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## Resistance Economy in Professional Sport-an Institutionalized Model

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#### **ABSTRACT**

Purpose: The sports industry is considered an essential economic sector in producing goods and services for sports and developing the national economy.

**Methodology:** The research goal was a standardized model of resistance economy based on professional sport. The study participants included specialists and experts in sports management and economics, of whom 15 individuals were selected. G.T.M. has been used, so it must mention the research sampling method was of the theoretical approach in which the data were generated in the process of the study; that is, the data were derived from the analysis of the previous data. Sampling and collection of data continued until the theoretical saturation was reached. The data collection tool included exploratory interviews.

Findings: After the completion of the interviews, through the coding process (with 193 open codes, 95 axial codes, and 73 selective codes), the paradigmatic model was derived from the findings of the study, including the six dimensions of the causal conditions, significant categories, strategies, background features, intervening conditions, and outcomes. In general, the integration of the categories based on the existing relationships between them based on the institutionalization of the resistance economy in sport is reflected in a paradigmatic model.

**Originality:** Few studies have been done on resistance economics in professional sports. This study is also unique in terms of using the emerging and Glazer approach.

#### Keywords

Resistance Economy Strategy Macro Policy Sports Management Institutionalization

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#### 1. Introduction

The world is in a changing condition of processes. In the meantime, organizations are heavily influenced by the accelerated changes of the present century. Therefore, they need to analyze the processes and methods to play a meaningful role in the environment and organize the operational processes to tosh their missions, values, and desires. Indeed, one of the most important and fundamental activities in an organization for the positive synchronization with the changes and the power of healthy competition in the community is to use the accountability improvement systems to achieve that organization's desired and constructive goals (Nazari et al., 2016). It must be acknowledged that no economic and service enterprise operates in a vacuum; like a dynamic and organic system, all organizations act within the environment, and they interact with the other components of the environment and each other (Mobini Dehkordi & Heidari, 2014).

The subject of economy, especially economics, has been with man since the beginning of human life. Human economic behaviors are rooted in his need. Over time and with the population growth, resource constraints, and the increasing and diverse needs of communities in the process of global change and the development of human civilization, the issues of economy, livelihood, and human needs are constantly changing and getting more complicated (Asadi, 2014). Economics can be regarded as an instrument for optimizing the economic situation of individuals and society, operating within the context of the constraints of the school of economics and taking account of institutional considerations (Lotfalipour, 2005). The economic system includes a relevant and systematic set of elements in the production, distribution, and consumption of goods and services within a society. A comprehensive economic program links the resources and needs and identifies the economic agents and the duties of social institutions (government, people, corporations, etc.) (Asadi, 2014).

It seems that every country needs a model for managing its economy, which is derived from the economic literature following the specific characteristics of each country. Adopting appropriate financial measures and strategies under the cultural and native requirements and needs of society seems essential for advancing the political system towards excellence in material and spiritual spheres; this issue is of great importance in Islamic societies considering the values governing the economy. Resistance economy is a long-term strategy in managing the economy of the country and designing a model and regime for the internal rehabilitation of the economy. Excellence and advancement of the society based on the principles of the Islamic economy, so that the county's economy be able to react against the external and internal economic and non-economic threats with great flexibility and like a living creature, produces the necessary antidote to the coming injuries within itself (Heydari & Qarbi, 2016). The concept of economics and economic planning is the act of resistance which means optimization in any situation (Seif, 2012). The intensification of economic and socio-cultural disturbances over the past decade in Iran has highlighted the need for applying crisis management in notification and implementation methods for the upstream and downstream policies to reduce the burden of costs imposed on the society and achieve the goals of resistance economy (Eidelkhani et al., 2017).

Resistance economy is a practical concept for the country's leap in the economy, military power, cultural, scientific, and technological advancements. To take a long step towards the country's progress during the resistance period, it is necessary to consider domestic products' quality, price, and variety. And modification of the executive and operational management with an attitude towards economic self-sufficiency and take necessary measures for self-reliance in some areas (Fashari & Pourghfar, 2014). Therefore, a resistance economy is not a short-term program but a macro-process and strategy. It is not related to the periods of a boycott. Still, if all the sanctions are lifted, considering the spatial and temporal conditions, all elements contained in the document of the general policies of the resistance economy would be among the country's plans. It should be regarded as a long-term strategy (Soleimani & Seyyed Hoseinzadeh Yazdi, 2016). In a conceptual understanding of the resistance economy, it is considered an active approach to the economy, which leads to a reduction in the economic vulnerability and an increase in the progress of a country's economy (Goya, 2014). A resistance economy is a financial system operating in line with the Islamic system's general political and security policies to resist destructive actions, including economic sanctions and conspiracies, and maintain its ever-increasing national, regional, and global dimensions (Heydari & Qarbi, 2016).

The executive concept of resistance economy means to create an appropriate institution (a set of policies, regulations, and administrative measures) to minimize the risk factors of Iran's economy against the shocks and harmful internal and external impediments, especially international sanctions, to pave the way for Iran's achievement of the sustainable economic growth (Danesh Jafari & Karimi, 2015). As one of the best ways to address the administrative, economic, social, and political issues is to attempt to theorize around the resistance economy and plan for its implementation, to reduce the vulnerability on the one hand, and to follow the country's development path, on the other hand, it is necessary to adopt a new approach to economic and social policies and plans and this issue can be explained within the context of resistance economy literature. This type of economy is not passive and usually confronted with the dominated economy; it opposes the objectives of economic domination and attempts to transform the existing economic structures and localize them based on its worldview and goals. To follow this type of economy, it must move towards limiting the reliance of the country's economy on resources that cause dependency. It should be noted that a resistant economy exists in the case of a war against the system of domination. Therefore, it is necessary to study the concept of a resistance economy and the solutions for its realization in Iran's economy. Accordingly, it can be said that designing a specific lifestyle pattern for the public following the resistance economy is necessary.

### 2. Theoretical background

In the third millennium, any phenomenon, including the sports industry, has become a strategy-oriented organization for survival and sustainability in the competition since

strategic thinking seeks a productive and lasting cycle for organizations (Lashkar Blouki, 2011). Since the sports industry is considered as one of the most influential factors in the economic growth and among the most profitable industries in the current century (Amini Roshan et al., 2014), then as a financial sector, it plays a crucial role in the production and consumption of goods and services for sports and the economic development of different societies. It is now considered one of the most influential factors in the growth of the national economy (Moharramzadeh, 2006).

Kennelly and Toohey (2014) state that in today's fast-paced world, the development of people, sports, and the environment are encouraged through the social ecology. Many sports organizations from different countries developed their required strategies according to their mission and achieved remarkable implementation achievements. With such an ideology, some sports organizations have developed their organizational strategy to succeed in their missions. Therefore, the way to get out of the underdevelopment in the field of sport is to go ahead with a strategic and transparent plan. In addition to having a strategic plan and a clear vision, a successful presentation can be sought in the national and international arenas and achieve the determined goals through the implementation of these strategies (Gohar Rostami et al., 2013). A significant portion of resources is spent in sports each year, but it should be acknowledged that, unfortunately, there is no definite prioritization in the distribution of resources in sport (Ghalibaf, 2010). Given the importance of strategic planning in developing various categories, including sports, it is necessary to consider this issue more seriously. Undoubtedly, one of the reasons for the country's underdevelopment in sports is the lack of attention of officials to this important category and the lack of a strategic plan (Nazari et al., 2017).

The strong dependence of Iran's economy on oil exports, given its price fluctuations and the exhaustibility of this economic resource, has made it necessary to consider some other revenue-generating industries. Studies have shown that expanding non-oil exports would be a great help to other sectors and economic variables. In recent years, there has been a noticeable shift in the country's economic development strategy. The sports organization's proposal uses the model of a pioneering organization, from the strategy of penetration in the mass market, penetration in a particular market, rapid entry into the market, and faster withdrawal from it as maintenance strategies or strategies. Use growth and development to develop the Iranian sports industry (Ganjkhanloo et al., 2021). In this new approach, export promotion with particular emphasis on non-oil exports is considered one of the most prominent strategies in the country's economic, social, and cultural development programs. In the pursuit of this strategy, the need to use all commercial opportunities available to developing countries, including Iran, which are facing a lack of foreign exchange earnings, is an inevitable issue; this highlights the importance of paying more attention to some other income-generating industries such as the sports industry (Askarian & Jafari, 2007).

Since the components of economic culture require training and public promotion, the mission of the educational and training institutions is very important in realizing the general policies of the resistance economy. In other words, institutions like the family, schools, and the higher education system can help integrate the values of the resistance

economy into the community level and internalize its principles in individuals. Selection, design, and implementation of economic strategies to promote growth and excellence of society is one of the standard methods among the countries of the world, and each country tries to design and develop strategies and methods for reaching its development (Heydari & Qarbi, 2016).

#### 2.1. Research question

As the realization of macroeconomic policies is accepted in all areas and the need for its implementation is felt in the society, the sports community is no exception, and given its large dimension and broad community, practicing this macro policy would be effective in the process of decision making within the institutional and organizational sub-layers. Expanding the sports successes in the public domain can ensure the community's health, and sports achievements in the championship dimension can increase the national dynamism and self-esteem. Furthermore, the executive span and purposefulness of sports, regarding the consumer demand and geographic extent, adequate environmental difference, different required infrastructures, etc., provide the opportunity for the private sector. Due to the production of sports products, the sports industry plays an essential role as a critical component of economic development. It has a direct and indirect impact on the progress of the economy and the money-making sector of the economy. In developed countries, healthy sports and leisure activities have a very significant impact on the growth and development of the national economy. Hence, the sports industry can be one of the most important bases of economic development and social progress and has an exciting and essential role in the sports economy and even in the growth of the national economy. The sports industry is regarded as the emergence of a modern human economy in a new industrial economy. However, it seems that the importance of this policy has not yet been seriously studied and applied in practice by the corresponding authorities, and the people as consumers and the private investor as the investor continue to play a fundamental role in explaining this important subject. How is it possible that the macro policy like the resistance economy is necessary for a society, but academic studies about its interpretation and implementation are ignored? Goal setting, strategy developing, and designing executive requirements in the long term require a social platform and comprehensive public learning to match the beliefs of different levels in the desired future. Such efforts represent the role of the research field of the universities and other research centers to answer the question that, given the determination of the policy of resistance economy as the basis of other measures and the government and private sector spending, what are the institutionalized strategies of the resistance economy in each area, and in the significant industry of sports?

Therefore, the purpose of this study was to identify the important causal and background categories of the economic management of sport with the strategic view of the resistance economy to achieve acceptable efficacy in society.

#### 3. Methodology

This study included the *qualitative research method* in which the opinions of the interviewees about the components of the institutionalization of resistance economy in sport were analyzed using the grounded theory developed by Strauss and Corbin.

**Table 1.** Describes the demographic characteristics of the interviewees.

Expertise	Degree of education	Average research / management background	Frequency
Sport Management	PhD	10	5
Economy	PhD / Master	7	3
Marketing	MA	9	5
Football activists	Bachelor / Master	10	2

The statistical population of the study consisted of specialists and experts in sports management and economics, of whom 15 individuals were selected. The theoretical sampling method was applied in this study, and the data were generated in the process of the study; each data was derived from the analysis of the previous data. *Sampling* was continued *until the theoretical saturation* was reached. The data collection tool included exploratory interviews. The questions of the interviews were of open-ended types, which are analyzed based on the dimensions of the grounded theory, including the causal factors, environmental conditions, background characteristics, strategies, and outcomes of the institutionalization of the resistance economy policies in sports. The time allocated for each interview was an average of 30 minutes. All interviews were conducted and implemented by the researcher of the study.

The micro-analysis method was applied to analyze the data in a way that the data were analyzed through the open, pivotal, and selective coding process based on the data grounded theory. First, the sections that could be considered the primary concept code based on the research goals and questions were identified through open coding. Then, in the pivotal coding phase, assuming the role of concepts in explaining the components of resistance economy, these concepts were theoretically linked through a paradigmatic model in the form of Causal factors (the causes of the central phenomenon), strategies (strategies adopted in response to the main phenomenon), background characteristics (specific conditions affecting strategies), environmental conditions (general conditions influencing strategies), and outcomes (the results of applying strategies). Finally, through selective coding, the theory of the research on the institutionalized model of the resistance economy for sports was presented. The final report of the data analysis process and the obtained categories was sent to 4 interviewees along with the interview text, and their comments were used in the coding process and designing the model; this process lasted for about three months. The coding process was also reviewed by three professors who were not members of the interview group, and their suggestions were used in the formulation of the model. The researcher conducted two experimental interviews to assess the reliability of the qualitative tool. Then, after analyzing the results and comparing them with the goals of the study, some corrections were made in the order of the questions to increase the accuracy of the research tool.

#### 4. Results

#### 4.1. Open coding

Table 2. A sample of the concepts extracted and conceptual codes in open coding.

Extracted concepts	Conceptual code
The level of trust between the nation and the state is one of the factors needed for the macro-realization of the resistance economy. There is a genuine state-nation partnership in societies with a high level of trust between the nation and the state.	The level of social trust between the state and the nation is necessary for state-nation acceptance and cooperation.  The genuine national partnership.
Increased levels of social capital in countries can be accompanied by increased acceptance and adherence to macro-policies in that society, which means that a level of acceptance of social capital is required to institutionalize the macro-policies of a society.	Social capital contributes to the level of understanding and acceptance of policies and development programs.
In line with the implementation of economic strategies, one of the most important and satisfactory issues is the effort to popularize the economy and reduce the government's share.	Reducing the government's share by entering the private sector into the realm of practice.
Self-sufficiency in the potential capacities of the country, including human and material resources, can lead to the realization of economic prosperity.	Self-sufficiency in using the existing resources and capacities.
Timely and appropriate action and measures will realize the policy implementation process.	Replacing action and measure instead of slogans.
The increased role of the university along with the industry and producing the economic knowledge and science needed by the country on the one hand, and the development of human resources	The generation of economic knowledge in the university and its application in industry.
in the subcategories required, on the other, will increase the efficiency and effectiveness of the organization.	Needs assessment in determining educational chapters.
Provision of the law in cases where the absence, shortage, weakness, or the grounds of the various interpretations of the existing law causes administrative and economic corruption and reduces institutional efficiency. Moreover, good law enforcement also needs adequate reinforcement and justification of the related organs.	Legislation and supervision on its adequate implementation.
Attention to cultural differences and proportions in the national and international dimensions of the plan to localize the economic models to the implementation domain in the country and generalize it according to the existing values in each country.	Localizing cultural models and avoiding the non-conforming laws and sub-policies.
Employing program-centered managers and implementing organizational and social culture management.  A strategy in the country leads to the adoption and efficiency of the resistance economy policy.	Attracting program-centered specialists and committed managers.  Appropriate social educations

The results of Table 1 indicate that using the interview in the form of the above model, the information obtained from the experts' opinions and comments were summarized for the research purpose. Using these interviews, applied concepts were collected as open codes, and a part of this open coding was provided as a sample.

#### 4.2. Axial coding

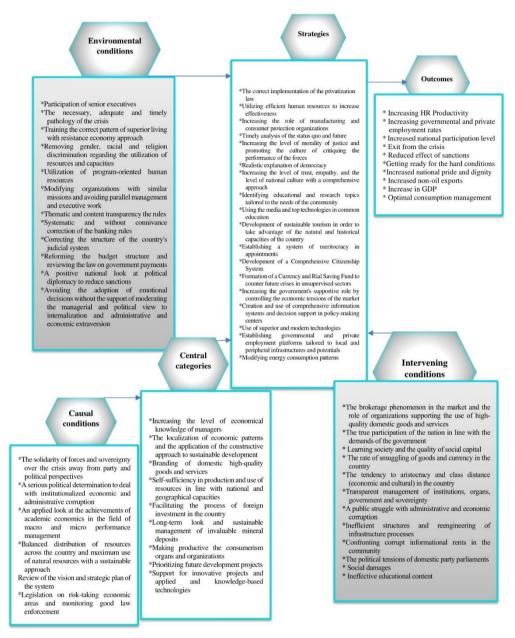
Table 3. A sample of categories are identified in axial coding

Concept code	Sub-category	The main category
Improvement of the level of state-nation trust		
2. The spirit of social justice	Social	
3. Creation of a fair criticism environment		
4. Real national partnership		
5. Increase of the search for social capital		
5. Education of the learning community		Socio-cultural
Reduction of the national cultural differences		environment
2. Educational, cultural, applied educations	Cultural	
3. Change of attitudes in non-applied cultural approaches		
1. Adaptation of basic education curricula in line with cultural changes	Educational	
2. Revision of the non-applicable headings of the university		
3. Increase industry-university interaction		
4. Utilization of the top media in the social education domain		
1. Decrease of social gap (economic and social)		
2. Balance in creating the structure	Payment system	
3. Balanced development		
4. Balanced distribution and allocation of resources		
5. Consideration of the financial capacities and native capital		
Modification of the pattern of resource consumption in the micro sector		Legal environment
2. Modification of the use of resources in the macro sector	Consumption system	
3. Prioritization of the required project designs		
Identification of the corruption layers	Preventive	
2. Removal of non-functional organizational structures	laws	

In Table 2, in order to identify the similarities and differences in the listing of extractives from the interview's coding process was used after the open coding, and by integrating some of the concepts and codes of the previous step, the axis codes were selected.

#### 4.3. Selective coding

At the last stage of coding, the axial codes in the previous stage are integrated into each other in terms of integration and the overall, functional, and comprehensive representation of each concept, considering semantics and content-relation, and then extracted selectively to complete the three-part coding process. At the end of this stage, the following comprehensive model was depicted.



**Figure 1.** The conceptual model of institutionalized strategies of resistance economy.

In Figure 1, which is derived from the interviews and coding process, causal causes, which are a reason for the occurrence of the intended events, along with six content components, affect the main phenomena. This part of the model with nine components of content and affectedness by the following two model subsets: environmental conditions

with twelve subsets and interventional factors with eleven subsets result in strategies. Finally, in the final section of the model, the strategies will lead to consequences.

#### 5. Managerial implications

The widespread implementation of the resistance economy policy in Iran's sport can be implemented with many strategies. One of these strategies is the realization of the issue of privatization, which reduces the role of the government in competing with the private sector. There will be special economic and social consequences by implementing the strategies derived from the educational grounded model. The creation of currency-rail saving funds and a long-term investment view at the top position of policymaking in Iran's sport with the help of the regulatory authorities, which can be done with two approaches of reducing or eliminating future crises as well as better development alongside the financial backing available in the saving fund.

#### 6. Discussion and conclusion

The present study has been carried out with the aim of formulating the institutionalized strategies of resistance economy policy in Iranian sport. The study of the economic variable in the management range indicates the importance of the above-mentioned subject matter. This study has tried to present a model in which details of the institutionalization of resistance economy policies in Iranian sport would be presented based on the grounded theory. The remarkable point is the method used in this research, which is based on the grounded theory. At the end of the studies and in the model presentation part, six items were drawn that the causal relationships and their effects on each other are apparent. The obtained results are based on the researcher's findings and the proposed model. The causal conditions include those factors that affect the main category. Based on the output model, solidarity between the three branches (legislative, executive, and judicial) and sovereignty as custodians of policymaking and managing the community affairs and consensus based on democracy was identified as an influential factor. A macro, purposeful and worthwhile look at society's main issues requires a consensus and following the principle of choosing a path based on social interest and prosperity. Other factors affecting the central point included corruption perception and directors' determination for constructive resistance. Other factors affecting the major category are scientism, balanced distribution of resources, reviewing the system's perspective, and legislation.

The main category or the pivot phenomena of the model show that the increase of managers' economic knowledge, the localization of economic patterns, and measures like this could pave the way for providing a strategy based on institutionalization of economic policies. But what strategies are ultimately debatable? According to the expert opinion, the macroeconomic resistance policy requires paradigms that are referred to in this paper as strategy and are called special interactions that come from a significant phenomenon. The implementation of the privatization law in the country in the true sense is a meritocracy, financial and spiritual support for the phenomenon of production

of goods and services in the country, a compelling look at employment across the country, conducting scientific studies, and avoiding tastes in the periodic and short-term management of the strategies which facilitate implementing resistance economy policies in the field of sport. There are factors known as "environmental conditions" implying that adequate pathology, training the right pattern of life, and removing gender discrimination play a unique role by impacting strategies. Also, the brokerage phenomenon, tendency to aristocracy, informational and financial rents, and inappropriate content of the educational system are interfering factors in strategic implementation. As a result, there will be special economic and social consequences by implementing the strategies derived from the educational grounded model. For example, going through the path of meritocracy, enhancing educational content, and using efficient human resources will greatly increase the productivity of social capital. The employment rate is another consequence that will raise and will improve effective and lasting employment. In macro view and with the correct implementation of planned strategies and actions, the positive effects on G.D.P. and decrease of the negative impact of sanctions in all the economic, social, and cultural fields, including the subject of sport, will be tangible.

In the following, the comparison of the information derived from the research with other relevant studies will evaluate and validate the findings of the study. In this regard, by explaining the semantic relation between Islamic economy and resistance economy, Asadi (2014) believes that scientific management, reduction of the impact of crises by timely identification, sustainable national production, attention to social capital, and culture-building will be a solution to the implementation of resistance economy policy. It can also be stated that the semantic similarity between the proposed model in this research and the research findings of Khaleghian Meymand et al. (2017) related to resistance economy strategies indicate that the common findings are the government's effective support to the production, a decisive deal with corruption, looking for a solution to the brokerage phenomenon, and purposeful import to the country.

On the other hand, Farzandi Aradkani et al. (2015) studied the strategies for the resistance economy and identified barriers such as the ineffectiveness monetary and banking system, the lack of an optimal consumption pattern, the lack of effective consumer rights protection, economic failure due to administrative and economic corruption, and harmful imports.

Moreover, similar strategies studied with the present model can be expressed under the subjects such as support for production, job creation, reforming the governmental structure, reviewing the consumption management, etc. Hosseinpour et al. (2016) also described four strategies in relation to resistance economy that under the category of the strategies of prevention, confronting, restoration, and distribution have results similar to the proposed model. In this regard, the use of private sector capacities under the preventive strategy, supporting knowledge-based products and implementing the principle of privatization in order to improve the competitive environment and business under the confronting strategy, improving the consumption patterns, reviewing the use of resources, and reforming the administrative system under the restoration strategies

category, and the effective subsidy quota under the distribution strategies can be cited in terms of similarity of achievement.

Regarding what has been pointed out in the strategies, the widespread implementation of the resistance economy policy in Iran's sport can be implemented with many strategies. One of these strategies is the realization of the issue of privatization, which reduces the role of the government in competing with the private sector. This important issue can reduce the government's share of both the management of places and the unnecessary cost and improve its revenue sources. Among the strategies proposed by this model are changing the attitude toward the employment process and employing human resources and senior executives by using income generators and more efficient managers instead of those who are interested in consumerism, which increases the efficiency and effectiveness of the governmental structures and ultimately causes the growth of the economic index of governmental agencies. Other extracted strategies are the creation of currency-rail saving funds and a long-term investment view at the top position of policymaking in Iran's sport with the help of the regulatory authorities, which can be done with two approaches of reducing or eliminating future crises as well as better development alongside the financial backing available in the saving fund. The results show that the accumulation of tangible and intangible assets, structural engineering, changing the view of cross-sectional plans, and the tendency toward the future will lead to the realization of a macroeconomic policy due to the sensitivity of the society under discussion and its wide scope.

It is suggested that an appropriate decision be made by the government regarding government clubbing and defective costing systems and that the mandatory protocol be established and communicated by the legislature as a long-term rather than a long-term process to get rid of these conditions. Also, in proportion to the population density and capacity of Iranian women athletes, the budget, facilities, and growth path should be considered to observe gender justice in this important issue and the wider sports community.

In this regard, what is one of the priorities of resistance economic policies in sports is a constructive, flexible, opportunistic, productive, endogenous, pioneering, and extroverted approach in the field of resistance economics in sports, which each of these areas will produce alone.

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# نشریه کسبوکار در ورزش

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# راهبردهای الگوی نهادینه شده اقتصاد مقاومتی در ورزش حرفهای

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#### حكىدە

هدف: صنعت ورزش بهعنوان یک بخش اقتصادی ضروری در تولید کالا و خدمات برای ورزش و توسعه اقتصاد ملی محسوب میشود. هدف از انجام این پژوهش، تبیین مدل استاندارد اقتصاد مقاومتی مبتنی بر ورزش حرفهای بود.

روش: شرکتکنندگان در این مطالعه شامل ۱۵ نفر از متخصصان و کارشناسان مدیریت و اقتصاد ورزشی بودند. در نمونه گیری تحقیق از رویکرد نظری استفاده شد که طبق آن دادهها در فرآیند تحقیق تولید می شوند. به عبارت دیگر دادهها از تجزیه و تحلیل داده های قبلی به دست می آیند. بنابراین، نمونه گیری و جمع آوری داده ها تا رسیدن به اشباع نظری ادامه یافت. ابزار گردآوری آن ها شامل مصاحبه به شیوه اکتشافی بود.

**یافتهها:** پس از اتمام مصاحبهها، از طریق فرآیند کدگذاری (با ۱۹۳ کد باز، ۹۵ کد محوری و ۷۳ کد انتخابی)، مدل پارادایمیک حاصل شد که شامل شش بعد شرایط علی، عوامل همبسته، شرایط مداخله گر، پیامدها و نتایج، عوامل تعدیل گر و عوامل میانجی توزیع گردیدند. ادغام مقولهها بر اساس روابط موجود بین آنها مبتنی بر نهادینه شدن اقتصاد مقاومتی در ورزش در قالب یک الگوی پارادایمیک حاصل می شود.

**اصالت و ابتكار مقاله:** تحقیقات معدودی در ارتباط با الگوی اقتصاد مقاومتی در ورزش حرفهای انجام شده است. همچنین این مطالعه به لحاظ استفاده از رویكرد پدیدار شونده گلیزر در نوع خود منحصربهفرد است.

#### كليدواژه

استراتژی اقتصاد مقاومتی سیاستهای کلان مدیریت ورزشی نهادینهسازی

# نوع مقاله

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