success" considers chess as a kind of project management with stages below:

- First step: designing a method for progressing chess men based on thought model of the player and other player's movement philosophy.
- Second step: playing and implementing plans and defending plans of the competitor.
- Third step: concluding and reaching predetermined goals.

Kende and Seres (2008) in their article, "chess and knowledge management", tried to express certain relations between chess and guiding war and presented recent researches about this. Relation of chess with other sciences was considered by researchers and in this article they dealt with chess relation with military issues. After the last military researches related to chess, they concluded that chess is a probable model for war. In fact, many events in historical great wars repeat and every activity in war may happen in a chess game. We can model what happened in wars with a chess game to identify failure factors and plan for future.

Postelnik (2008) in the article "chess as an educational tool for risk management" had a comprehensive look at chess strategy and compared chess strategies and risk management.

Fernandez and Lovett (2009) in their article, "strategic planning related to business management and competitive university chess", has presented comparative analysis related to different strategies used in business management and chess in university level and stated that in business management, one part has strategic importance. Strategic management largely refers to developing competitive strategy for decision-making about allocating resources for reaching success. Strategic planning was emphasized in chess. Chess strategy largely refers to situation analysis, developing goals and long-term plans for future games and success. They enumerate business strategic planning variables related to academic chess:

1. Analyzing situation
2. Analyzing cost-profit
3. Decision tree analysis
4. Adaptation

Ireland (2009) in an article, "project management lessons in chess", studied rules and basics of chess and training principles in project management and concluded that: in both games and projects, a general strategy is required to insure direct progress toward final goal. Using fundamental methods is the promising way for reaching goal. Dangerous movements and actions which violate basic concepts have often weak results or lead to duplication and change of situation. Chess, like other projects, has unique and diverse solutions. All attempts should not focus on a solution. Those solutions with best efficiency in present environment and under dictated conditions should be used.

#### Methodology:

This is an applied descriptive survey. Statistical sample and sampling method. Statistical sample of this research include managers of sport and youth general departments and heads of sport boards of Isfahan, Sepahan, FolladMahn, ZobeAhan and Gitipasad clubs and their total number is 130.

Sample size was determined 97 using Morgan table. In this research random cluster sampling was used and sample size was calculated regarding different levels.

#### Measurement tool:

In order to conduct this study, the researcher constructed questionnaire was used. The questionnaire was consisted of two parts: a. organizational and individual characteristics; b. chess management principles which is designed for measuring degree of applying chess management with 52 questions.

Face and content validity was confirmed in consultation with 8 professors including thesis advisor, consulting advisor and professors of management and sport management group.

In order to determine reliability, the questionnaire was implemented among a group of 30 and its Cronbach alpha was estimated as %97. It is necessary to say that the questionnaire reliability was %95 after final implementation. Therefore, regarding validity and reliability of data gathering tool we are confident about the accuracy of findings.

#### Data analysis:

In order to analyze obtained results for each response, one numerical equivalent was considered as 1,2,3,4,5 for very low, low, average, high and very high, respectively. Descriptive statistical indicators like frequency, frequency percent, mean, standard deviation and variance were used. For inferential analysis suitable statistical tests were used.

#### Research findings

In studying first and second research questions, obtained results were summarized in table 2.

**Table 1:** calculated indicators for degree of applying chess management in implementing organizational plans by sport managers

Category	Mean	Standard deviation	t-test	Degree of freedom	Significance level
Championship (amateur)	3.03	0.79	0.317	44	0.752
Championship (professional)	3.34	0.46	4.938	51	0.001

Regarding table 2 results of t-test for first and second research questions shows that the mean score of applying chess management basics in championship (amateur) by managers is 3.03. Calculated t was smaller than table t; therefore, degree of applying chess management principles by managers in championship (amateur) category is at average level.

But results of t-test for question 2 shows that because significance level smaller than has 0.05 error level, we conclude with %95 confidence that null hypothesis is rejected and therefore, degree of applying chess management principles in organizational plans by sport managers is at optimal level.

Results of table 3 are obtained for question 3:

**Table 2:** comparing mean applying of chess management principles by sport managers in amateur and professional categories

Category	Mean	SD	t-test	Sig. level
Championship (amateur)	3.03	0.79		
Championship (professional)	3.34	0.46	-2.754	0.007

Findings of table 3 show that there is a difference between applying chess management principles by sport managers in amateur and professional groups. Applying chess management principles in professional category is higher.

**Table 3:** ranking the amount of chess management items

Number	Sport category					
	Championship (amateur)			Championship (professional)		
	Items	Rank	Mean	Items	Rank	Mean
1	Purposeful movement	3	8.22	Purposeful movement	1	8.41
2	Planning	8	6.64	Planning	9	6.69
3	Organizing	7	6.68	Organizing	7	7.19
4	Guiding	4	7.61	Guiding	6	7.21
5	Preserving	1	8.80	Preserving	4	7.44
6	Supporting	10	5.91	Supporting	12	5.73
7	Monitoring & control	5	7.02	Monitoring & control	5	7.41
8	Predicting next movements	11	5.88	Predicting next movements	13	5.32
9	Avoiding extra movements	2	8.39	Avoiding extra movements	2	8.40
10	Protecting against chmz	6	6.73	Protecting against chmz	8	7.02
11	Extending with thought	5	7.02	Extending with thought	10	6.54
12	Capturing	9	6.27	Capturing	3	7.72
13	Failure, beginning of victory	12	5.82	failure beginning of victory	11	5.39

### Discussion and conclusion:

Purpose of this study was investigating the degree of applying chess management principles in implementation of organizational programs by managers in amateur and professional categories of championship sport in Isfahan. 52 research questions were analyzed by statistical methods. Because researches had indirect and low relationship with research and since this research is among the first researches in the country, it is not possible to compare the findings. Findings include:

In the first question, "how much is the degree of applying chess management basics in championship sport (amateur)?" findings showed that the amount of applying chess management is not at optimal level. The highest amount relates to "preserving chess men" and the least amount relates to "failure, beginning of victory".

In interpreting results, we can say that because in championship level, technical and expert duties have especial position and this skill is obtained in long-term and on the other hand, achieving organizational goals depends on having skilled human resources; therefore, preserving effective resources is the first priority in this category.

But in the case of failure, there is no fact finding about causes of failure and weaknesses and there is no defined process for improvement and the result is more important than achieving goals.

In second question, "how much do sport managers use chess management?", Results show that this amount in professional sport is higher than average and the highest amount relates to "purposeful movement" and the least to "predicting next movements".

We can say that the first priority for purposeful movement is because of high costs in professional sport and the other reason relates to presence of clubs in internal games and international competitions which necessitates focus on goals.

For drawing next actions, because of lack of harmony, strategies with increasing changes in sport have decreased priority of "predicting next movements" among sport managers and since professional sport is based on competition, managers must consider movements of their competitors.

In third question, "is there a difference between applying chess management principles by managers in amateur and professional level?", results show that the amount of application in professional sport is higher than amateur sport.

#### Suggestions

1. Holding training workshops about chess thought in new management systems for managers of different sections.
2. Familiarizing senior managers with basics of logical and efficient thought in decision-making and implementing plans based on new organizational movement.
3. Creating strategic studies center with organic management approach and chess management .
4. Conducting complementary research in each infrastructure categories of chess management in sport especially in four sport areas.
5. Conducting this research in other provinces and comparing results.
6. Research about chess management in other organizations which have managerial structure and arrangements.

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