

## Review Article

### A study of managerial job system of open water swimming

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#### **Abstract:**

Modern sports management plays a vital part in directing the sport organizations towards the ways of progress and development and treating the weakness points and increasing the efficacy of the strength points and increasing the efficacy of the strength points whether in the championship sector or practice sector. Egypt is considered the first country that set up a union to organize the long distances swimming in estimation of the results that were achieved by the Egyptian swimmers in this field. The sport unions are the link point between the high formal authorities and the organizations of the base represented in the sport clubs. The researcher noticed the instability of the managerial and organizational positions in the swimming union that reflected negatively on the number of swimmer and their national representation. It is noticed that the representation is only one swimmer and the girls may not take part in these championships. The importance of this study is shown after the inclusion of the open water swimming in Beijing (2008) and the Olympiad included the open water swimming for 10 km. for girls and men. The study sample consisted of (33) subjects among them (8) members of board of directors, (11) coaches, (71) administrators, (7) referees. Data were collected through analysis of the records and documents of the plans and results of open water swimming races local and international and the questionnaire that was prepared by the researcher and includes the axes of planning organizing – directing and controlling) and its phrases are (84) phrases, The most important results the non-deciding of the goals of the technical committee of the open water swimming, the few numbers of the swimmers who are qualified for the national representation. There is a limited attention in preparing the youngsters. The organizational structure of the union is suitable to achieve the required cooperation. There is a big dysfunction in the control system linked to the work of the technical committee of the open water swimming.

**Keywords:** managerial job system, open water swimming.

#### **Introduction**

The modern sport management plays a vital part in directing the sport organizations and institutions in all their scopes and specializations towards progress and development, solving problems, treating the points of weakness and limitations and increasing the points of efficacy and distinction whether it is in the championship sector or practice sector because the management is always linked to deciding goal and how to reach them (Aly, 2009) , Open water swimming is usually practiced in lakes, seas, rivers, gulfs or oceans that the name of long distances swimming that exceeds 1500 meters free swimming and it sometimes reaches 40 k.m in the professionals swimming. Egypt is the first state that has set up a union organizes long distances swimming in 1950 then it was followed by some of the Western and Arab countries. The first international union for swimming was set up in 1952 and its headquarter was decided to be in Cairo due to the results achieved by the Egyptian swimmers in the international long distances swimming (Kott, 1999).

#### **The problem of the study and its importance:**

It is known that policies used in the managerial organizing in any organization contributes to a great extent in shaping the functional climate and as long as the followed policies are more clear, more elastic and based on scientific bases, the more positive, the spread atmosphere in the organization.

The sport unions represent the back bone in the managerial and organizational form of the sport movement and the linking point between the centralism represented in the high formal and national sport authorities and the

base institutions represented in the sport clubs. The researcher noticed the instability of the managerial and organizational status of the swimming union that the most important of them is the inclusion of the long distances swimming union to the swimming of short distances in 2002 and the prevention of the short distances swimmers in taking part in the open water swimming and that reflected negatively on a number of swimmers in their national representation, This is shown through following the results of some international championships of swimming in the open water. It is often noticed that only one swimmer taking part and girls may not participate in these championships. It is also noticed, the great decline in the level of the open water swimmers in Egypt.

(Maarouf, 2002) sees in this study that was conducted on the long distances swimmers (the open water) and through his experience as a champion of this swimming for several years that the reason the severe decline in this swimming during the last thirty years is due to the bad managerial processes.

We have the required pillars to excel such as seas, rivers, training halls and the efficient coaches that qualify Egypt to return to pioneering in this sort of sport which was the most famous Egyptian sport and the Egyptian sports men were among the greatest swimmers the world known (Maarouf, 2002), The importance of this study is shown after the declaration of the international union of swimming that the open water swimming began to get a big importance, especially after its inclusion among the certified games in Beijing (2008) and thus the first race of the open water swimming for 10 km. for men and women was held in the Olympic games (10).

The importance of this study that deal with open water swimming on the national and international levels and the neglecting of many Egyptian sport authorities the fixed points of the individual games and the open water swimming as other individual races that conducted for threes positions for men and also three positions for women, thus the competition is performed for (6) medals that a whole team cannot get one of them.

### **The purpose of the study:**

The study aims at knowing the real state of the open water swimming through the following managerial job system (planning – organizing – directing – controlling).

### **Material and methods:**

The descriptive methodology was used by using the survey studies, The society of the study consists of the workers in the open water swimming in the Egyptian union for the short distances swimming and the clubs of Cairo and Giza governorates, The sample was chosen by the perpetual method from the referees, the members the board of directors the Egyptian union for the short distances, coaches, the administrators and some clubs from Cairo and Giza governorates. The number of the subject of the sample mounted (50) individuals, among them (10) members of board of directors, (10) referees, (15) coaches, (15) administrators from clubs (zamalek, elgezeera, elshams, elsiid and Cairo clubs). (17) Were removed because of the lack the responses to the forms, so the number of the sample subjects became (33) among them (8) members of board of directors, (11) coaches, (7) administrators and (7) referees.

### **Tools of data collection:**

Analysis of the records and documents of the plans and results of races of national and international open water swimming. A questionnaire prepared by the researcher consisting of (84) phrases distributed in four axes that are (planning – organizing – directing – controlling)

The researcher made the phrases for each axis some of them were negative (9), (23), (35) in the planning axis and the phrases (5), (17) in the organizing axis. Yes responses mean that there is a problem.

The form was presented to (10) experts and the phrases reached (87) ones.

On the light of the notices of the experts, the researcher performed the required modifications and the final form became (84) phrases. and a tri-estimation scale was used.

### **Statistical Analysis :**

Co-efficient correlations to compute the validity of the questionnaire (internal consistency).

ALFakro nbah co-efficient to compute the real ability of the questionnaire. Frequencies and percentages to compute the responses.

**Results:****Table 1****Significance of differences among the responses the subjects of the study sample in the planning axis****N = 33**

N	<i>Phrases of the axis</i>	Yes		Sometimes		No		K <sub>2</sub>
		Frequency	%	Frequency	%	Frequency	%	
1	There are decided goals for the technical committee of open water swimming in the union - in case of answer yes.	27	81.8	6	18.2	0	0	36.6
2	The general assembly of the union participates in setting the goals of the open water committee.	25	75.8	5	15.2	3	9.1	26.9
3	The board of directors of the union participates in the goals of the open water committee.	28	84.9	5	15.2	0	0	40.6
4 <sub>a</sub>	A-The goals of the technical committee of the open water swimming is clear to the swimmers	0	0	10	30.3	23	69.7	24.2
4 <sub>b</sub>	B- with coaches	0	0	6	18.2	27	81.8	36.6
4 <sub>c</sub>	C- with administrators	0	0	9	27.3	24	72.7	26.7
5	The goals of the technical committee of the open water swimming realistic and can be achieved.	0	0	6	18.2	27	81.8	36.6
6	The goals of the technical committee of the open water swimming are suitable for the possibilities.	21	63.6	12	36.4	0	0	20.2
7	The goals of the technical committee of the open water swimming are able to be developed.	0	0	9	27.3	24	72.7	26.7
8	The goals of the technical committee of the open water swimming are stages.	0	0	10	30.3	23	69.7	24.2
9	The results of each goal of the stage goals can be measured completely.	0	0	10	30.3	23	69.7	24.2
10	There are managerial obstacles that prevent achieving the goals.	16	48.5	13	39.4	4	12.1	7.1
11	The numbers of the swimmers of the open water swimming represent a wide base that allows achieving high achievements.	0	0	10	30.3	23	69.7	24.2
12	The managerial policies set by the swimming union are marked by elasticity.	3	9.1	11	33.3	19	57.6	11.6
13	The technical committee of the open water swimming performs its tasks within the general policies of the union.	26	78.8	5	15.2	2	6.1	31.1
14	The policy of the technical committee of the open water swimming cares about preparing the youngsters	0	0	17	51.5	16	48.5	16.6
15 <sub>a</sub>	A-There is a training plan to develop coaches	0	0	6	18.2	27	81.8	36.6
15 <sub>b</sub>	B- Administrators.	12	36.4	13	39.4	8	24.2	1.3
15 <sub>c</sub>	C- referees.	0	0	8	24.2	25	75.8	29.6
16	Dealers with the technical committee know all the policies followed in it.	11	33.3	22	66.7	0	0	22

17	The committee prepares the reports of the competitions (national - international)	13	39.4	18	54.6	2	6.1	12.2
18	The technical committee sends the modifications of the regulations to the teams and clubs followed to it.	19	57.6	11	33.3	3	9.1	11.6
19	There are long-term plans for the swimmers of the open water.	13	39.4	14	42.4	6	18.2	3.45
20	The board of directors of the union cares about setting substitute plans for the open water swimming.	6	18.2	13	39.4	14	42.4	3.45
N	<i>Phrases of the axis</i>	Yes		Sometimes		No		K <sub>2</sub>
		Frequency	%	Frequency	%	Frequency	%	
21	The union makes use of the means of the technological progress.	9	27.3	18	54.6	6	18.2	7.09
22	There are positive criteria that help in selecting the open water swimmers.	12	36.4	18	54.6	3	9.1	10.4
23	The open water contests are conducted according to prepared programs.	6	18.2	15	45.5	12	36.4	3.82
24	There are time programs set by the union to carry out the contests (national- international) for the open water swimming.	12	36.4	12	36.3	9	27.3	.55
25 <sub>a</sub>	A-There are integrated programs for annual training that include: A- preparing	0	0	6	18.2	27	81.8	36.6
25 <sub>b</sub>	B- competitions	0	0	3	9.1	30	90.9	49.6
25 <sub>c</sub>	C- rest.	24	72.7	9	27.3	0	0	26.7
26	The union seeks the help of experts from abroad for setting the programs that will be executed.	3	9.1	12	36.4	18	54.6	10.4
27	The union prepares programs to qualify the national team coaches so as to raise the standard of swimmers.	0	0	10	30.3	23	69.7	24.2
28	There are enough places to train the open water swimmers.	24	72.7	9	27.8	0	0	26.7
29	The places of training the open water swimmers are suitable for the training process.	4	12.1	8	24.2	21	63.6	14.4
30	There are enough numbers of the required constructions to safe guard the swimmers during championships	0	0	12	36.4	21	63.6	20,2
31	The budget is suitable for achieving the goals of the technical committee of the open water swimmers.	0	0	14	42.4	19	57.6	17.6
32	Expenditure of the financial budget is done according to the achievements of the technical committee of the open water swimming.	23	69.7	10	30.3	0	0	24.2
33	The budget reaches the technical committee for the open water swimming in the due time.	0	0	7	21.2	26	78.8	32.9
34	There are difficulties in marketing the local championships for the open water swimming.	22	66.7	9	27.3	2	6.1	18.7

35	There are problems of the budget that prevent achieving the goals of the open water swimming.	29	87.9	1	3.03	3	9.1	44.4
36	There is a tendency to attract careers for looking after the champions of the open water races.	5	15.2	7	21.2	21	63.6	13.8
37	The union gives chances for setting foreign training camps for the national team of the open water swimming.	25	75.8	8	24.2	0	0	29.6

The value of  $K_2$  at the level of  $5.99 = 0.05$

It is clear from table (1) that there are significant statistical differences among the responses of the individuals of the sample around the axis.

**Table 2**  
Significance of differences among the responses of the subjects of the sample in the axis of organizing

N=33

N	Phrases of the axis	Yes		Sometimes		No		$K_2$
		Frequency	%	Frequency	%	Frequency	%	
1	There is an organizational structure that shows the functions of the technical committee of the open water swimming and its assistant organs.	18	54.6	15	45.4	0	0	16.9
2	There are regulations to organize the work between the technical committee of the open water swimming and the board of directors of the clubs followed to it.	18	54.6	12	36.4	3	.09	10.4
3	There is a central authority in the union that supervises the work of the open water swimming.	12	36.4	12	36.4	9	27.3	.55
4	There are limited responsibilities for each individual of the technical committee of the open water swimming and its assistant organs.	0	0	12	36.4	21	63.6	20.2
5	There is a delegation of authority from the board of directors to the technical committee of the open water swimming that suits the execution of works.	15	45.4	18	54.6	0	0	16.9
6	There is a balance between the authorities and responsibilities the technical committee of the open water swimming.	7	21.2	10	30.3	16	48.5	3.82
7	The committee of the open water swimming cooperates with,							
7 <sub>a</sub>	A- the national council of sports	24	72.7	9	27.3	0	0	26.7
7 <sub>b</sub>	B- The Olympic committee	7	21.2	8	24.2	18	54.6	6.73
7 <sub>c</sub>	C- The board of directors of the clubs followed to it	22	66.7	11	33.3	0	0	22
8	The national council of sports cooperates with the union on contracting with the national team coach (the foreign coach).	29	87.9	4	12.1	0	0	44.9
9	The union board of director's cooperates with the parents of the swimmers for raising their standard.	0	0	15	45.5	18	54.6	16.9

10	There are bases to organize participation in the different distance races of the open water swimming.	12	36.4	21	63.6	0	0	20.2
11	There is coordination between the local contest programs and the programs for qualifying the national team.	28	84.6	5	15.2	0	0	40.6
12	There is coordination among the swimming unions (Egyptian - African - international) for the open water swimming	26	78.8	7	21.2	0	0	32.9
13	The administrators interfere in the technical jobs of the coaches of the open water.	19	57.6	14	42.4	0	0	17.6
14	The union organizes an enough number of local championships of the open water swimming.	29	87.9	4	12.1	0	0	44.9
15	The difference of organizing methods of the open water does not provide the exactness of results.	12	36.4	12	36.4	9	27.3	.55
16	The swimmers of the short distances can take part in the open water championships.	6	18.2	15	45.5	12	36.4	3.82

The value of  $K_2$  at the level  $5.99 = 0.05$ .

It is clear from table (2) that there are significant statistical differences among the responses of the subjects of the sample around the organizing axis

**Table 3**  
**The significant differences among the responses the subject of the research in the axis of directing**  
**N = 33**

N	Phrases of the axis	Yes		Sometimes		No		$K_2$
		Frequency	%	Frequency	%	Frequency	%	
1	The union provides for the open water swimmers	3	.09	21	63.6	9	27.3	20.8
1 <sub>a</sub>	A- material incentives							
1 <sub>b</sub>	B- Moral incentives	0	0	7	21.2	26	78.8	32.9
2	The material turn over of the open water coaches contributes in raising the standard of the swimmers.	0	0	27	81.8	6	18.2	36.6
3	The leaders of the Egyptian union for swimming are marked by efficiency in work.	0	0	9	27.3	24	72.7	26.7
4	The leaders of the Egyptian union for swimming use consultation as a style to make decisions.	6	18.2	13	39.4	14	42.4	3.45
5	The leaders of the Egyptian union for swimming care in issuing instructions about.	0	0	16	48.5	17	51.5	16.6
5 <sub>a</sub>	A- Their ability to be executed.							
5 <sub>b</sub>	B- The nature of the work to be executed.	0	0	16	48.5	17	51.5	16.6
6	There is an effective communication between the open water committee in the union and the similar committees in the regions followed to it.	6	18.2	27	81.8	0	0	36.6

7	There is a permanent communication among the national team coaches and the club coaches for exchanging the information required to raise the standard of the swimmers.	6	18.2	15	45.5	12	36.4	3.82
8	The problems of the open water receive the due attention from the members of the board of directors of the Egyptian union for swimming.	0	0	21	63.6	12	36.4	20.2
9	The board of directors of the union seeks the opinions of the specialized outside the union.	0	0	27	81.8	6	18.2	36.6
10	The members of the board of director's cares about the reports reached to them from the technical committee of the open water swimming.	0	0	20	60.6	13	39.4	18.7
11	The followed directing style from the union helps to raise the standard of the achievements of the open water committee.	0	0	19	57.6	14	42.4	17.6
12	The union contributes in providing the suitable study conditions for the open water swimmers.	6	18.2	24	72.7	3	9.1	23.5
13	The material rewards for the open water referees achieve the professional satisfaction that contributes in the good refereeing.	3	.09	13	39.4	17	51.5	9.45
14	There is following up of the responsible work for executing the programs and plans for the open water swimming.	8	24.2	11	33.3	14	42.4	1.64
15	The union provides suitable styles to communicate the media for the achievements the open water swimming.	5	15.2	15	45.5	16	39.4	5.09
16	The leadership style of the board of directors of the union seeks to correct the faults of the committee not to hunt them.	0	0	16	48.5	17	51.5	16.6

The value of  $K_2$  at the level of  $5.99 = 0.05$

It is clear from table (3) that there are significant statistical differences among the responses of the subjects of the research sample around the directing axis.

**Table 4**

**The significant of the differences among the responses the subject of the research sample in controlling axis N = 33**

N	<i>Phrases of the axis</i>	Yes		Sometimes		No		$K_2$
		Frequency	%	Frequency	%	Frequency	%	
1	There are controlling criteria through which the following up of the work inside the technical committee of the open water swimming is done	0	0	3	9.09	30	90.9	49.6
2	There is a control from the union on the programs of the technical committee of the open water swimming.	0	0	6	18.2	27	81.8	36.6
3	The union follows the execution the regulations of the technical committee of the open water swimming.	0	0	7	21.2	26	78.8	32.9

4	The plans of the technical committee are followed up periodically to ensure of achieving the decided goals.	0	0	2	6.06	31	93.9	54.7
5	There is elasticity in the plans of the technical committee that helps in correcting the performance.	7	21.2	10	30.3	16	48.5	3.82
6	There is insurance that the plans of the technical committee are done according the limited time program.	22	66.7	11	33.3	0	0	22
7	The board of directors of the union seeks to know the problems that face the technical committee so as to overcome them.	8	24.2	11	33.3	14	42.4	1.64
8	The problems of the technical committee of the open water swimming are treated by objective method.	2	6.06	13	39.4	18	54.6	12.2
9	The board of directors of the union seeks the continuous following up of the performance the technical committee of the open water swimming.	0	0	14	42.4	19	57.6	17.6
10	The results of correcting the performance of the technical committee are followed up to make sure of correcting the path.	4	12.1	8	24.2	21	63.6	14.4
11	The authorized budget for the open water swimming is suitable to achieve the goals.	3	9.09	11	33.3	19	57.6	11.6
12	There is a following up from the board of directors of the union to make sure of the best using of the financial resources and limiting over spending.	2	6.06	17	51.5	14	42.4	11.5
13	The followed controlling styles in the swimming union are marked by the continuous development.	7	21.2	7	21.2	19	57.6	8.73
14	There is objectivity in refereeing the local contests of the open water swimming.	4	12.1	11	33.3	18	54.6	8.91
15	The results of the open water swimmers are satisfactory.	4	12.1	8	24.2	21	63.6	14.4

The value of  $K_2$  at the level of  $5.99 = 0.05$ .

It is clear from table (4) that there are significant statistical differences among the responses of the subjects of the research sample around the axis.

#### Discussion:

Table (1) shows that there are some problems linked to the planning axis generally and the most important of them is the in exact deciding of the goals of the technical committee of the open water swimming and it accords with the results of the study of (Samy, 2001) that point out to the invisibility of goals of the Egyptian union for swimming, and represent the most important problems that face the workers in the clubs and the union too. The few numbers of the qualified swimmers to represent the nation do not permit achieving distinctive achievements besides the efforts to prepare the youngsters are very limited. This pose a problem that threatens the present and the future of this sport and this accord with (Mecky, 2008) who points out that the most important problems of the Egyptian union for short distances swimming is its repeated failure in achieving some advanced positions in the Olympic and world championships.

The results also showed the lack of the union in providing suitable plans for developing its individuals and the dealers with it besides the lack of the long and substitute plans are the most negative traits that led to the decline in the level of the open water swimming in Egypt during the last decades.

These accords with the results of the study of (Rady, 1993) that showed that there are no clear strategy of the swimming union on the short and medium terms and also the in availability of the planning specialists. They also accord with the study of (Maarouf, 2002) who points out that the decline of the level of Egyptian team of the long distances is due to the non-following of scientific methods on planning in the field of sports generally and the long swimming specially.

The researcher sees that the phrase number (33) that says that there are objective criteria help in selecting the open water swimmers is the most important phrase and its responsibility sometimes represents a problem because this means that selecting the youngsters is not done on scientific bases.

There are problems linked to the weakness of the budget and the material resources, despite that the union seeks to provide chances for swimmers to acquire new experiences though participating in training camps abroad for the national team.

The table (2) indicates the existence of problems linked to the organizing axis representing in the non-co operation of the technical committee of open water swimming with the Olympic committee. The researcher sees that this is because the open water swimming was not included in the Olympic games program and its first participation was in the Olympiad of Beijing (2008) (10).

The results showed also the non-cooperation of the parents of the swimmers with the board of directors of the union and the researcher sees that this is because of the non-awareness of the importance the distinction in the sport activity and the preference the superiority in studying.

This accord with the results of the study of (Samy,2001) who showed the finding of problems among the parents of the swimmers and the board of directors of the union. It is clear also that there is non-deciding of the exact responsibilities and the researcher sees that this is common in the Egyptian union of swimming.

This is also accords with the results of the study of (Kassem, 2006; Ibrahim, & Mecky 2009) that showed interference in the tasks in the swimming union that cause many managerial problems.

The results showed also a good co ordination between the Egyptian union of swimming and the African and world unions concerning open water swimming.

It is also clear from the table that there are (8) phrases got the responses "yes" from the sum (16) phrases that means that the organizational structure with its different regulations is suitable to achieve the required co operation between the technical committee and the other administrations and organizations so as to provide chance to organize an enough number of championships and it represents the most achievements in supporting the national council of sports to the union on contracting with the foreign coach.

Table (3) shows that there are (8) phrases got the response "sometimes" from the sum of (16) phrases in the directing axis. This means that there are some problems linked to direct not deciding through the present study so they need more studies to prove them or negate them.

It was shown also that there are negatives represented in the non-efficiency of the leaders of the union and this is because the leaders are non-specialists or previous practitioners of this sport and this accords with the recommends of the study of (Mecky, A. 2008) and the results of the study of (Kikovlis, I . 1992) that showed that the Canadian sport organization leaders issue interfered decisions. The lack of the money rewards is a natural result goes back to the shortage of the budget and that the non-incentive in the moral side for the swimmers is the most important negatives and this may be due to considering open water swimming is one of the unpopular sports that does not receive any media interest.

Table (4) shows that there are (11) phrases that got the response "No" from the sum (15) phrases in the controlling axis and that means that there is a big dysfunction in the controlling system linked to the job of the technical committee of open water swimming and this accords with the results of the study of (Rady, E. 1993) that showed a clear shortage in the laws and regulations that organize the controlling process in the swimming union and the most important negatives that showed by the study that the results of open water swimming are not satisfied on all the levels whether regional or world or Olympiad Beijing (2008) in which the national team did not achieve positive results.

The researcher sees that through the comprehensive analysis of the entire element the managerial-work of open water swimming, the results showed the existence some positives and negatives that drove the researcher to decide these negatives in detail so as to shed light on them and trying to suggesting solutions for them.

### **Conclusions:**

There are some points that can be a driving force for this activity represented in the main supports required for success besides the big support provided by the national council. There are also many negatives linked to planning and controlling and so the outputs were unsatisfactory because of the relation of planning with control on which the feed-back process is done for the process of planning.

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