

**MAJOR CHALLENGES OF MANAGEMENTAL AND ORGAN-
IZATIONAL STRUCTURE OF HAND BALL IN SOME SE-
LECTED SPORT OF OFFICE OF HORO GUDURRU WELLEGA
ZONE**

BY:

HABTAMU SEYOUM

**A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF
ADDIS ABABA UNIVERSITY IN PARTIAL FULFIMENT OF THE
REQUIREMENTS FOR DEGREE OF MASTERS OF SCIENCE IN
HAND BALL COACHING**

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Acknowledgment

Above all I thank the ALMIGHTY GOD and the MKC Church of Shambo especially Hereto Meserete Kristos Church for my achievement.

I would like to thank my advisor Dr. Tesfaye Assigdom for his humble approach and unreserved support in commenting and providing advice on the whole study from the beginning to the end. My special thanks for Addis Ababa University, Sport Science Department instructors, zone sport office employees, managers of sports offices, players, coaches, zone education bureau director, and wereda administration who cooperate me during the study and data collection process.

My heartfelt thanks also goes to Ato Temesgen Desta, Ato Dessalegn Sagni, Ato Tesfaye Bati and Ato Dessalegn Aberra, and W/ro Firehiwot Debele for their unreserved moral economic and materials support for me during the study.

My special thanks goes to my family Ato Seyoum Terefa and W/ro Lome Gerba, W/ro Alganesh Mangistu and my best family sister Bikiltu Olani for their unreserved support of moral, economical, and materials for me during the study.

Finally I would like to express the deepest gratitude's to my best Hereto preparatory school staff teachers, and managements, and to whole others whose their names are not mentioned here for their unreserved spiritual, moral, economical and materials support for me to being success my work.

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ACRONYMS

DBM	Department of Budgetary and Management
HR	Human Resources
MOSHB	Management and Organizational Structure of Hand ball
OB	Organizational Behaviour
WSO	Woreda Sport Office
ZSO	Zone Sport Office
KSC	Kebele sport committee

ABSTRACT

The main purpose of the study is to examine major challenges of management and organizational structure of handball in Horo Guduru Wellaga zone. However the management and organizational structure of handball are influenced by the complex set of out and in related factors. The descriptive survey method was employed. Data were gathered from the respondents through questionnaires, observation and interviews respectively. The population of the study were 133 and the respondents sampling was carried out by multistage sampling techniques purposively. the samples of population were obtained through purposive sampling. Data gathered from the respondents were analyzed and interpreted by qualitative and quantitative approaches. The percentages, tables, graphs, photographs and were used for analyzed data. The result obtained from collected data indicated that low attitudes of peoples towards handball, less attention was given for handball when compared with others sports, lack of proper facilities and equipments for implementation of handball, lack of human resources, non professions working in sports organization mostly and less participation of young peoples in handball respectively. From the results of respondents the researcher recommended sport office should work inclusively with the society for increasing incomes of handball as the country level, it should fulfil the scarcity of materials towards handball, associated handball with the lifestyles of the peoples by promoting handball competition for the society by organizing tournaments.

Keywords:

Handball, Coaches, Employees, Leadership, management, Manager, Organization, Player, performance and sport.

CHAPTER ONE

INTRODUCTION

1.1. Back Ground of The Study

Hand ball is one of the fastest team sports in the world. Team handball of today was confined at the ends of 19th century in the northern Europe primarily in Denmark, Germany, Norway and Sweden. The first written rules set of team handball was published in 1906 by Danish gymnasium teacher called Lieutenant and Olympic medallist Holger Neilson. The modern set of rules was published on 29 October 1917 by Max Heiser, Karlis Schelenz and Erich Kong from Germany. In 1926 the congress of international Amateurs of Athletics federation was nominated a committee to draw up international rules for field handball and after two years International Amateurs of Hand ball federation was formed in 1928. Field handball summer Olympic games was played in Berlin in 1936. International handball federation was formed in 1946. The sports was re-emerged onto the world stages as team handball for summer Olympic was played by Men's in 1972 at Munich Olympic games and Women's summer team handball was played in 1976 at Montreal Olympic games. Still today handball is one of Olympic events. (Mabratu .B .1989)

Hand ball has a lot of International organizations under world International men's and women's handball Federations. It includes Asia Hand ball Federation that have Men's and Women's championship with their members, African Hand ball Confederation that includes Men's and Women's championship with their members, Pan American Team Hand ball Federation that includes Men's and Women's championship with their members, Oceania Hand ball Federation that have Oceania handball National cups and Oceania champion cups with it members ,European Hand ball Federation with its Men's and Women's champion ships with its European Hand ball Federation cups and challenges cups, Cups of winner cups and champion Trophy and its members (Guzzo, 2000)

Hand ball was introduced in African continent at the ends of 20th century. Since handball was most popular in Africa then continental champion ship was played in 1974 while the winner of Men's competition were Tunisia, Cameron, and Senegal as well as in women winner country were Tunisia, Senegal and Egypt were ranking from first to third. Based on cumulative result obtained since begins of African champion ship.

Then Hand ball was popular African continent and Algeria, Tunisia, and Egypt were proved to be the best teams of the continent (Mabratu B.1986)

Hand ball was introduced in Ethiopia in 1960 at Addis Ababa University College by foreign nation. It was going out of Addis Ababa University Campus by known called Tekumo W/Tsadik in 1961. He was introduced handball to Military defence of Ethiopia and later organizing some Clubs and competition in Addis Ababa. The first offices of handball Federation was formed in 1962. Hand ball development in Ethiopia was indicating dynamic movement that divided into three developmental stages. These are period of 1960-1975 that was known the golden ages of handball development, 1975-1983 was been the darken ages of handball development and 1983-1996 were the period of re organizational and policy creating period as well as the period of well participation in international competitions.(Mabratu Belay. 1998)

In 1998 the Transitional Governments of Ethiopia designing new sport policies that open the chances for developing and spreading handball in most parts the country. After this as the federal level and regional level there were formation of clubs and organizing tournaments annually. Now there is a growing belief that sports have the potential to contribute to achieving the Millennium Developmental Goals by United Nation. Sport is far more than a luxury or a form of entertainment. Access to and participation in sport is a human right and essential for individuals of all age to lead healthy and fulfilling lives regardless of gender, age, ability or race. To realize the participation of peoples, particularly of young peoples, various sports of their choices sport policy was essential. The Ethiopian sport policy, issued on 21 April 1998, is aware of the many benefits and growing role of sport and calls for concerted action to be forged by relevant governmental and non governmental bodies to realize the participation of peoples through establishing necessary structures in areas of residence, schools and work places.

Now days the office is organized under the ministry of youth sports and culture led by vice minister with five departments of organizational structures including ministry of youth sports and culture that includes vice minister of youth, vice minister of sports, and vice minister of culture. Vice minister of sports is subdivided into five departments. It includes sport medical and research centres, department of sport for all and traditional sport, departments of training, competition, federation organization, super-

visors, departments of planning and programming and departments of promotion and sport developments. Today those organizational structures of Ethiopian sport spreads over the regional states of the country until the kebele level. (Mabratu Belay 1998)

Contemporary forces are creating rapidly accelerating pace of changes in management and organizational structure of handball development on day today. The explosion of information and technology, the emergency of global economic and political system as well as rapidly changing demography are creating new challenges for twenty- first century workers. Therefore workers required to be competent in assessing, using a new and emerging technology, fluent in complex, critical and creative, problem solving, skilled in the interaction with diverse work mates and able to work in a team.(Mabratu, Belay. 1986)

Through the world sport is rapidly growing and increasingly a diverse industry. Awareness of relationships between true life styles and good health as well as greater numbers of the opportunities to participate in sport as all contributed to its growth. Large numbers of different types of organizations makes ups the sport activities which involve public services, private and voluntary organizations. Manage mental and organizational structure of handball is viewed as the arts of getting things done by a group of peoples with effective utilization of resources it helps an organization to carry out functions and tasks through peoples and with peoples. It involves the application of skills, techniques and abilities in the organizational structures for effective communication for the process of change in technology and developmental level (Agarwal, 1982:4)

1.2. Statement of the Problem

Now day it's common to hear that within the overall plans of alleviating wide spread of poor management and organizational structures of Ethiopian aims to become the middle income countries within two to three decades. To this ends developing human capitals and reducing poor management and organizational structure in different government and non- government is very crucial. In other word Ethiopians different sport organization as well as Hand ball sport organizations should strive for producing competent labour forces for increasing the incomes of the country and increasing numbers of participants in sport training. Therefore from the researcher work experiences of four years and observation for long period of times the implementation of

management and organizational structure of handball these above decisive task, however cannot achieved without diligent and continuously flow up starting from zone sport office to kebele sport committee equally at whole parts of the study area. The researcher was therefore motivated (inspired) to identify and analyze the major challenges of management and organizational structure of Hand ball in Horo Guduru Wolloga zone.

1.3. Basic Question of the Research

To illustrate the descriptive approach in the statement of problem the researcher wants to examine the major challenges management & organizational structure of handball in Horo Guduru Wallaga Zone & Jima Genati Worada on the aim of handball leadership & organization as independent variable, and also the achievement of employee, players, coaches & other stack holders are dependent variables in cases of resulting handball development. The following question proposed the statement of problem those need answer in this research is as follows:

- ❖ What are attitudes of management and organizational structures of sport office towards the development of Hand ball?
- ❖ What are the misconceptions and possible remedial intervention, strategy, leaderships and planning that can alleviate problems on management and organizational structures of handball in the zone?
- ❖ What are the major challenges of management and organizational structures of handball?
- ❖ What are the problems leads with lack of motivating employees, coach and player?
- ❖ What are the possible measures to ensure the group solidarity to have the commitment to classify every responsibility, to have a better manager and to be a good coordinator in Hand ball sport activities?

1.4. Objectives of the study

1.4.1. General Objectives of The Study

To investigate the major challenges of management and organizational structure of Hand ball in some selected sport offices of Horo Guduru Wellega Zone.

1.4.2. Specific Objectives

The study specifically has tried:

- ✚ To identify major challenges of handball development in the zone.
- ✚ To Investigates the attitudes of management and organizational structure of sport office towards handball implementation..
- ✚ To identify how extent the lack of human resources challenges management and organizational structures of Hand ball.
- ✚ To examine what types of facilities and equipments are not available for implementation of handball.
- ✚ To find out suggestion and recommendation for management and organizational structures handball.

1.5. Significance of the Study

This study was very much useful because it was finding and presented the misconception towards management and organizational structure of handball development in some selected sport offices of Horro Guduru Wellega zone. It also appropriate for development and premedical intervention of indicator that can bring about the conceptual changes for long lasting access in management and organizational structure of Hand ball development in some selected sport offices of Horo Guduru Wolega zone. .Ultimately it would make the target group by increasing incomes of the society, strength the roles of organization , minimizing the low attitudes of peoples towards handball, maximizing the sufficiency of materials and facility those important for implementation of handball development. More over home based remedial strategies to be developed. It can be used for cooperative work with other governmental and non-governmental organization in some selected sport offices of Horo Guduru Wollega zone, Hence this study can be maximize attitudes of peoples towards handball by creating equal opportunity with other sport such as foot ball, volley ball, athletics and basket ball at everywhere in the society and emphasise promotion of handball by mass media. Lastly the study of Major challenges of management and organizational struc-

ture of handball would focused on to bridge good relationships between federal, regional, zone, woreda handball and mainly serve as spring board for researcher those conduct further studies on this areas.

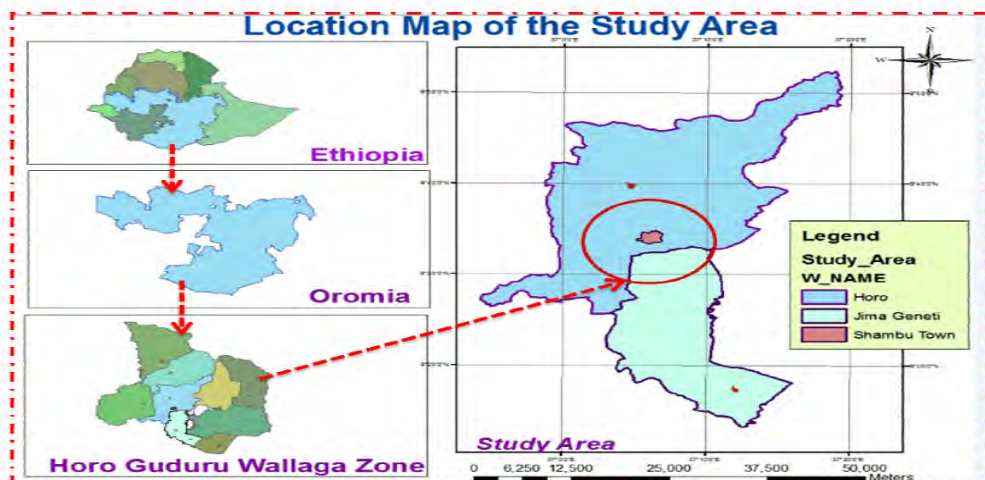
1.6. Delimitation of the study

The study was focused on major challenges of management & organizational structure of handball that is reflected in most parts Ethiopia, as well as in Oromia region. But the researcher was delimited in west Oromia region specifically at Horo Guduru Wellega zone because of shortage of facility, budgets, times, transportation & knowledge of researcher. The study would be occurred in some selected sport office of Horo Guduru Wollega zone.

1.7. Location of the study

The location of the study area is found at West Oromia specifically in Horo Guduru Wellega zone. Horo Guduru Wellega zone is the sources of hydro-electric powers and know by horse riding areas. It is found at 314KM from Addis Ababa City. The relatives location of the study area are East wellaga zone at west, at south west Showa, at North Bure zone and at the east West Showa zone respectively. Areas of the study included Shambo 02 Towns, Jimma Geneti Wereda, Horo 01, and Hareto 01 kebele respectively. The physical location of the study is plateau and mountain and weather condition is Woyne Dega.

Figure 1.1 Location Map



Horo Guduru Wollega New Designed Map (1999). Retrieved date 26 January 2014

1.8. Limitation of the study

During conducting the study there are some constraints that limit the researcher at specific area of the zone. These problems are shortage of time, equipment, references, text books, and lack of sufficient financial, limited knowledge of researcher and unwilling of participants in fulfilling the questionnaires on time.

1.9. Definition of terms

Hand Ball- It is one of team sport that have fourteen players in two opposite teams with sixth field players and one goal keeper in each team. It its one types of sport that adapted to accelerate the life styles of modern human beings and it has specific skills those derived from the basic movement such as running, throwing and jumping.

Leadership: is the ability to influence a formal or in formal group in order to motivating, procuring, managing resources and coordinating the diverse for well achievements of organizational objectives.

Management: Is the process of planning, organizing, directing, and controlling the activities of organization in order to accomplish common goals.

Managers- An organizational have decided on its priorities and allocate resources with it. It need to decide what is to do and how best to do it.

Organization: Is the system of shared meaning held by members that distinguished organization from others organization. It is created when a group of peoples come together to accomplish certain objectives.

Performance: Is when organization, teams, and individuals achieve their goals and objectives effectively. Effective organizational development more achieved when workers are motivated and encouraged to increase creativity.

Sport: is organized, competitive, and planned forms of play. It have carefully standardized and official regulatory agencies rules and regulations.

Structure: It is viewed as a skeleton around which an organization armed peoples with specific relation and authority in order to achieve the desired objectives.

Tactics: It refers to the theory of directing athletic contests which are expressed according to various sports and events that includes intervention with opponents, influenced by opponents and interference by opponent teams.

Techniques: Is the systematic acquisition of exercise which are organized according to principle of planning and training condition have to be arranged in such way that continuous progression in quality of performance or motor quality.

1.10. Organization of the study

This study consists of five chapters. Chapter one deals with introduction, statements of problem, basic research questions, objectives of the study, its significance, delimitation, limitation, definition of important terms, Chapter two deals with the reviews of related literature, method are in chapter three, chapter four pertain to discussion and analysis of data. Chapter five deals with conclusions and recommendation of the study and lastly a list of reference materials, questionnaires, and check list was attached at the ends of the paper.

CHAPTER TWO

LITERATURE RIVIEW

2.1. Management and Organization of Hand Ball

A wide variety of management and structural organizations such as Teachers association, Health Organization, Lawyers, Accountants and engineers are engages effectively in their management and organizational structure starting from federal level to kebele levels for the purpose of achieving their predominated objectives and being productive as their organizations . Many sport organizations operate as voluntary or non profit organizations the funds they generate are used for the further activities which benefits their member ships or community where they are based. Some sport organizations particularly those from public sector have their primary function to aid and assists other organizations in delivery of sports for example on the Ethiopian sport divisions the government of the ministry of youth and sport has the primary goals to enhance the participation of community in different sports and taking the overall sport sports activities (Urwick. L. (1999).

Management is views as the process of coordinating the group effort towards the group goal. It has three functions such as planning, organizing, and controlling. Planning is the organization for define and meets its objectives. Managers through their plan outline what the organization must do to be successful. David. H (1990), Stated that planning must be simple and repeated again and again. According to these above scholars plans have five categories. It focus on financial control, build enthusiasm with management teams, used initiatives marketing, upgrades the operations and training procedures and restructure the system and close down failures operations. Management is consist peoples who works together for common goals and objectives. It has institutional life that holds its own mission, vision, belief and goals as well as practices, company rules and policies. These all aspects are incorporated in organizational cultures. Organizational cultures of every company are very essentials aspect in where does the business go and how business does is intended to go further. Organizational culture may be viewed as effectives and efficient for business, its peoples when gain development, success for organization. On other hand it may be viewed

otherwise if it does not show improvement and favourable results on the latter parts of the process

Organizing the process of establishing objectives and drawing up the plan to achieve them, managers must design and developed the organization able to achieve their goals. Organizing means turn the plans into action by the help of leaderships and motivations. Regards of Urwick, L. (1990), academy of management review state that managers take sure the actual performances of organization conforms to performance planned for the organization. He also states about controlling involves the measure of results of works, activity of organization, deciding if they are acceptable and taking corrective step as soon as necessary. Management is concerned with executing routines and maintaining organizational stability. It's essentially concerned with control, leaderships is concerned with direction setting, with novelty and is essentials linked with change, movement and persuasion. Management implies managers have it seen all before and simply need to respond correctly to situation by categorizing it and executing the appropriate process, leaderships implies that leader have never seen anything like it before and must therefore construct a novel strategy. In Doh (2003:59) suggested that leadership is critical to all organization success and failures is almost a common place a claim to have many discovered the secret of it is success. For McCall(1993), this implies that organization should first identify and then nurture all those with leader potential realize it , how do you realize leaderships potential and how do leader learn to lead.

2.1.1. History of Handball in Ethiopia

Handball was started in recent at the ends of 19th centuries in the world level. Later since it was popular in the many parts of the world it was introduced in Ethiopia around 1960. It was started by the efforts of foreign nation of Addis Ababa University Colleges. Since the games was get acceptances in the campus of Addis Ababa University College in 1961 it was introduced to the military defences of Ethiopia by the helps of Tequmo W/Tsadiq. The military forces played the handball and standing different clubs. The first office of Handball in Ethiopian was opened in 1962. Despite it is long journey and efforts that have been made as compared to the others ball games Handball is less popular and less developed due to fact that there is no competition satisfactory in the international level, disturbing of military forces because of the con-

tinuous war in the country, then numbers of clubs in the Showa region was decreased, and lack of trained man powers in the country. After transitional governments of Ethiopia was organized handball get more acceptances in the country. According to 21 April 1998 the new Ethiopian policies was creating big opportunity for handball developments by reorganizing the different projects in the country. Today handball developments are on the risk as the country level because the attention of peoples and young man were on the football and athletics because of many constraints'

2.1.2 Application of Effective management and organization of handball

The application of effective management and organizational structures of handball principle, programs and techniques in organization must be become common place whether many organization are involved in banking, health care, government and re-tailing. Management is the process of under taken by one or more individual to coordinates the activity of other to achieve results not achievable by one individual alone. It believe that the works of management is to makes peoples productive, To regains our competitive edge in the international arena society must have managerial competence. Agarwal. J.S. (2004), state that management is competence, integrity, and its performance will be decisive on whole world head. It's also important for two reasons first our society depend on specialized institutions' and organization to provides the goods and service we desired. These organizations are guided and directed by decision of one or more individuals designated as mangers. Managers have the authority and responsibility of build safe or unsafe product, seek war or peace, build or destroy cities, clean up or pollute the environments. Acquilar F.J. (1998), argued that managers should established the condition under which we have provided jobs, incomes, life styles, product, services, protection, health care, and knowledge's. The second important of managements are individuals not trained as managers often find themselves in managerial position. Many individuals presently being trained to be teachers, accountants, musicals, sale persons, artist, physician and lawyers will be one earn their living as managers. Organizational structures are considered by many to be "Anatomy of the organization, providing foundation within which the organization functions". Thus it's similar to the anatomy of living organism, formulation of rules and procedures and prescription of authority. In this context the structure regulates or at least reduces uncertainty regards of the behaviours of individual's employees.

Scholars such as Richard, B. And David, A. (2002), Organizational function is the process of breaking down the overall tasks into individual jobs, along with delegated authority to do these jobs and the putting them back together in units, departments of optimal size according to some consistent bases. Thus we can describe organizational functions as dividing task into jobs, delegated authority, determining appropriate bases of departmentation of tasks and deciding optimal numbers of jobs in particular departments. Managers engage in certain basic activities. These activities are often grouped into conceptual categories called function of management. According to Henry Mintzberg (2002), the functions of managements are:

1. **Planning** – deciding what objective to pursue during a future period and what to do to achieve these objectives.
2. **Organizing**- grouping activities, assigning activities, and providing the authority necessary to carry out the activities.
3. **Staffing**- determining human resources need and recruiting, selecting, training, and developing human resources.
4. **Leading**- directing and channelling human resources into accomplishment of the objectives.
5. **Controlling**- measuring the performance against the objectives, determining the causes of deviations, and taking corrective action where necessary.

2.1.3 Management and Organizational Structure of Ethiopian Handball in Ethiopia

Handball had own management and organizational structures such like others types of sports in Ethiopia. Below pictures are its management and organization of hand ball in the Ethiopia: by it is hierarchical structure that start house of president to lower case.

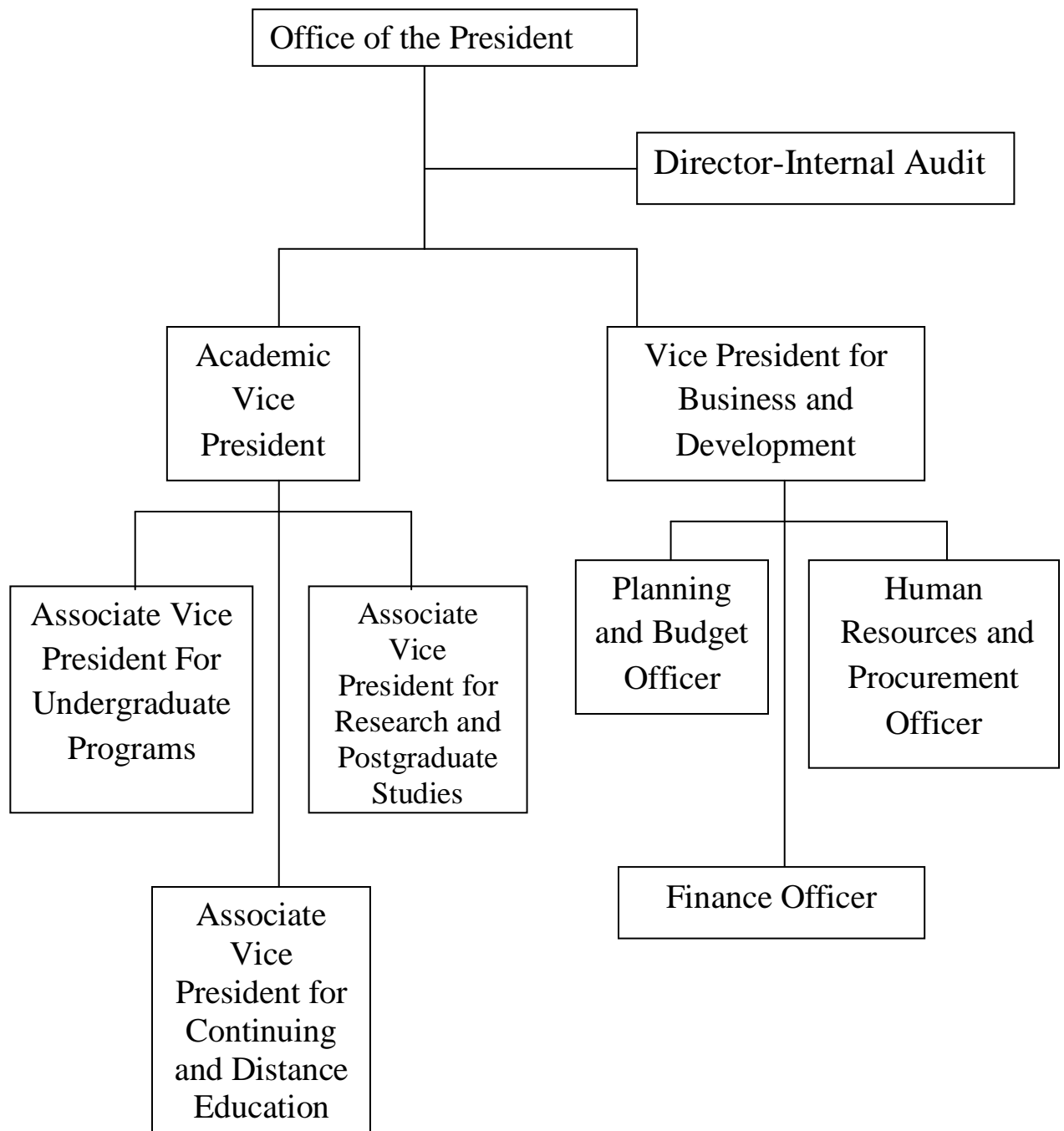


Figure 1: Management and Organizational Structure of Handball in Ethiopia

(Source: From Federal Sport Commission 2002(Amharic Version))

2.2 Management and organization practice in handball

Most of today is accomplished through organizations. An organization is the group of peoples working together in some types of coordinated effort to attain objectives. As

such organization provides a vehicle for implementing strategies and accomplishing objectives that cannot achieve by individual working separately. Regards of Urwick, F. (2000), Academy of management journals organization is basically a process of division of labour accompanied by appropriate delegation of authority. Proper organizing results in better uses of resources. Urwick also describes the two types of organization formal and informal organization. In regards of Robert Townsend, (1984).The framework that defines the boundary of formal organization and within which the organization operates is the organizational structures. The second important element of organization is informal organizations. It refers the aggregate of personal contacts, interaction and the associated group peoples within the formal organization.

Robert Townsend also describes the reason for organizing the work is for two purpose, the first one is to establish the lines of authority and the second is to improve the efficiency and quality of work through synergism. The other forms of organization are vertical and horizontal organization. Vertical organization is based on establishment line of authority and defines the level that make up the vertical organizational structures. While horizontal division of organizational labour is based on specializations. The basic assumption underlying horizontal division of organization is that by making each workers task specialized, more work can be produced with the same effort through increased efficiency and quality.

2.2.1 Social and Ethical Responsibility of Management and Organizations Handball

According to organizational engaged in socially responsible behaviour when it pursues a profit within the constraints of law as imposed by society. Because the society support the business, by allowing it to exist, business is obligated to repay the society for that right by making profits. Leonard Silk (1998), argued that legal behaviour in pursuit of profit is socially responsible behaviours and any behaviour not pursuit of profit is illegal socially. The other meaning of social responsibility is behaviour that is reaction to currently prevailing social norm, values, and performance expectations. In some what restrictive interpretations of social responsibility as social reaction is that it involves only voluntary action. This interpretation seeks to separate corporate actions that are required by economic and initiative by altruistic motives. Managers must reconcile competing values in making decisions. Regards of Henery Mentz Berg (1998),

many managers make decision that has consequences for, for organizations, society, and organizational exists. Therefore managers can make call for decision that can be good for them but bad for organizations and society. In addition to this completely selfish individual would always do what is personally beneficiary.

2.2.2 Hand ball Need for Society and as Organization

Hand ball was codified in at the ends of 19th centuries. Hand ball is one of the team sports that are popular in the world. It has own management and organization. It is known as team handball, Olympic handball, and European handball. According to Wikipedia of free encyclopaedia Amateur of handball federation was formed in 1928. In 1936 was a member of Olympic committee. Since handball was most poplars' in the world. International handball federation was later formed in 1946. Know day international handball federation has 174 members. Ram and et al (1998), also state that handball plays important roles in the player's developments individuals as useful members of society. The objective of satisfying the need of society being a worth aim in our complex society.

Imbalance it is used for our players become the need of society and their responsibility toward it's so that equip themselves with positive skills. It is also the tools that needed to satisfy the social obligations. In this regards handball has the duty of creating awareness among the players of social needs.

2.3 The Major Challenges of Organizational and Managements Structure of handball

As global organizations they get more complicated and difficult to manage. For evidence look no further than the interviews and surveys the recently conducted with three hundred executive at seventeen major global organizations. Fewer than half of respondent believed that their organization structures created clear accountability and many suggested that globalizations brings as one put it "cumulative degree of complexity". However some authors and researchers experience in field suggest that even complex organizing can be improved to give employees around the world is the mix of control, supports and autonomy they need to do their job well. What more redesigning the organization to suit its changing scale and scopes can do much to address

the challenges of managing strategy, costs, peoples, and risks on the global basis? (Rousseau, V .2005).

Over the past decade corporate centres' have been slimming down. As Aube.v.(2005), Many have shed their traditional roles of providing the business unit with the shared back bone service, similarly some organizations have found location other than the corporate head quarter for centred of excellences on among other things, innovations, or the customer insight and sometimes host them within one business for benefits of all. This leaves slim corporate centres' free to focus on their perennial head quarters roles. Roles up holding the organizations values, developing the corporate strategies', and managing the port folio of business as well as their individual performances in line with these values and strategies.

2.3.1 Attitudes of Peoples for Management and Organization of Hand ball

According to many scholars examined before for the improvement of one organization the positive attitudes of the society is the most important for organization surrounding to social environments. The reason is when aim to design one organization the designer should have considered what is the attitudes of the social environment towards designed organization. Harter (1990), showed that social regards or regards are the most powerful predictor of self-perception in children training through middle age adults, but that is most useful sources of support varies developmentally. Harter also described that the society don not salient for children and adolescence where as accepting and supporting more useful for the young peoples.

According Eccles and his colleagues (2004), Parent can shaped their children perceived competence, task value, achievement behaviour in three ways in school, clubs, and in different nongovernmental organizations. Parent shapes their children as role model, as provides experience, and as provide transportations. The considerable effect of parent belief and behaviour conveyed to children concerning their capability for performing the task and used in being useful in many domain of social valuables.

Many organization and society have the attitudes of comparing the attribution of individual performance with the best and worst out comes. The sport organization and the community of its environments have the attribution of best performance best perform-

ance tends to more internal, stable and contrivable attribution the worse performance. In other case Hanrahan and Gross (2005), asked masters athlete about competition performance and outcomes that makes attribution for their performance before they knew the outcomes and then later they make attribution for the outcomes when the announced at the ends of the day. The attributions of them were the same for both winning and losing. But the response were in terms of performance first and outcomes later. Then the participant rated their performance as more successful than their outcome need. Hanrahan and Gross (Ibd) also described Performance appraisal or performance evaluation is the process of measuring an individual's or a group's work behaviours' and outcomes against the expectations of the job. Performance appraisal is frequently used in promotion and compensation decisions, to help design and validate personnel selection procedures, and for performance management. Performance management is the process of providing performance feedback relative to expectations and improvement information (e.g., coaching, mentoring). Performance management may also include documenting and tracking performance information for organization-level evaluation purpose

2.3.2 Weakness of coordinating communication and strengthen the right connections

Managers never believed they had enough information to make decision. Of course informations are always available, but it has not easily accepted, synthesis, and analysis. Information over load is the used to describe the current glut of print, sound, and age of communications.

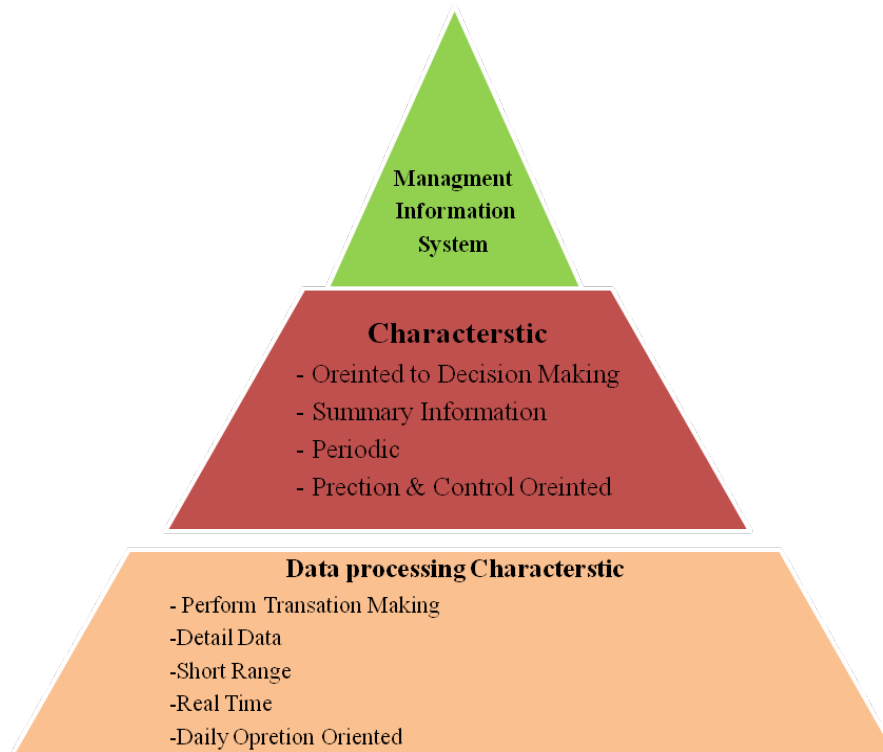


Figure 2: Management Information System

Lloyd and Byars (1992). Management Information System. West publishing Company. P22 retrieved date July 19/2014

Who should staff the lighter corporate centre? To cross-pollinate ideas and knowledge, a headquarters ideally needs to attract but not retain talent. Picture it as the beating heart of the organization, pumping high-potential staff to and from the business units and replenishing each person with the oxygen of learning. Given the right HR mechanisms, a headquarters could do without any permanent staff and his or her direct reports; other executives could have fixed-term appointments and then return to a business unit or function. The diversity of the corporate canter's constant flow of staff would then naturally reflect a company's international reach and strengths.

Having the right structures and processes to enable growth and reduce complexity is a triumph in itself. But even the best-structured organization with the most carefully designed processes may falter without the right linkages between them. By the same token, two-thirds of the executives at global companies we recently surveyed said that their ability to create internal links was a source of strength. To get the best from modern communications and a global network of contacts, managers should focus

their communications, both regular and intermittent, on contacts that really matter to their jobs. Leaders can help by making it easier for their people to forge the kind of Web-based connections and communities of interest that spread knowledge quickly. But they also must protect managers from the need to spend a lot of time in conversations and meetings where agendas and decision rights are so hazy that they can't get their jobs done. (Luthan. F.and Kerlinger. R .2005).

Understanding the number and value of the communications that managers participate in is a first step in finding the sweet spot. A variety of tools are available to help. They include interviews with employees; social-network analyses, which map the frequency and effectiveness of communications; and employee surveys that review connections among a company's major business, functional, and geographic units to find out why they're sharing information, the importance of the information they get to meeting their performance or strategic goals, and how effectively they share it.

In Suzanne, Hackman and Leiss Weiss (1996-2014), they describes the leaders of a global oil and gas company, for example, understood that operations personnel weren't sharing best practices well, because a quick review showed that the company had dozens of ways to operate a given rig. Managers also knew that workers facing problems in the field (such as equipment breakages or uncertainty about the local terrain) didn't know how to get expert help quickly and effectively. A social-network analysis of how information flowed between field workers and technical experts identified three problems. First, field workers tended to reach out only to those technical experts with whom they had strong personal relationships. Also, experts did not reach out unasked to field workers to share best practices. Finally, only when staff moved between sites as when a group went from Angola to the Gulf of Mexico did field workers from different sites share best practices among themselves. Once people understand the number and nature of their connections and communications, they can decide which to drop, keep, or add. In companies where a lot of people seem to lose time on too many linkages, the leaders' reflex response is often to clarify links by changing the structure for example, adding reporting lines or new dimensions to the organizational matrix. But these make the organization more complex and costly to manage; dual reporting lines will almost certainly double an executive's administrative burden, to take only the most obvious example.

Better solutions can come from considering a wider range of linkage mechanisms, their different strategic purposes, and what must be in place to make them work. For example, coaching or mentoring links transfer knowledge across an organization and build future leaders. They require strong, personal, and frequent interactions based on trust. Other knowledge transfer connections, such as those for sharing documents, can be weaker, impersonal, and less frequent. Although these kinds of relationships deliver important gains, they do not have to be formally enshrined in a structure or process.

If people have too few contacts (as at the oil company) or contacts in the wrong places, managers with a particular area of responsibility will have to identify who needs knowledge in that area, who has it, and how best to connect them. One way companies can foster strong personal ties is to designate someone to nurture them until they flourish unaided. When researchers analyzed social networks and e-mails among teams developing aerodynamic components for Formula 1 racing cars, they found that teams that designated someone to keep in touch with peers working on related products across geographies were 20 percent more productive than teams whose managers interacted less often. The oil company above transferred some field workers to peer teams elsewhere. That move forged global connections and expanded the collective expertise on which each field worker could draw. New networks blossomed (exhibit) and quickly showed results: within a year, productivity rose by 10 percent, while costs related to poor quality fell by two-thirds.

2.3.3. Lack of resources in management and organizational of handball

Organizational support systems impact the effectiveness of teams (Sundstrum, et al. 1990), and provide resources for teams operating in the multi-team environment. In this case, the provided resources include various resource types that teams require to be effective. During the chartering of new teams, organizational enabling resources are first identified. Examples of enabling resources include facilities, equipment, information, training and leadership. Also identified during team chartering are team-specific resources (e.g., budgetary resources, human resources). Team-specific human resources represent the individual contributors that are selected for each team as team

members. Intra-team processes (e.g., task design, task assignment) are sufficient for effective utilization of these team-specific resources.

Teams also function in multi-team environments that are dynamic in nature and require teams to respond to shifting organizational contingencies (Salas, et al. 2004). In regards to resources, such contingencies include the constraints imposed by organizational resources that are not specifically earmarked for the exclusive use of certain teams. These types of resources are scarce in nature and must be shared by multiple teams. Examples of these scarce resources include subject matter experts, simulation and testing facilities, and limited amounts of time for the completion of multi-team goals. For these types of shared resources inter-team management processes (e.g.: constraint resource scheduling) must be provided to enable effective multi-team utilization.

Regards of Dematteo, J.S. (2004), pointed out that differences in power are magnified when resources become scarce. This does not occur without a battle, however, and conflict often surfaces in the process of power jockeying. Limited budget money, secretarial support, or computer time *can* contribute to conflict. Consider the company that installs a new computer for administrative and research purposes. At first, there is plenty of computer time and space for both uses. However, as both factions make more and more use of the computer, access becomes a problem. Conflict may erupt at this point.

Scarcity has a way of turning latent or disguised conflict into overt conflict. Two scientists who don't get along very well may be able to put up a peaceful front until a reduction in laboratory space provokes each to protect his domain. While some non profits organizations have sophisticated human resource (HR) systems, many do not have dedicated HR functions or trained HR staff. Dematteo also discribed HR professionals could assist none profits organizations with hiring, role clarification, staff development, compensation policies, and performance management. Because HR tends to be underfunded, non profits organizations may struggle with identifying the skill set and experience needed, conducting a thorough search for the right fit, and providing on boarding for new staff. Tracking the paid and volunteer workforce and providing adequate training and oversight are among the roles for HR. Some foundations, like Taproot, are specifically focusing on closing this gap.

2.3.4 Lack of Proper Facilities and budget

Resource allocation is the efficient allocation of peoples, materials, and equipments in order to meet the demand requirements of the operating system. Regards of Whitney. K. (2004), Resources are the natural outgrowth of the aggregate production plan. The materials needed must be determined and ordered, the works must be distributed to the different departments and work stations, as well as personnel and times must be allocated for each stage of process. Due to resource scarce resource allocation is become critical in recent times.

Handball coaching experience becomes more memorable through the proper use of supplementary teaching aid each teacher should have a variety of good instructional materials but should remember that the more exposure to them will insure learning. All such materials should assist employees to perform and should not be used as a means of entertainment where properly used such aids can increase the depth and speeds of managing and organizing each activity. In regard to the above concepts Haines, V.Y.(2006), noted that “the Handball program needs dictate the quality and quantity of needs dictate the quality and quantity of facilities needed”.

According to Wuest B, (1994:107), even in some high organizations the shortage of facilities are very real. They also emphatically explain that there remain many communities and institutions with the most limited facilities. On the influence that shortage of facilities can play claim they (Ibid: 441) further suggests, when facilities are lacking or merge as in innumerable organizations then in physical education practices are held in classrooms corridors and basements. Such places limit the program and when facilities are lacking players do not learn the skill and coordination that is essential for their development. When handball fell shortage of the facilities required teachers, employers, players and coaches will also be in a problem on this issue they (Ibid) write it follows inevitably that luck of facilities has its effect up on the moral of teachers as well as on the teaching learning process the problems can in part be tackled if the necessary materials are available. On this issue Intyre. M.(2000), “a high priority must be assigned to facilities that can meet the challenges since overcoming obstacles means creating a better situations without the help of facilities the realization of the objective of Physical education seems impossible. On this regard evidently school facilities play an important role in creating conducive atmosphere to the over-

all quality of teaching-learning process. As explained by Sidentop (1991), a major responsibility of every handball teacher is to provide a safe learning environment for students. Safety should be considered when planning but it is in the implementation of a lesson that safety must be foremost Darly Sidentop (1991: 209). The 1973 Philippine Constitution was superseded by the Provisional Constitution under Proclamation No. 3 of President Corazon C. Aquino. The legislative power was temporarily reposed on the President. Budgetary functions once more were exercised by the Office of Budget and Management.

At the outset of Joseph Estrada's presidency, the Asian financial crisis that characterized the period prompted the national leadership to take a second look at the country's economic policies and strategies. To maintain macroeconomic stability in light of the effects of the economic turmoil, the government had to raise domestic demand by sustaining expenditures and pump-priming the areas of public infrastructure and social services. It had to adopt an expansionary fiscal policy by allowing a reasonable level of cyclical deficit to be financed largely through foreign borrowing while offsetting the negative impact of deficit by introducing structural reforms in the budget process. During this period, from mid-1998 to end of 2000, the DBM continued to introduce budgeting reforms that were meant to improve cash management, reduce uncertainty in allotment and cash flow, and enhance transparency and accountability.

Under President Gloria Macapagal-Arroyo, the DBM focused its efforts on deepening fiscal responsibility, enhancing the efficiency of public expenditures, and promoting good governance. Along with these major areas of concern, it intensified efforts at strengthening inter-governmental relations, eliciting increased participation from the private sector in the overall budget process and in intensifying public information on the administration's fiscal policy, thrusts, and budget policies and procedures. It likewise stepped up efforts at enhancing internal management in line with its vision to be seen as an organization that influences the spending behavior and management of resources of agencies towards transparency, equity and accountability.

2.3.5 Allotment of short Time for Training

Training is the systematic acquisition of skills, concepts, or attitudes that results in improved performance in another environment. Most people hired for a job are not already versed in all the tasks required to perform the job effectively. Evidence indicates that training is effective and that these training expenditures are paying off in terms of higher net sales and gross profitability per employee. Training can be beneficial for the organization and for employees in terms of increasing their value to their organization as well as their employability in the broader marketplace. Many organizations are using training and development as a way to attract and retain their most successful employees.

Bucher (1994:213), suggested that the time advantage can be achieved by longer period. "In some situations it may be advisable to have handball on fewer days with longer periods" (Bucher Ibid: 212) "On a daily period requirement it the developmental and skill need of students, players is to be meeting with reasonable adequacy that is to say it will help to form a basis for further participation in worthwhile activities." The longer the periods the higher the percentage of time available for handball activity "no program of activities can operate successfully unless a proper amount of time is allotted to it. In a recent study of effective high school physical education specialists Darly Sedentop (1991:182), it was found that weekly allotted training time was between 3-4 hrs will below what is through to be appropriate for the of the players. However each coach's studies have found way to extend his or her program to non attached time) coaches often plan a certain amount of time for trainers to be engaged in practical activities they also no doubt expert most of that engaged time will be functional for their learning. But time planned by the teachers does not always translate will in the functional learning time for the students.

2.4. The Problem With Method of Training

Team sports like handball are favourites of boys and girls. But there are certain teaching and players interest problems which require special method. According to Bucher(1994:257) states that:- “The problems are method of dividing between the teaching of game skills and actual playing of the game itself and problems in the method of specifying certain position on team sports like handball and method on the problem of providing opportunities for creative thinking.” If coaching process is to be effective, instructional organization is the key to success. The organization problem revolve around failure to manage with limited equipment and facilities to a large size classes and failing to combine boys and girls during instruction (Ibid: 261) they further suggest (Ibid: 350) on the problem of class organization that flexibility in management of classes should be a by word for all teachers because many unforeseen occurrences create interaction problem in the already established school routine.

To avoid the problem that can possibly arises on the coaching process. Leonhard (1968:277) suggested the criteria that should be set in selecting methods. These are is the method compatible with the goal sought? Are the methods used to best possible means of achieving the goal sought? Are the methods used adaptable to the type of activities involved? Are the method interesting to players.

According to Bucher (1994:4) players do not want to be required to perform the same activities as other players where abilities, needs and interests may be different from their own. That means they tend to like to activities which are widely recognized and have many funds. Bucher further states (Ibid: 410) that too many players unfortunately do not recognize the need for attending handball training. So the training will stubbornly pass over with many reluctant and disinterested players attendance. Other problems coaches face while conducting training. According to Bucher (Ibid: 409) revolve around disruptive players “if physical educators are faced with many disruptive players in a single period the entries training program will be affected. Effective project management skills can be learned and developed with quality project management training. It's important to honestly evaluate your skills and work to improve those you lack. Continuing education is the first step in overcoming the challenges you'll face throughout your project management career.

2.4.1. Group behaviour and Job satisfaction in training

Group behaviour is the interaction between individuals of a collective and the processes such as opinions, attitudes, growth, feedback loops, and adaptations that occur and change as a result of this interaction. The interactions serve to fulfil some need satisfaction of an individual who is part of the collective and helps to provide a basis for his interaction with specific members of the group. A specific area of research in group behaviour is the dynamics of teams. Team effectiveness refers to the system of getting people in a company or institution to work together effectively. The idea behind team effectiveness is that a group of people working together can achieve much more than if the individuals of the team were working on their own. (David Hughes.1990).

Job satisfaction reflects an employee's overall assessment of their job, particularly their emotions, behaviors, and attitudes about their work experience. It is one of the most heavily researched topics in industrial–organizational psychology with several thousand published studies. Job satisfaction has theoretical and practical utility for the field of psychology and has been linked to important job outcomes including attitudinal variables, absenteeism, employee turnover, and job performance. For instance, job satisfaction is strongly correlated with attitudinal variables such as job involvement, organizational commitment, job tensions, frustration, and feelings of anxiety. David .H (Ibd) Job satisfaction also has a weak correlation with employee's absentee behaviors and turnover from an organization with employees more likely to miss work or find other jobs if they are not satisfied. Finally, research has found that although a positive relationship exists between job satisfaction and performance, it is moderated by the use of rewards at an organization and the strength of employee's attitudes about their job

Overall, there is a sense of purpose at every level. Respondents report higher levels of intrinsic and identified motivation than extrinsic and interjected motivation. This should please employers, managers, and bosses because intrinsic motivation (finding joy in your work) and identified motivation (feeling driven to achieve goals) are closely associated with productivity, engagement, and innovation (Hackman and Oldham.2004). At the same time, people at lower levels are more concerned about pay than are people at higher levels. These suggest that there may be a threshold under

which pay increases in importance. While we do not know the cause, we speculate that pay for some hourly and entry level non-profit employees may not allow them to be financially independent. While working in an area that is rewarding intrinsically may be emotionally fulfilling, the emotional fulfillment is more difficult to experience when you feel financially unstable. For example, if an individual is worried about paying rent and paying bills, meaningful work is unlikely to be enough to keep him or her happy. Once that threshold is met, pay may become less important. For example, non-profit executives are among the most satisfied with pay, which may be the result of having meaningful work as well as adequate compensation. Conversely, it should be noted that Trager's (2009), research suggests that inadequate compensation remains a barrier for attracting leaders to the non-profit sector. Data about work satisfaction suggest that the intrinsic rewards of non-profit work could be further leveraged.

2.4.2. Team Effectiveness, Task Design and Team Composition

Organizations support the use of teams, because teams can accomplish a much greater amount of work in a short period of time than can be accomplished by an individual contributor, and because the collective results of a group of contributors can produce higher quality deliverables. Five elements that are contributors to team effectiveness include: (1) team composition, (2) task design, (3) organizational resources, (4) team rewards, and abilities, personalities, and attitudes. As previously stated, one of the reasons organizations support the use of teams is the expectation of the delivery of higher quality results. To achieve these types of results, highly skilled members are more effective than teams built around those with lesser skills, and teams that include a diversity of skills have improved team performance (Guzzo & Shea, 2000). Additionally, increased average cognitive ability of team members has been shown to consistently correlate to increased work group effectiveness. Therefore, organizations should seek to assign teams with team members that have a mix of ability. Teams that are composed of members that have the same skill may prove to be ineffective in meeting the team goals, no matter how talented the individual members are.

The personalities and attitudes of the individuals that are selected as team members are other aspects that should be taken into consideration when composing teams, since these individual traits have been found to be good indicators of team effectiveness.

For example, a positive relationship between the team-level traits of agreeableness and conscientiousness and the team performance has been shown to exist. Guzzo and Shea (2000), Differing personalities of individual team members can affect the team climate in a negative way as members may clash and reduce team performance. A fundamental question in team task design is whether or not a task is even appropriate for a team. Those tasks that require predominantly independent work are best left to individuals, and team tasks should include those tasks that consist primarily of interdependent work. When a given task is appropriate for a team, task design can play a key role in team effectiveness.

The Job Characteristics Theory of motivation identifies core job dimensions that provide motivation for individuals and include: skill variety, task identity, task significance, autonomy and feedback (Hackman & Oldham,1980). These dimensions map well to the team environment. Individual contributors that perform team tasks that are challenging, interesting, and engaging are more likely to be motivated to exert greater effort and perform better than those team members that are working on those tasks that do not have these characteristics. Interrelated to the design of various tasks is the implementation method for the tasks themselves. For example, certain team members may find it challenging to cross train with other team members that have subject matter expertise in areas in which they are not familiar. In utilizing this approach, greater motivation is likely to result for both parties as the expert becomes the mentor and trainer and the cross-training team member finds learning new tasks to be an interesting change of pace. Such expansions of team task assignments can make teams more effective and require teams to spend greater amounts of time discussing and planning strategies and approaches for completing assigned tasks

2.4.3. The Problem within Team Rewards, and Team Goal in Hand ball

Motivation is concerned with what activate human behavior. It directs the behavior toward particular goal. It also deals how the behavior is sustained. Organizational reward systems are a driver for strengthening and enhancing individual team member efforts that contribute towards reaching collective team goals. In other words, rewards that are given to individual team members should be contingent upon the performance of the entire team (Sundstrom, et al., 1990). Several design elements of organizational

reward systems are needed to meet this objective. The first element for reward systems design is the concept that for a collective assessment to be appropriate for individual team members, the group's tasks must be highly interdependent. If this is not the case, individual assessment is more appropriate than team. A second design element is the compatibility between individual-level reward systems and team-level reward systems. DeMatteo, Eby, & Sundstrom (2004), For example, it would be an unfair situation to reward the entire team for a job well done if only one team member did the great majority of the work. That team member would most likely view teams and team work in a negative fashion and not want to participate in a team setting in the future. A final design element is the creation of an organizational culture that supports and rewards employees who believe in the value of teamwork and who maintain a positive mental attitude towards team-based rewards. Goals for individual contributors have been shown to be motivating when they contain three elements: (1) difficulty, (2) acceptance, and (3) specific (Robert. T.1984), in the team setting, goal difficulty is related to group belief that the team can accomplish the tasks required to meet the assigned goal. This belief (collective efficacy) is somewhat counterintuitive, but rests on team member perception that they now view themselves as more competent than others in the organization who were not chosen to complete such difficult goals. This in turn, can lead to higher levels of performance. Goal acceptance and specificity is also applicable to the team setting. When team members individually and collectively commit to team goals, team effectiveness is increased and is a function of increased supportive team behaviors. As Mitchell and Silver (2001), related to the team setting, it is also important to be aware of the interplay between the goals of individual contributors that participate on teams and the goals of the teams themselves. The selection of team goals must be done in coordination with the selection of goals for individuals. Individual goals must be in line with team goals (or not exist at all) to be effective. For example, a professional ball player that does well in his/her sport is rewarded individually for excellent performance. This individual performance generally contributes to improved team performance which can, in turn, lead to team recognition, such as a league championship.

2.5. Low Attitudes of Players and Making Problem in Training Handball

To make all types training meaningful a manager should avoid several common pitfalls. Lack of reinforcement is one. An employee who is praised for doing the job well is likely to be motivated to do it well again. Praise and recognition can very effectively motivate the players for training. Too many managers only point out mistakes, and they often tell people: I will tell you know if you do the job wrong. However people want to know when they do job the right. The training make perfect definitely applied to the training process. Player's attention is also drawn to sports which are of their own favourite as Bucher (1975:4) wrote players do not want to participate on activities whose abilities, needs and interests may be different from their own. Players with low motor ability are often ignored by the physical education. (Bucher,1975:407) players are not aware of the objective of physical education. They would rather prefer to play than to learn. As one player suggested or saying "we should be able to participate instead of doing dumb drill and year" (Bucher 1975:3).Some players think that handball has little value for them they life several differences that resulted in the experience having little value for them (Bucher 1975:2).

Different people have different interests towards handball teaching, training and coaching. Some students believe that psychological education has great benefit for them Bucher (1975:2), states as follows "... in learning physical skills, the exercise it supplies for becoming physical fit, the social contributions such as the development of sportsmanship qualities learning how to get along with others and team work this psychological benefit is the form of self confidence and outlet for mental frustration; improvements of personality and development of qualities courage and self discipline and the knowledge learned inter respect to the role of sport in the culture of world ...". Even though some players accept the importance of handball as mentioned in above paragraph education negligible number of players think that handball has very little value for them. This may be because of a bad experience, like poor instruction; absence of planning and organization, large number of trainer in one in small field and poor availability of facilities and equipment. All evidence suggests that players who experience success in meaningful activities in handball in a nurturing learning environment will improve their attitudes towards themselves, towards school,

and towards the subject Sedentop (1991:159), beyond that most set circumstance; coaches can promote self-growth by helping players' undertaken new learning experiences with positive expectation for achievement. They also state that "If players are interested in a particular activity, they will be more motivated to learn players interests vary widely. Athletic ability is highly valued by our society some students may be interested in learning an activity order to be a member of a sports team". Physical ability may also be important for being included in a desired peer group a desire to lean skills for leisure time pursuits, to maintain one's health, or to improve one's appearance are other reasons players may be interested in an activity. In many project training, elective programs are offered in the upper grades so players may select activities according to their interests. One important goal of handball is participation in meaningful physical activity throughout one's life span. In attempting to accomplish this objective, coaches must assist their players, in acquiring the necessary motor skill and knowledge pertaining to physical activity. However, the likelihood those players will continue to participate in physical activities. Once they have left school is strongly influenced by their attitudes. Thus fostering favourable interest towards handball activities is desirable outcome of handball training programs. Coaches must not only be concerned with the development of positive interest, but also with changing negative interest held by some players.

2.5.1 The Problem with Project Risk Management

Michelle Symonds (2013), argues that risk management fails to effectively address the real project risks: the unknown unknowns. Risk management in projects involves identifying, quantifying, and managing risks. All projects have some measure of risk. Projects using new technology face the prospect of that technology failing to deliver on expectations; highly complex projects deal with the problem of being able to accurately estimate time and costs; and even the smallest and simplest projects have some element of risk. It is impossible to remove all risks, so we try to identify and manage them to prevent project failure. A risk plan is the only way to obtain project approval, as it presents the risks as well-defined and, therefore, controllable. But what about the unknown risks that take you by surprise and knock a project completely off-track? Risk management is considered a major part of the project management process, but can it help with such events? And if it can't, why do we expend time and energy trying to predict and control the unpredictable?

It is convincing to argue that having a risk plan enables a project manager to factor in contingencies (financial and otherwise) that help outline what might happen during the course of the project and to be prepared if those events do occur. But it could also be argued that, if the risks are known and can be anticipated, then the likelihood of them occurring is high, so why not simply include additional tasks within the project schedule to deal with them? For example, you should allocate time to review specifications part-way through the project to avoid the problem of incomplete or inaccurate specifications; or, you should allocate time to improve client communications at regular intervals.

Many risk management plans are little more than a standard template that lists the same risk factors for every project: un-documented assumptions, failure to estimate tasks accurately, key team members re-assigned, etc. Surely by now we all know that these uncertainties exist in every project. If we know about potential risks, why are we even calling them risks -- aren't they simply the inherent uncertainties present in doing anything new? Indeed Stephen Ward and Chris Chapman argue against using the term "risk" in their paper "Transforming project risk management into project uncertainty management." So does risk planning and management serve any practical purpose, or is it simply designed to provide a get-out when problems start to occur, or an explanation of why the budget is over-running? Has the project been approved on minimal costs just to get it through the approval process even though there are "risks" attached to it that are certain to occur? Or is it not about cost at all? Are the risks of failure so high that there would be no appetite for that level of risk-taking if it was fully exposed, but there are senior executives still driving the project forward? Real-life projects are influenced by so many conflicting factors that it is sometimes difficult to see why a certain project was ever approved.

There is an upside to taking risks: It is often the only way to achieve something truly groundbreaking many would argue it's the only way, and can often present great new opportunities. So we use risk planning and management to persuade ourselves that we can understand and can control the risks even when we know the real risks are those that we are not prepared for: the unknown unknowns.

Another problem with risk management is that many potential risks are predicted by past events, yet any stockbroker will tell you that you cannot predict future financial

markets by looking at historic trends. The best that we are doing is guessing -- until a risk event actually occurs, we cannot say with any certainty that it will happen. Sure, we perform analysis, look at past trends, add some contingency in time, cost, and human resources, but at what point does all this effort start to outweigh the benefits?

If risk management could prevent projects from failing or being adversely affected by external circumstances, all projects would be successful, and, clearly, they aren't. So should we bother expending time and effort planning for predictable risks that are a natural part of most projects? Would it be more effective to simply deal with the problems when they occur. At least that way the problems are tangible, so the solutions will be easier to devise; and if we accept that problems occur in projects, then we shouldn't be taken by surprise when the inevitable happens, whether that is a new technology not living up to its promises, incorrect assumptions, changed priorities, or any other factor that can negatively affect a project's outcome.

As Mitchell Symond, (2013) suggested that if we know that risks are certain to materialize (even if we do not know what they are), we can accept problems or uncertainties as part and parcel of every project and deal with them in a measured way instead of overreacting and assuming the project is doomed to failure just because it has hit a bump in the road. Risk management may seem like a sensible process, and maybe it is useful for a novice project manager, but it fails to effectively address the real project risks -- those factors that cannot be anticipated. Yet we continue to see risk management as a necessity and one of the building blocks of good project management. Who among us is courageous enough to embark on a project with no risk management in place, simply some contingency for unspecified tasks? That is perhaps the hard bit to sell to senior management.

2.5.2 Influence of Corrupting Managers for others Sport than on Implementing Hand ball

Ethical behaviour is the modelling behaviour of manager is the powerful communications tool for establishing strong ethical cultures, conversely, the behaviour of leader is also instrumental in the development of corrupting organizational climates. Many employees believe that leaders didn't model imposed ethical value and the top leader actually created and condoned unethical behaviour. As Lipman .B, S.J. (2005), the consequences of corruption are the serious the run and files the employers. The community also made internal attributions about personality characteristics of the top leaders. These employees viewed the top leaders and several elected officials as narcissist and made connection between narcissists and unethical behaviours. In addition to attribution of unethical behaviours employees and peoples also perceived the organization highly political oriented organizations. Since the managers mostly follow bureaucratic movements of each activity the employees and some customers don't feel happy and the keeling of times of the customers counted as the way of possessing corruption. For this reason the managers should always ready to services transparently and fast services. Lipman (2005) also described about the behaviour that related with the managers of organization during assigning the employees in the organizations are may be corrupted because sometimes the employees in the organizations are assigned by corruption that related with the management of organizations according to their relatedness, environments and position of the related managers. These types of problem affect the right implementations of once organization. For this reason according to current governments of Ethiopia ant-corruption policies each organization should have cleared and accountable for what to do and should knows whom to do whether national or international organizations there is the government cross check periodically. In cases of the sport offices of the Ethiopia and regional offices this policies do not work effectively but, it put at paper level only. In the most area of country large numbers of customers affected by corruption obviously.

CHAPTER THREE

RESEARCH DESIGN AND METHODS OF THE STUDY

This chapter presents methods, sources of data sample drawn, selection technique, instrument used and data analysis procedures.

3.1. Research Design

The main aim of this study would be analyzed the major challenges management and organizational structure of handball federation in some selected wereda of Horo-Guduru Wollega zone. Thus the method used to study this problem was descriptive method with both qualitative and quantitative approaches which was regarded as appropriate for the study of attitudes, opinion, preferences, demographics, practices and procedures (Gay and Airasia, 2000). The researcher will be fully convinced that the method fits more to make known the problem under study by examining the current opinion, facts and figures related to the management and organizational structure of Hand-ball federation.

3.2. Sources of Data

In order to collecting fact information the researcher was used primary data such as questionnaire, interviews, and check list and secondary source of data such as reference, documentary materials, and different text books.

3.3. Sources of Population

Population of the study were the unit of peoples these represented the zone sport offices in general. These were Horo Guduru Welega zone sport office employees, Shambo Town sport office employees, Jimma Geneti Sport Office employees, the coaches, players of handball from the selected area and others sports stack-holders such as zone education bureau, Jimma Geneti wereda administration, three kebele sport committee (Shambo 02 kebele town, Horo 01 town kebele and Hareto 01 kebele) and zone sport office director, and Jimma Geneti sport office director respectively.

3.4. Samples and Sampling Techniques

The samples of the study were 25(18.79%) of zone sport office employees, 18(13.53%) of Shambo town sport office employees, 13(9.77%) of Jimma Geneti Wereda sport employees, 10(7.52%) coaches and 60(45.12%) of handball players and 7(5.26%) of others sport stack-holders. The total population of the study were 133. To this ends the researcher take the population of the study purposively by using multi-stage random sampling technique by dividing total population of the study in to four stages based on their numbers. The instruments used for data collections are questionnaires, interviews, and observation checklist.

3.5. Data Collection Instruments

3.5.1. Questionnaire

This questionnaire was prepared for employees, coach, players, and other stack-holders of management and organizational structure of handball these samples under the study. It has both closed ended and open ended questions those used to collect prevalent information from population of the study. To this end the researcher was distributed to the population of the study and finally analyzed and interpreted the information obtained from the respondents in table, charts, and different graphs.

3.5.2. Interviews

This interview would be prepared for the population under the study such as Managers of zone sport office, Jimma Genati wereda administration, Jimma Geneti woreda sport managers as well as other key stack-holders such as kebele sport committee. To this ends researcher collecting information by contacting face to face with the target population these listed above in order to get prevalent information's.

3.5.3. Observation

To observe the major challenges of management and organizational structure of handball in some selected sport offices of Horo Guduru Wollega zone. The researcher conducting observation for zone sport office, Shambo town sport office, and Jimma Geneti woreda sport office respectively. To this end researcher was used observation in order to gathering information those misconception in based data. The researcher was provided unstructured observation used to investigate the event prevalent to the

research question. This process was applied by researcher by detecting the whole body those expressed above.

3.6. Procedure of Data Collection

Instrument would be constructed by the researcher on the bases of theoretical knowledge from the review of related literature and its relevance to acquire the necessary data. After the developed the data collecting instruments of questionnaires and interviews. Based on the comment and the revisions was made and some interview questions agreement cannot be recharged are discarded. Next to this only questionnaire part is given to management and organizational structure of handball in some selected sport office of Horo-Guduru Wollega zone. Specifically for zone sport office employees, Jimma Ganati Woreda sport office employees, shambo town sport office employees, coach, players, and kebele sport committee so that the researcher can check and examine the relevance and the appropriateness of the items for collecting valid information on the problem under the study. Finally 25 questionnaire that have open and closed ended questionnaire for zone sport office employees, 18 for shambo sport office employees, 60 questionnaires for handball players, 10 questionnaires for coaches and 13 questionnaires for Jima Geneti wereda sport office employees, and three kebele sport committee and four key stack-holders was interviewed respectively.

3.7. Method of Data Analysis

The qualitative data obtained from questionnaire were first edited, categorized, tabulated and finally described by using various statistical techniques. Data gathered through the closed questionnaire are analyzed using by descriptive survey and statistics, Tables, graphs, polygon, charts and percentage are used to describe the categorical data regarding to major challenges of MOSHB, and WSO, KSC, ZSO and major challenging over all MOSHB developments. Finally data gathered through interviews, document analysis, open ended questionnaire and observation techniques are analyzed through photographs qualitatively.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This parts of study deals with the analysed of data gathered from questionnaires, interview, and observation from different sources followed by discussion of finding. Furthermore, the main finding, of the study are presented with the help of tables, graphs and pi-chart that followed by descriptive statement for analysed to give awareness to give basic question set in the study. The total population of this study as indicated at indicated at below tables was 133 and these were 25(18.79%) are zone sport office employees, 18(13.53%) are Shambo City sport office employees, 13(9.7%) of Jima Geneti wereda sport office employees, 60(45.12%) are players, 10(7.52%) are coaches, and 7(5.26%) of others sport stack-holders. All of them were selected according to their usability that is randomly and purposively.

The researcher was distributed 129(100%) questionnaires among them 100% questionnaires was returned. Lastly the interview was made with zone sport and youth manager, zone education bureau manager, Jima Geneti sport and youth manager, Jimma Geneti Wereda administration and finally made with coaches and three kebele sport committee respectively.

Table One: Research setting and Participants of the study

No	Types of respondents	Research instruments	Research setting and participants.													
			Zone sport employee		Shambo city sport employee		J/G/sport office Employee		Coaches		Players		Sport committee of kebele		Others stack-holders	
			No	%	No	%	No	%	No	%	No	%	No	%	No	%
1	Zone sport office Employees	Questionnaires	25	19.37												
2	Shambo city sport office employees	Questionnaires			18	13.95										
3	J/G/ Sport office Employees	questionnaires, interviews and observation					13	10.07								
4	Kebele sport committee	Interview										3	2.3			
5	Coaches	Questionnaire							10	7.75						
6	Players	Questionnaire									60	46.51				
7	Other stack-holders	Interviews												4	3.0	
8	Total		129	100										133	103	

The above table one is give information about research setting and participants in the study. The participants of the researches were employees of zone sport office, employees of Jimma Geneti sport office, Shambo Town office employees, handball players, coaches and others such as kebele sport committee and sport stack-holders.

4.1. Data Collected from Zone Sport Offices Employees through Questionnaires

Table Two. Personal Back Grounds of the Respondents

Age	SEX		Total		Level educations					
	Male	Female	no	%	Diploma		Degree		Msc	
					No	%	No	%	No	%
25-28	16	-	16	21.91	5	6.8	11	15.06		
29-31	22	6	28	38.35	8	10.95	20	27.39		
32-35	15	4	19	26.02	5	6.8	12	16.43		
36-39+	9	1	10	13.69	3	4.1	8	10.95	2	2.7
Total	62	11	73	100	21	28.65	52	71.35	2	100

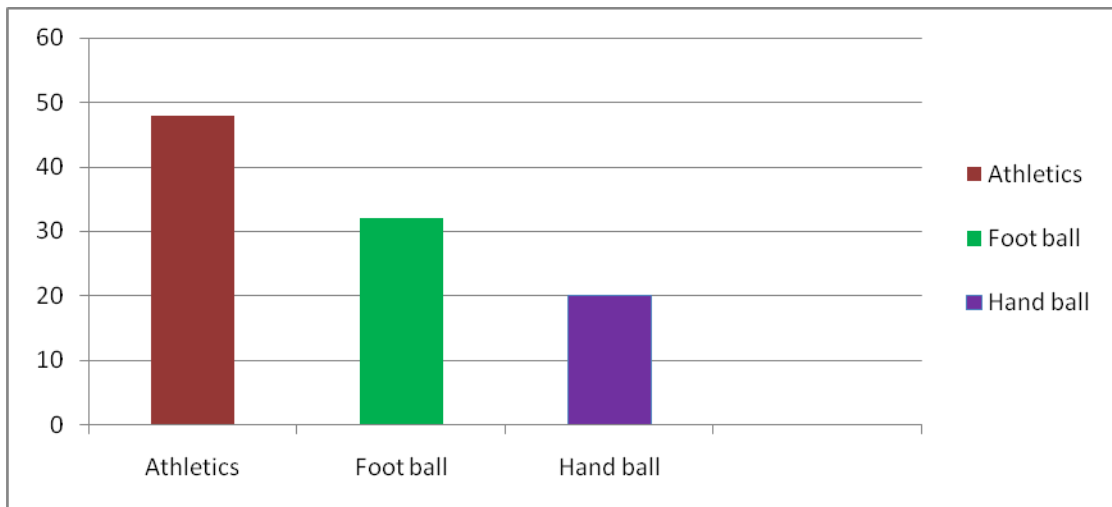
The above table was indicated distribution of personal back grounds including ages, sex, and level of educations of employees, coaches and managers respectively.

Table Three: Attitudes of Peoples towards handball implementations

Items	Responses	
	No	%
YES	18	72
NO	7	28
NEVER	-	-
Total	25	100

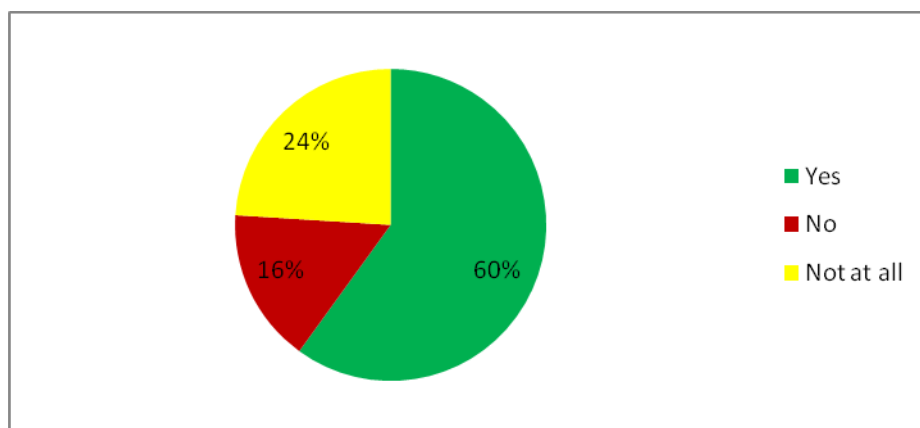
From table three about major challenges of management and organizational structures of handball developments are highly low attitudes of peoples 18(72)%, some respondent said there is no low attitudes of peoples towards handball developments , 7(28)% of them are said respectively. According to the above table major challenges are low attitudes of peoples towards handball implementations. The other problem that challenges handball developments are community gives low values for handball when compared with other sport such as foot ball and athletics.

Bar- Graph One: Acceptances of Hand ball when compared with Foot ball and Athletics



According to bar graph one the information collected from respondents are indicated that handball was less adapted than Athletics and foot ball. From the above bar graph athletics is high, Foot ball is average and handball is low respectively. The reason is handball promotion is not given as Athletics and foot ball by different mass media of the country.

Pi-Chart One: Major challenges of Management of handball organizations



According to the above pi-chart information gathered from respondents are indicated that 15(60)% of them said the bad ways of managements affected handball developments in some selected zones sport offices. 6(24%) of them said no bad ways of man-

agements 4(16%) of responds not at all that affected handball implementations'. From this pi-charts respondents selecting yes are out lining some problem that affected because of bad managements are seeing handball as use less sport and don't allocating budgets for handball, lack of awareness to peoples, employees worked on handball are not worked as their skills and professionals.

Table Four. Resource and Equipment for hand Ball performances and its impacts

Alternatives	Respondents	
	No	%
YES	20	80
NO	3	12
NOT AT ALL	2	8
Total	25	100

This tables indicating about shortages of resources and Equipments I .e the respondents said shortages of resources and equipments are affected handball developments are 20(80) %, employees those said resources and equipments are not affected handball developments are 3(12%) of them and those said not at all are 2(8%) of them respectively

Table Five: do the employees in your office working according to their skills and professions?

No	Items	Responses	
		No	%
1	Yes	2	8
2	No	18	72
3	Not at all	5	20
	Total	25	100

According to table five above the employees' works in sport offices were mostly not worked by their skills and professions. According to collected from collected from the respondents 18(72%) of them responding no, 5(20%) of them responding not at all, 2(8%) of them responding yes respectively.

The reason of the sport offices do not assigning employees according to their skills and professions are low interest towards this sports, lack of trained man powers, and lack of well allocated budgets respectively.

Table Six. How do you rate the participation of Community in supporting handball sport?

Participation of community in supporting handball.	Alternatives	Number of respondents	
		No	%
	Low	9	36
	Very low.	11	44
	Medium	5	20
	High	-	-
Total		25	100
What is relationships b/n handball organization and others stack-holders?			
	Low	14	56
	Average	8	32
	High	3	12
Total		25	100

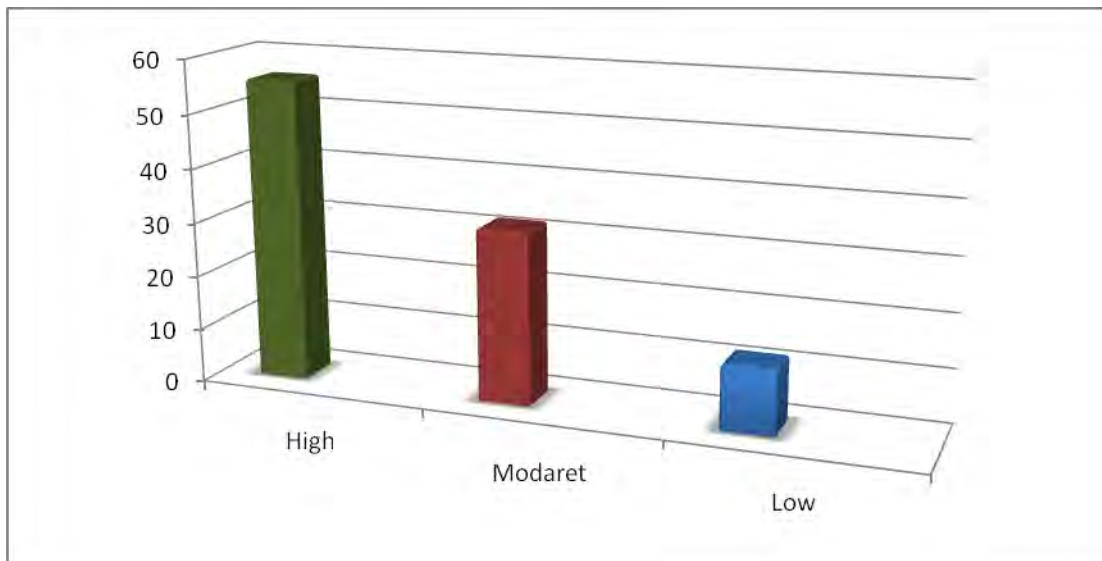
The above table six, indicated the participations of communities in supporting handball and the relationship of handball organization and other stack-holders respectively. According to above tables data collected the participation and supports of community in handball sports are very low and low respectively. As well as the supports of parent for their children are too many low when compared with foot ball and athletics because of there is now awareness as Country and regional as well as zone level. In this area the parents of the players mostly didn't know separately handball and volleyball.

Table Seven: Do the parents supporting their children in handball training?

ITEMS	RESPONSES	
	NO	%
Yes	4	16
No	16	64
Not at all	5	20
Total	25	100

According to table seven the supports of families for participation of handball is mostly not existed. From this table data collected shows 4(16%) of them said yes, 16(64%) of the said no and 5(20%) of them said not at all respectively.

Bar Graph Two: Interest and Participation of young peoples in handball training and competitions.



According to the bar graph two, above the interest of young people’s participating in training and competition in handball are high, moderate and sometimes low respectively. In a few places participation of young people’s are low examples in Hareto 01town handball players. Data collected indicated that 14(56%) of them have high interest in participating handball, 8(32%) of them have medium interest, 3(12%) of them have low interest for participating in handball training and competitions respectively. The interest of young people’s towards handball participations is low in the reason is lack of sufficient materials for training, lack of effectives coaches and well coordinated managements, lack of training courts that opened for all seasons and lack of periodical motivation for players. According to some respondent information there is also lack of supports of community, problem of giving less attention for the handball in the area and lack of man powers working on the handball without discontinuous of training.

Table Eight: Do you think the means of overcoming major challenges of handball federations?

Items	Responses	
	No	%
Yes	22	88
No	3	12
Total	25	100

According to the table above 22(88%) of respondents responding yes, 3(12%) of them were responding no respectively. The respondents responding Yes were explained their idea as the following. These are the handball office made to:

- Aware peoples about handball by organizing tournaments.
- Finding sponsorships and asking supports of the environmental private owners.
- Organizing sports bazaar for society for collecting money to implement handball.
- Assigning man power according to their skills and professionals and Building the project at all woreda of the zones.

4.2. Data Gathered From Players

Data collected from players are analysed and interpreted through statics, graphs, tables and pi-charts. The following are about personal information

Table Nine: Age and sex of players

Ages	Sex			
	Male		Female	
	Number	Percent	Number	Percent
15-18	17	28.33	-	-
19-21	20	33.33	-	-
22-25	15	25	-	-
26-28	5	8.34	-	-
29+	3	5	-	-
Total	60	100	-	-

According to the personal back ground in above tables the ages of the players mostly between the 19-21, 15-18, 22-25, 26-28, and the least number is above 29+ respectively.

Table Ten: Position and Attitudes of players towards handball training

Questions	Alternatives	Number of players	
		No	%
Position of players in all some selected areas.		No	%
	Play maker	13	21.67
	Attacker	18	30
	Goal keeper	9	15
	Defender	20	33.33
Total		60	100
Attitudes of players towards handball.	Medium	25	41.67
	Very good	15	25
	Excellent	7	11.67
	Low	13	21.66
Total		60	100

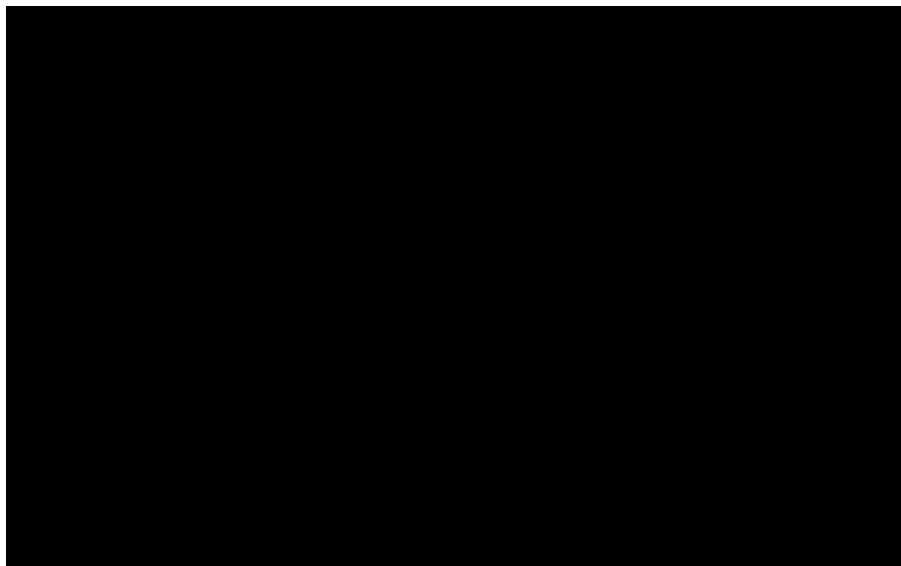
The table above is about position of players and their attitude towards handball training is analysed and interpreted as follows: defenders 20(33.33%), play makers 13(21.67%), attackers 18(30%), and goal keeper 9(15%) respectively. The attitudes of the players are highly medium and low as well as very good and excellent at the least area of the study. i.e. 25(41.67%) response medium, 15(25%) respond medium, 15(25%) responded very good, 7(11.67%) responded excellent and 13(21.66%) of them responded low respectively. According to above table the attitudes of players towards handball are highly medium. In some cases the attitudes are low where the availability of materials is limited.

Table Eleven: About facility and equipments of handball training

Question	Alternatives	Number of players	
		Total	
		Number	Percent
Availability of material and equipments in your training areas	Low	28	46.67
	very low	19	31.67
	Medium	10	16.66
	Sufficient	3	5
Total		60	100
Are there well adjusted courts for training and competition?	Agree	5	8.33
	Disagree	32	53.33
	Strongly disagree	10	16.67
	Very difficult to agree or disagree	13	21.67
	Strongly agree	0	-
Total		60	100

From the above table eleven the availability of materials and equipments are low and very low as well as there is no suitable courts for training and competition in the Horo Guduru Wellaga respectively. The follow up between players, coaches, and handball offices are very weak and they take as refreshment only. The sport offices don't care about controlling and supervising each movement of handball training and competitions but they know highly at paper level. There are major challenges of implementation of handball project and competitions are shortages of facility, equipments, materials, and as well expert knowledge and man powers limitations. The other challenges are low attitudes of players, managers, community because there are no satisfactory results recorded as the country level.

Pi-Chart Two: The relationships between players and Coaches.



The information that gathered from population of study whose said no are describing their ideas as follows since we haven't sufficient resources and time for training, when short preparatory period given for players there is no good relationships between our teams. The other problems that cause absence of good relationships are lack of attitudes towards these types of sport, and lack of man powers towards handball. According to the above pi-chart the relation between the players and coaches are 30(50%) of them responds no, 18(30%) of them responding yes, and 12(20%) of them responding not at all respectively.

Table Twelve: Supports of Community and Private Owners Motivation when training

Questions	Alternatives	No of respondents	
		No	%
Supports of community and private owners.	Low	31	51.67
	Good	26	43.33
	High	3	5
Total		60	100
Motivation of coaches gives for his players	Yes	30	50
	No	15	25
	Not at all	15	25
Total		60	100

From the above table the supports of community and private owners are highly still low and at some areas good and in a few places their participation is high respectively. From the above table the participation of community and private owners are still low and good at some times and high in a few places the study respectively.

Table Thirteen: How do you rate motivation of your coaches in training and competitions?

No	Items	Responses	
		Number	Percent
1	Good	17	28.33
2	Very good	16	26.67
3	Average	20	33.33
4	Low	7	11.67
	Total	60	100

According to data collected from respondents players responding 20(33.33%) of them rated average, 17(28.33%) of them rates good, 16(26.67%), and 7(11.67%) of them rated motivation of coaches low respectively.

The existed committee mostly have low knowledge and skills of leading the handball. Sometimes they don't separating handball from volley ball. In addition to this they have low attitudes towards handball. In training and competition times there is no medical treatments and nutrition given for players, because of lack of resources, budget, and low attitudes of the concerning bodies. Since there is shortages of budget and financial there is huge problem to participate handball players as foot ball and athletics in our Zones. In addition to these challenges young people's did not see

promotion of handball from mass media, news paper, and DSTV. Since those all things are affected the handball it hasn't equal acceptance with others sport such as athletics, foot ball, and ground tennis. The other problem is the employees assigned in sport organizations are not doing according to their professions and skills. This is the serious problems that challenge developments of handball as well as others sports in our country and the governments of Ethiopia should give the solution for these major challenges of sports developments. According to Horo Guduru Wellega zone the numbers of employees working in sports offices mostly non professional or unrelated field such as chemistry, economics, agricultures and others social sciences. These are affected developments of handball as well as other sports.

4.3. Data Gathered From The Coaches

The information gathered from the coaches is analysed follows the table below is about personal back grounds the coaches. The researcher selected those by using simple random sampling techniques from fifteen coaches he takes five of them and interpreting their ideas as follows.

Table Fourteen: Personal back ground Information the coaches

Personal information	Age	Sex			
		Male		Female	
		No	%	No	%
	25-29	2	20		
	30-34	2	20		
	35-39	2	20	2	20
	40-44+	1	10	1	10
Total		7	70	3	30
Educational level	Diploma	2	20	1	10
	Degree	4	40	2	20
	Certificate	-	-	-	-
	Msc.	1	10		
Total		7	70	3	30

The information of the above tables is about personal back ground of the coaches are: the ages mostly between 25-34 and most of them are degree in their professions respectively.

Table Fifteen: The Responses of Coaches on Question 1-6

No	Questions	Choices							
		Agree		Disagree		Strongly agree		Strongly disagree	
		No	%	No	%	No	%	No	%
1	Do you believe low attitudes of peoples affect handball development?	7	70	3	30				
2	Do you believe that shortage of resources and materials challenge handball implementation?					10	100		
3	Does goal setting of higher body affect your coaching schedules?	6	60			4	40		
4	Do existed suitable courts for training and completion of handball.							10	100
5	Do you agree shortages of financials challenges your programs.	4	40			6	60		
6	How do you rate supports of community and private owners for handball implementations?			8	80			2	20
	Total							10	100

The attitudes and interest of peoples are low and affect the development of handball in the zone. Shortages of resources and materials are mostly challenging implementation of handball coaching. Goal setting of sport offices affecting implementation of handball, mostly omitting handball from competitions without awareness coaches and players those have been on training because of limitation of financials. In addition to this problem there are shortages of resources and materials such as court, ball, sport wears, and medical treatments. The supports of community and private owners are very low, for this reason n always there are shortages of budget and resources in the zone. The skill level of the players mostly average as well as it is dynamic because there are the problems of continuous training throughout the years. Since they were motivated by giving morals and incentives their performance are increased. When motivation necessary for players especially incentives there is problem of don't takes on times because of offices bureaucracy.

Table Sixteen: Responses about abilities of Existed Committees and Materials Important for Coaching

Questions	Items	Responses	
		No	%
How do you rate ability of existed committee.	Low	4	40
	satisfactory	4	40
	average	2	20
	High	-	-
Total		10	100
Players get enough sport wears, nutrition and medicals.	YES	1	10
	NO	6	60
	Not at all	3	30
Total		10	100

The ability and organization existed committee are low because of they have low attitudes towards this sports. In addition to this they don't allocate budget as others sports. To over comes this problem the measure taken is organizing tournaments as other sports, educating peoples widely and promoting handball by TV, news paper and Mass media. As sport office there is no clear short term and long term plan for handball as others sports. According to their plans are dominating handball by volley ball and foot ball. Skill gap are given for different sports but in handball the knowledge experts not sufficient for giving skill gaps.

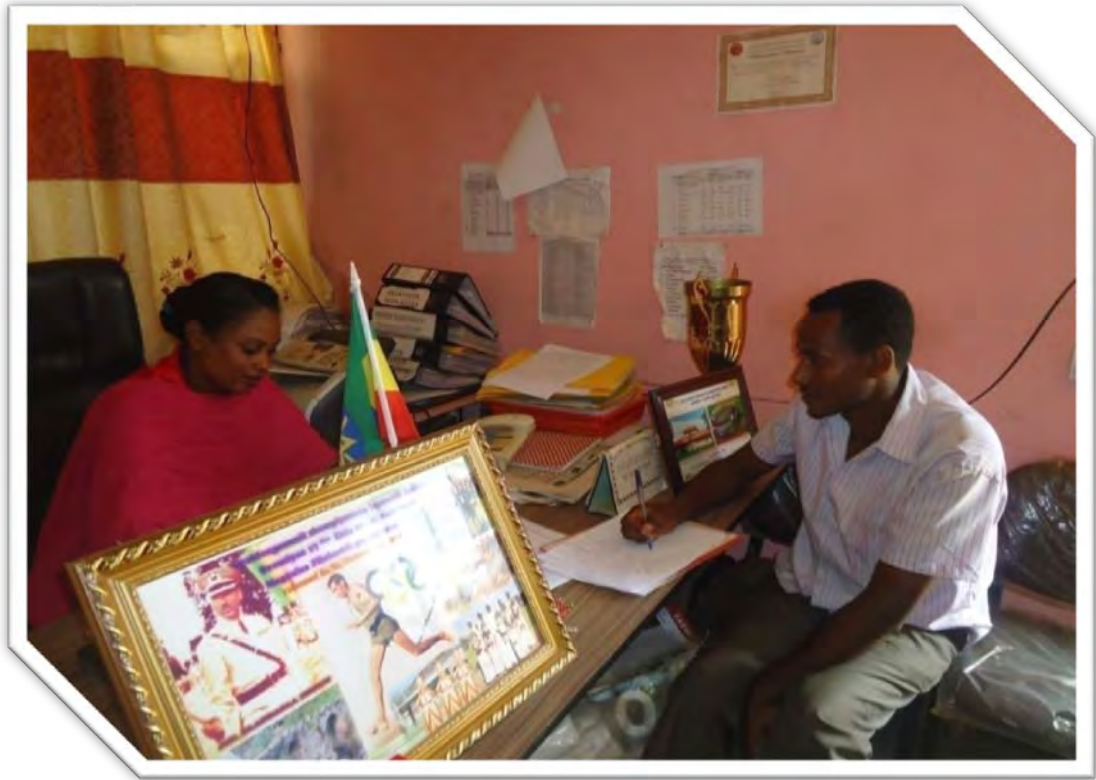
The players do not get enough sport wears, nutrition, clinical, and psychological treated respectively. From the tables above data collected from the respondents were shown 1(10%) of them responding 'Yes', 6(60%) of them responding 'No' and 3(30%) of them responded 'not at all' respectively. The parts of respondents these said no were explained their idea as follows: The cause of lack of sport wears, nutrition, and medical services are mainly lack of well adjusted budgets and sometimes related with corrupting the hand ball players because of low attitudes of the concerning body. The other problem related with the lack of sport wears were do not given on

times especially during training of handball and they gives sport wears during competition only.

4.4. Data Collected Through Interviews

4.4.1 Interviews with Zone sport Manager

Interviewees from zone sport office Manager are discussed as follow:



Photograph 1: Interview with Zone Sport Manager

Personal information's: Age 34, Sex, Females, and Status of Education Degree, Status Manager of Zone Sport office.

Attitudes of peoples towards implementation of handball are dynamic because of some times increased and in some area decreased depending on situation of the area. That means in the areas of where awareness and follow up reflected there are moderates attitudes of peoples and if there are lack of awareness and follow up the attitudes of peoples towards handball are very low. The major challenges of handball implementation in the zone are lack of man powers towards this sport, especially arbitrations, shortages of budgets and facilities required for handball implementations. In

addition to these above listed challenges handball has least accepted or experienced when compared with other sports such as foot ball, athletics and volley ball in the zone. The reason of seeing handball less than other sports is it has less known in our country and it's not a parts of sport news in our media of country.

The supports of private's owners, NGO and community towards handball are very low in general. But sometimes in some area they give medium supports by money, materials, and transportations. It's not sustainable because of the supports other sports and the concerning body gives low values for handball areas. More over the existed committees didn't works effectively to increased number of sports in the zones because of budget, resources and manpower shortages respectively. According to the interviews occurred have failures even on meeting and their organization have problem such as lack of interest for sport. Often they put the means of overcoming the financial problem by asking sponsor ship, initiating community about handball, allocating budgets but didn't changed to practice or not applicable. In addition to the above expressed problem there are no smooth relationships between those committees for the purpose of application of whole sports.

The other problems are the peoples worked in sport organizations are didn't work as their knowledge and professions but they assigned as the system of implementing politics mostly. Those non-professional affected sport practices and training because of they did mostly paper work rather than sport practice. The future plan and strategies of handball implementation are mostly worked on the developing communities understand toward handball organizing project with the supports of private owners and non-governmental organizations as well as assigning man powers towards handball knowledge experts.

4.4.2. Interviews with Zone Education Bureau Director

Educational bureau are the nearer stack-holders of zone sport offices especially since 2003 EC agreements held between Oromia Educational Bureau and Oromia Youth and Sports Federations. According to this agreement the two body working together on the purpose of developing talent in primary and secondary schools of Oromia region, as well as mainstreamed sports in the primary and secondary schools. Those bodies also worked on increasing number of sports in school until 17th in numbers and all above applied in school champions' competitions starting from kebele level to fed-

eral level. Based on these above agreements and Educational Bureau is the members of house of sport federation affairs of the zone the following interviews are prepared for educational bureau Manager. To this ends researcher interviewed with manager as follows: The attitudes of peoples towards achievements of handball are low because of there was no promotion and less understandings of peoples. Moreover the challenges of handball developments are shortages of budgets, facilities, equipments and man powers respectively.

In addition to these above problems mostly handball is not accepted widely as foot ball and athletics because of previous listed challenges. This area of sports are not widely accepted by peoples in our country it get low attitudes in our zone even in school. The participation of private owners, community, non-governmental organizations and higher education are sometimes medium and sometimes low but not continuously participated all areas of the zones. According to interviews obtained from zone educational bureau the area having medium participations of the above bodies are Shambo City and zone sport office. The other challenges are existed committee didn't work effectively on all sports activities. Especially they feels handball at lower stages. The committees out lining too many large plans that didn't considered ability and UN balanced with resources available. Their planning and resources been are very different that lead failures of job planned. In other word the most of the employee's works in sport organizations are not assigned according to their knowledge and professionals. This things are disabled the development of sports as well as handball. The future planning of sport organization on developments of handball are allocating budget for assigning man power, promoting and educating about handball, working with private owners, and NGO. Recently our wereda aimed about means of overcoming the major challenges of management and organizational structure of handball are asking the nongovernmental organizations and community to building the youth centres' recreational places for more promoting handball to the whole peoples. The other methods are assigning well effected managers on the sports office according to their related professional as much as possible and giving the skill gaps for the employees works on sports how they worked effectively on assigned job areas. Recording the results obtained yearly on different competition and made continuous evaluation for each activity as their basic score card planned in the teams and in the individual cases.

4.4.3 Interview with Jima Geneti Woreda Administration



Photograph 2: Interview with Jima Geneti Woreda Administration

Personal Information: Ages: 42, Sex: male, Level of education: Diploma, Roles: Administration of wereda and House of sport affairs head. Second for wereda sport office manager n personal information's are Age: 35, sex: males, level of education: Diploma, Roles: Wereda sport managers/.Both wereda administration and sport managers are working the key roles and play the most important role especially for achievements of each activities. The attitudes of peoples towards implementation of handball are sometimes medium and rare respectively. It is not equals at whole rare.

The problem that challenges handball achievements are: Lack of facilities such as courts, medical treatments and sport wears lack of man power, shortages of budgets and well adjusted gymnasium room. Hand ball also haven't equal accepted when compared with other sports such as foot ball, volley ball athletics. The reason is lack of promotion and educating society as well as lack of budget allocation for the sport. It causes the absence of refreshment places. The existed committees are working on sport have the failures of being on time when giving any decision on each activities of sports. More over sometimes most of them have less interest towards handball. The sport offices have effective plan for overcoming financial problem by promoting hand ball on whole competition occurred as woreda, signing agreement how to work with

NGO, asking sponsor different private owners. In addition to that increasing man power towards this sports are putted as the plan.

4.4.4 Interviews with woreda sport manager and researcher



Photograph 3: Interviews with woreda sport manager and researcher

The attitudes and interests of peoples towards handball are low. The interest and participation of peoples are not similar at whole places. That means in some areas of the zone such as Shambo sub- city, and, zone sport office the interest and participation of peoples are medium but, when compared with other sports such as foot ball, volley ball and athletics still it is very low. Hand ball sport have less acceptance because of shortages of man powers, facilities, equipments, low understanding of peoples for this area of sport, and shortages of budget allocation and incomes obtained from society. The other problem is les interests of community and others organized sectors governments such as health sector, agriculture sector, and even education sector. Those above listed sectors have low interest in participation of sports as well as in handball.

The supports of community, private owners, and non-governmental organizations are not equal and sustainable at all places of the zone. In relation to this the understanding given through sport and youth towards this sports are very low. In addition to this as the country level handball is not the part of news of sports as foot ball and athletics. The others reason that affect developments of handball as country and region as well as zones are low achievement of the country towards this on international level.

Therefore the participation and interest of peoples are decreased year to year because of Horo Guduru Welaga zone handball experienced as recreation only and not as yearly sport festivals.

Man powers are important for developments any sport if possible and working according to his professions and knowledge mediations. But in cases of the zone the man power worked in sport offices and handball are not according to their professions and their knowledge mediation. These challenges are the load that makes put in negatives day today developments of sports and handball.

To overcome these challenges the sports and youth bureau and others sport stack-holders are putting some plan for future. Those plans are contains short term plan and long term plans. Some of short term plan are; promotion of handball for the society, building youth station centres, allocating enough budget and financials, and assigning knowledge experts towards handball. The long term plan sport bureau is stadium, finding fund from private owners, and non-governmental organizations. In addition to this building library that helps for reading and understanding rules and regulation of handball.

4.4.3 Interviews With Shambo 02 Town, Hareto 01, and Horo 01 Kebeles Sport Committee

As the researcher interviewed with three kebeles sport committee indicated above. The interviewed kebele are those works on leading kebele sports including handball. The attitudes of peoples towards management and organizational structures of handball are low. The reasons are there is weak follow up by concerning body; there are no well adjusted facilities such as man power, training field, clinic, water, and equipments. Those above listed resources are major challenges of management and organizational structures of handball implementations. Hand ball is not equally accepted as foot ball, athletics, and volley ball. Because the there is no sufficient budget allocated for handball as other sports. The participation of private owners, community, non-governmental organizations towards handball are low as zone. Because the sports offices didn't gave promotion and advertising for the peoples by organizing tournaments such like athletics and foot ball. The peoples worked in sport offices are not assigned according to their professions and skills. Regarding to this the strategies of governments affecting the office especially through political. In most time managers

of sports selected from other fields such as Economics, mathematics, history and from agricultures. This problem is affecting sport experts both economically and psychologically. Lastly the governments and sport office together puts the means of overcoming the major challenges of management and organizational structures of handball through increasing the amount of payment collected from society, finding sponsorships, and governments also allocating budget for fulfilling scarcity of trained man powers

4.5 Data collected through Observation Check list

4.5.1. Observation check list for Zone Sport office two times for 40'

Table Seventeen: Observation results obtained from zone sport office

No	Things that observed	Responses							
		Adequate		Inadequate		Very good		Excellent	
		No	%	No	%	No	%	No	%
1	Attitudes of employees towards handball	7	28	18	72	-	-	-	-
2	The vision and mission of organization.	17	68	8	32				
3	Availability of facilities and equipments.	4	16	21	84				
4	Human resources in sport office.	9	36	16	64				
5	Budget allocation for handball implementation.	3	12	22	88				
6	Interest of players and coaches towards handball areas.	16	64	9	36				
7	The supports of private owners for handball.	5	20	20	80				
8	Knowledge and skills of the coaches.	10	40	15	60				
9	Recommending short term and long term plans of handball	9	36	16	64				

As the researcher observed the zone sport office and its environments the attitudes of employees towards handball developments are inadequate 7(28%) and adequate 18(72%) respectively. The mission and vision of handball office is adequate 17(68%) and 8(32%) respectively. The availability of materials in office and training area is inadequate 21(84%) and 4(16%) respectively. Human resources in the office are in-

adequate 16(64%) and 9(36%) respectively. Budget allocated for handball is inadequate 22(88%) and 3(12%) respectively. The support of private owners is 20(80%) and 5(20%) respectively. The interest of coaches and players are 16(64%) and 9(36%) adequate and inadequate respectively. The knowledge and skill of coaches are inadequate 15(60%) and 10(40%) respectively. When the researcher recommending the whole activities of the handball office, and their short term and long terms planned were inadequate when observed 16(64%) and 9(36%) respectively.

4.5.2 Data Gathered through Observation Check List Shambo City sport Office two times for 40 minute

Table Eighteen: Observation results from Shambo town sport office

No	Things that observed	Responses							
		Adequate		Inadequate		Very good		Excellent	
		No	%	No	%	No	%	No	%
1	Attitudes of employees towards handball	6	33.33	12	66.67	-	-	-	-
2	The vision and mission of organization.	10	55.55	8	44.55	-	-	-	-
3	Availability of facilities and equipments.	2	11.22	16	88.88	-	-	-	-
4	Human resources in sport office.	3	16.66	15	83.34	-	-	-	-
5	Budget allocation for handball implementation.	2	11.22	16	88.88	-	-	-	-
6	Interest of players and coaches towards handball areas.	12	66.66	6	33.3	-	-	-	-
7	The supports of private owners for handball.	5	27.77	13	72.23	-	-	-	-
8	Knowledge and skills of the coaches.	4	22.22	14	77.78	-	-	-	-
9	Recommending short term and long term plans of handball	7	38.88	11	61.13	-	-	-	-

According to the observation of researcher attitudes of employees toward handball are responded as 6(33.33%) and 12(66.66%) respectively. The vision and mission of the Shambo City sport office towards handball are 10(55.5%) are adequate and 8(44.55%) seen by researcher respectively, Availability of materials for implementation of handball are 2(11.22%) and 15(88.88%) respectively. Human resources works on handball are 3(16.66%) and 15(83.34%) respectively. Budget allocated for hand-

ball implementations are 2(11.22%) and 16(88.88) respectively. Interests of Coaches and Player: 12 (66.66%) and 6 (33.33%) respectively. The supports of private owners for handball implementation are 5(27.77%) and 13(72.23%) respectively. Knowledge and skill of coaches are 4(22.22%) and 14(77.78%) respectively. According to the researcher recommending the office, the coaches, players and training areas 7(38.88%) and 11(61.13%) are adequate and inadequate respectively.

4.5.3 Data Gathered by Observation Check List from Jima Geneti woreda sport office three times for 40'

Table Nineteen: Observation results from Jimma Geneti sport office

No	Things that observed	Responses							
		Adequate		Inadequate		Very good		Excellent	
		No	%	No	%	No	%	No	%
1	Attitudes of employees towards handball	5	46.16	8	61.53	-		-	
2	The vision and mission of organization.	8	61.53			5	38.46	-	
3	Availability of facilities and equipments.	-		13	100	-		-	
4	Human resources in sport office.	4	30.77	9	69.23	-		-	
5	Budget allocation for handball implementation.	-		13	100	-		-	
6	Interest of players and coaches towards handball areas.	7	53.84	6	46.15			-	
7	The supports of private owners for handball.	4	30.77	9	69.23	-		-	
8	Knowledge and skills of the coaches.	-		13	100	-		-	
9	Recommending short term and long term plans of handball	6	46.15	7	53.84	-		-	

The above table is about data gathered through observation from Jima Geneti sport office. According to the above tables researcher observing things such as attitudes of employees towards handball, vision and mission of sport office, availability of facilities and equipments, human resource in sport office, budget, knowledge and skills of coaches, are inadequate. Interest of coaches and players, skills of coaches, supports of private owners and participation of community are mostly inadequate and rarely adequate respectively.

CHATER FIVE

SUMMARY, CONCLUSSION AND RECOMMENDATION

5.1. Summery

This study was assessed studies on the major challenges of management and organization structures of handball in some selected sport office of Horo Guduru Wellaga zone and to suggest possible solution. To this ends the study tries to answer the following basic questions.

- What the attitudes of mänge mental and organizational structure of sport office towards developments of handball?
- What the misconception and remedial intervention are of as well as strategies, leaderships, and planning can alleviate problem on management and organizational structures of handball?
- What the major challenges are of management and organizational structures of handball in some selected zone sport offices?
- What are the priorities problems those leads with coaching styles, motivating employees, coaches and players?
- To know how to strengthen the group solidarity to have commitments to classify every responsibility, to have confident managers, and to be a confident and a good coordinators in each activity. The study employed by descriptive survey method and it was conducted in three sport office and in two kebele. These samples were selected with multi stage random sampling technique. The subject of the study was 25(18.79%) of employees in zone sport office, 18(13.53%) of Shamboo city sport office employees, 13(9.77%) of Jima Genati sport office employees, 10(7.52%) of coaches, 60(45.12%) of players and 7(5.26%) of interviews of kebele sport committee and others key stack-holders of sport respectively. The information was collected from the samples of respondents through questionnaires, observations and interviews. The data was analyzed through using percentages, tables, graphs, and frequency. The information obtained through observation also analyzed by percentage and table. The information obtained through interviews was analyzed by paragraphs only. Based on data analyzed the following finding were obtained.

1. Majority of respondents feels the attitudes of peoples, employees, and managers of sport offices have low attitudes towards developments of management and organizational structures of handball. For this reason the coaches and players were demoralized rather than worked effectively.
2. There are misconceptions of communications between office schedules, coaches and players when they ready for activities such as training and competitions. In addition to this there are failures of works according to plan put on the papers and they consider handball as recreation but not take as parts of competitions at zone, region level.
3. The major challenges of management and organizational structure of handball in the area of study are:
 - Low interests of employees, peoples, and sport managers towards handball.
 - Shortages of resources such as trained man powers, facilities and equipments and lack of budget for handball implementations.
4. Motivation is important for implementation of work effectively. But in cases of Horo Guduru Wolega zone handball the motivation gave for coaches, players, and employees are very low.
5. The peoples assigned in sport office are not worked according to their professionals and their skills.
6. The coaches and players developing low perceptions in both practical and theoretical training. The reasons are handball is not parts of tournaments in zone and wereda level. It's also not the part of media in our country.
7. The relation between the players and coaches as well as their team solidarity are weak because of the coaches don't answering the question of players on the purpose of resources needed and the handball offices don't answers the questions of coaches when the coaches delivered to the offices the questions of players a

5.2. Conclusion

Based on the above summary and results of the study the following conclusions were drawn:

1. The attitudes of peoples worked in handball office/sport offices were low towards handball. This indicated that :

- Low perception of some sport experts, players, and coaches.
 - Decreased the morals of young peoples to train handball.
 - Scarcity of budgets was indicated regardless of handball.
 - Reducing the active participations of players and coaches.
 - Misconceptions of giving value for handball.
 - Existence of weak managements in organizations.
2. The employees, managers, and other sport stack-holders not give more attention for handball, because the researcher may be concluded that: they have failures by planning handball as foot ball and athletics.
 - Less understanding of rules and regulation of the games.
 - Lack of periodical trains gives by handball federation.
 - Poor coordination of managements and employees.
 - Less keeping of their customers feeling and needs.
 3. The instructional materials are the resources that can assist coaching in bringing about intended behavioural changes of players, employees, and sport stack-holders. In this regards the study point out that:
 - There were shortages of materials such as training field, ball, sport wears, net, clinic, and house for changing cloth. This affected the implementations of handball in the some selected zone sports office.
 4. The employees worked in sport offices and handball was mostly not professional in physical educations and sports. These problems affected the developments of handball and other sports. In addition to this it challenges knowledge experts of sport both psychologically and economically.
 5. The majority of employees, coaches and players were not interested towards implementing handball. Therefore it's possible to conclude that:
 - Lack of proper facilities and equipments.
 - Poor educational back ground towards handball.
 - Less trainees and project given regards of handball.
 - Perception given for handball is low when compared with other sports.

5.3. Recommendation

Based the findings and results the following recommendation is put forwarded.

1. In order to develop positive attitudes of employees, managers, players, and peoples the management and organizational structure of handball should be work inclusively with media, peoples, governments and non- governmental organization

for adjusting budgets used for increasing interest of peoples and employees. In addition to this the concerning body should fulfil facilities, equipments, and assigning man powers.

2. To avoid misconceptions of communication between the coaches, players and office management the manager should be informing the plan and objectives offices at the starts of new-year. The higher office should be work cooperatively with low handball office and adjusting the periodical follow up continuously.
3. To overcome the major challenges of management and organizational structures of handball. The sport office should be focus on fulfilling trained man powers, facilities of handball, take more care for allocating budget, and try to performed tangible works that develop belief of peoples. The handball offices also more focus on finding sponsor ships and increasing the participation of private owners.
4. To associated handball with environments and life styles of the community management and organizational structure of handball should focus on motivating the participants, promoting handball exertion and practices by people's media, and giving awareness for community by organizing tournaments and periodically organizing competitions.
5. Regarding of develop interest and psychology of the sport knowledge experts government should assigned employees of handball of according to their knowledge and professions.
6. In order to develop positive perception of employees, coaches and players the sport organization should gives equal values for handball such like other sports and it should answers the questions arise from coaches and players for implementation of training and competitions.
7. Regards of changing the attitudes of peoples for handball sports the handball sport office should work effectively for obtaining good results as athletics and foot ball in international and national competitions. In addition to this the country handball federation should focus on developing interest of peoples in the country.
8. During conducting observation and interviews most of existing man powers and facilities were inadequate. Therefore, the concerning body be facilitated by using helps of governments and society as well as asking sponsor ships in order to overcoming the challenges of above problems these hinder implementation of handball.

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Appendices

Appendix I
ADDIS ABABA UNIVERSITY
COLLEGE OF NATURAL SCIENCE

Questionnaire prepared for Employee code 01

Direction: The following has two different questions these are personal back ground title of the study related questions. Before deciding your idea please read carefully answers on prepared places.

Part one: Personal back ground

1. 1. Sex. A. Male B. Female.
2. Age _____
3. Level of education. A. Certificate B, Degree C. Diploma C. MSC or M A D. PHD.

Part two: The problem of study related Questionnaire.

1. Do you agree that major challenges of managerial and organizational structures of handball federation are low attitudes of peoples?
A. Yes B. No C. Never
2. If your option on question above is 'YES' Do you describes your ideas?

3. Do you think that handball has equal acceptance as athletics and foot ball in your area? A. Yes B. No C. Not at all
4. Do you think that major challenges managerial and organizational structure of handball federation bad ways of management?
A. Yes B. No
5. If your option is 'Yes' on above question please would you explain your opinion?

6. Do you agree that shortages of resources and equipment affect handball development in your areas? A, Yes B, No C, Not at all
7. Do the employees in your office working according to their professionals and ability?
A. Yes B. No C, Not at all
8. If your answer is "No" on question seven do you explain the reason why you said "No"? _____
9. How do you rate the participation of community for supporting implementation of handball federation in your zones and woreda?
A. Low B. Very low C. Medium D. High
10. How do you rate the relationship between hand federations other stack holders such as private owners, NGO, and different level of society?
A. Low B. medium C. High
11. If your option is 'LOW' why? Please would you explain your reason?

12. Do parent supporting their children in participation of handball project?
A, Yes B, No C, Not at all
13. How do you rate the interest of young peoples to participate in training and competition?
A, Low B, Average C, High
14. How do you describe the interest of young peoples to participate in handball?
A. High B. Moderate C. Low D. Very low.
15. Do you think the means's of overcoming the major challenges handball federation?
A, Yes B, No C, Never
16. If you say 'Yes' what are there?

Appendix II

**ADDIS ABABA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE
QUESTIONNAIRE code 02**

This Questionnaire will be filled only by players. Please before deciding your idea read carefully and later circle the given closed ended and put your opinion on prepared open ended questionnaire.

I. personal information:

I.1. Sex a, male b, female.

I.2. Age _____

I.3. Position of player. a, defender b, play maker c, attacker d, goal keeper.

II. Questionnaire related to the problem of study

2. What are your attitudes toward training handball as players?

A. Low b. Medium c. Very good d. Excellent

3. What is the availability of facility and materials in your project for training?

a, very low. b, low c, medium d, sufficient .

III. Is there good follow up between player, coach and handball office?

A, yes B, No C, Never.

5. Is there suitable court for your project training as well as for competition?

A, agree B, disagree C, very difficult to agree or disagree. D, strongly disagree.

6. What are the major challenges handball project implementation and development?

7. Do you have positive relationship between your team mates and the coaches during training and competition? A, Yes B, No

8. If you said “No” on question number ‘7’ please describe your idea below?

9. How do you explain the supports of community and private owners?

A, Good B, Low C, High

10. Do the coach motivating you in training and competition?

A, Yes B, No C, Not at all

11. How do you rate the motivation you get from your coaches after training and competition?

A, Good B, Very Good C, Average D, Low

12. Do existed committee have the knowledge of leading the handball federation?

A, Yes B, No C, Not at all

13. Do you get enough sport with nutrition and medical treatment?

A, Yes B, No C, Not at all

14. Do you think that handball project has equal with other projects such as foot ball and athletics in your area? A. Yes B. No C, Not at all

15. Do you think that the people assigned in your office are according to their professionals’ and ability? A, Yes B, No C, Not at all D, Never

16. If your option is “No” on above please describes your idea on prepared place?

ADDIS ABABA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE
QUESTIONNAIRE code 03

This questionnaire is for first coach only. Dear coaches when they fill all necessary information please read carefully and justify your opinion for both types questionnaires. Tick the mark(x) in the table by reading given points.

1. **INSTRUCTION ONE.** Write your back ground on provided place.

- 1.1. Sex a, male b, female
- 1.2. Age _____
- 1.3. Educational level _____
- 1.4. Work experience _____

2. **INSTRUCTION TWO:** Mark with a tick (✓) your response in only. For the idea you agree with.

No	Questions	Choice			
		Strongly agree	Strongly disagree	Agree	Disagree
1	Do you believe low attitudes of peoples towards handball challenges it is development?				
2	Would you believe that the major challenge of coaching handball project is shortage of resources?				
3	Do you believe that shortage materials affect implementation of handball in your daily activity?				
4	Do you believe that goal setting of handball office challenges well implementation of your coaching?				
5	Do you have well adjusted court for training and competition?				
6	Do you agree with shortage of finance challenges your program?				
7	Do you feel the supports of community and private owners are important to develop handball?				

8. How do you explain the skill level of your players in training and competition?

A. Good B. Average C. Low D. High

9. Do you give motivation for your players during they are in training and competition? A. YES B. NO C, Not at all

10. If your answer on question nine is Yes what types of motivation you gives for them? _____

11. How do you rate the ability of existed committee?

A, Low B, Average C, High

12. Do you the players get enough sport wear, nutrition and medical treatment?

A, Yes B, No C, Not at all

13. What are the major solutions to over comes the problem of managemental and organizational structure of handball federation?

14. How do you rate handball federation short and long term plan for future implementation of handball?

A, Goo B, Average C, Very Good

15. Do you get different skill gap training on implementation of handball coaching?

A. YES B. NO

ABABA ADDIS UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIEN
INTERVIEWE QUESTIONNAIRES (CODE 04)

These interviews will be prepared for zone sport office, zone education bureau, Jimma Geneti wereda administration, Directors of woreda sport office and three kebele sport committee only.

During interviewees processing the researcher contacting with respondent legally and ethically by giving respect ion for the interviewed body

1. Personal back ground:

1. Sex a, Male b, Female
2. Status of education. a diploma b, degree c, MSC d, PHD.
3. What is your role in this organization? _____
1. What are the roles and attitudes of peoples towards implementation of handball in your organization? Please would you describe your suggestions?

2. How do you explain about the major challenges of mänge mental and organiza-tional structures of handball in your zones sport organizations?

3. How can you express handball sport when comparing with others sport such as foot ball and athletics?

4. How do you describe the participation of private owners and community for sup- porting handball implementation?

5. Do the existed committee works effectively on implementation of handball federa- tion? A, Yes B, No C, Not at all
How do you rate the works of existed committee? A, Weak B, Average C, High
... Do you have any means to over comes the financial problem of handball federa- tion? A, Yes B, No D, Never
8. If your answer on above question are ' Yes' What are these means'?

9. Do you think peoples in your office are assigned according to their knowledge and profession?
A, Yes B, No C, Never
10. What are the strategies and plan of sport office towards implementation of hand- ball federation? Please describe your opinion?

Appendix V
ADDIS ABABA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE
CHECK LIST (05)

Direction: this observation check list is prepared for zone sport office, Shambu town sport office and Jimmaa Ganati sport office. This observation check list filled by researcher, from he visited around the study area.

No	Check list	Choices			
		Adequate	Inadequate	Very good	Excellent
1	Attitude& interest of employee and stack-holders towards handball.				
2	The vision and mission of organization.				
3	Availability of facility and equipment.				
4	Human resources in handball office.				
5	Budget allocation for handball implementation.				
6	Interest of coaches and players towards handball.				
7	Private owners support the handball.				
8	Knowledge and skill of coach.				
9	Evaluate the long and short term plan of handball Federation.				

Declaration

The under signed declare that is my original work has not been presented in any university or colleges. All prevalent sources of materials used for this thesis are duly acknowledged. Name_____

Signature_____

Date of submission_____

This thesis has been submitted for examination with my approval as a university advisor.

Name_____

Signature_____

Date of submission_____