

وزارة التعليم العالي و البحث العلمي  
المركز الجامعي محمد الشريف مساعدي سوق أهراس

معهد علوم الطبيعة والحياة  
قسم التربية البدنية والرياضية

مذكرة مقدمة لنيل شهادة الماجستير في الإدارة و التسيير الرياضي  
بغوان

# أهمية العلاقات العامة في الرابطات الجهوية في حل المشكلات الإدارية التي تواجه رؤساء الفرق للكرة الطائرة دراسة ميدانية بالرابطة الجهوية للكرة الطائرة بجاية.

تحت إشراف الأستاذ الدكتور

السعيد يحيوي

إعداد الطالب

نحاة لونيس

## لجنة المناقشة

- |    |                 |                      |                            |       |
|----|-----------------|----------------------|----------------------------|-------|
| 01 | د. بوطبة مراد   | أستاذ التعليم العالي | جامعة - أم البواقي -       | رئيسا |
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| 03 | د. جوادي خالد   | أستاذ محاضراً        | جامعة محمد بوضياف المسيلة  | عضوا  |
| 04 | د. مسعود بورغدة | أستاذ محاضراً        | جامعة منتوري - قسنطينة -   | عضوا  |

# شكر وعرفان

قال الله تعالى: [ ... ولئن شكرتم لأزيدنكم ... ] الآية 07 سورة إبراهيم  
أتقدم بجزيل الشكر وخالص التقدير إلى  
الأستاذ الكريم الدكتور "السعيد  
يحيى" الذي رافقني خلال إعداد هذا  
العمل بتوجيهاته القيمة وإرشاداته  
النيرة وصبره معنا .  
كما لا يفوتني أن أشكر كل من ساعدني  
في إنجاز هذا العمل المتواضع والذي  
أمل أن يستفاد منه .



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<sup>1</sup>-Thierry Libqert ,**Communication de crise**, dunod, paris, 2001, p31.



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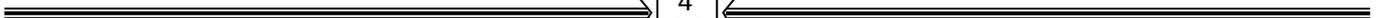
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# الفصل الأول

إدارة العلاقات العامة ماهيتها و وظائفها وجمهورها



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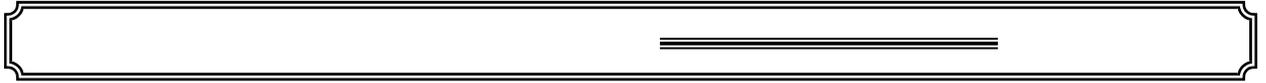
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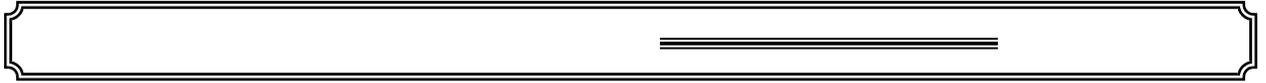
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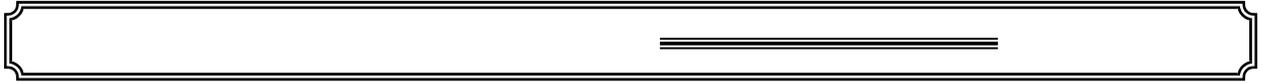
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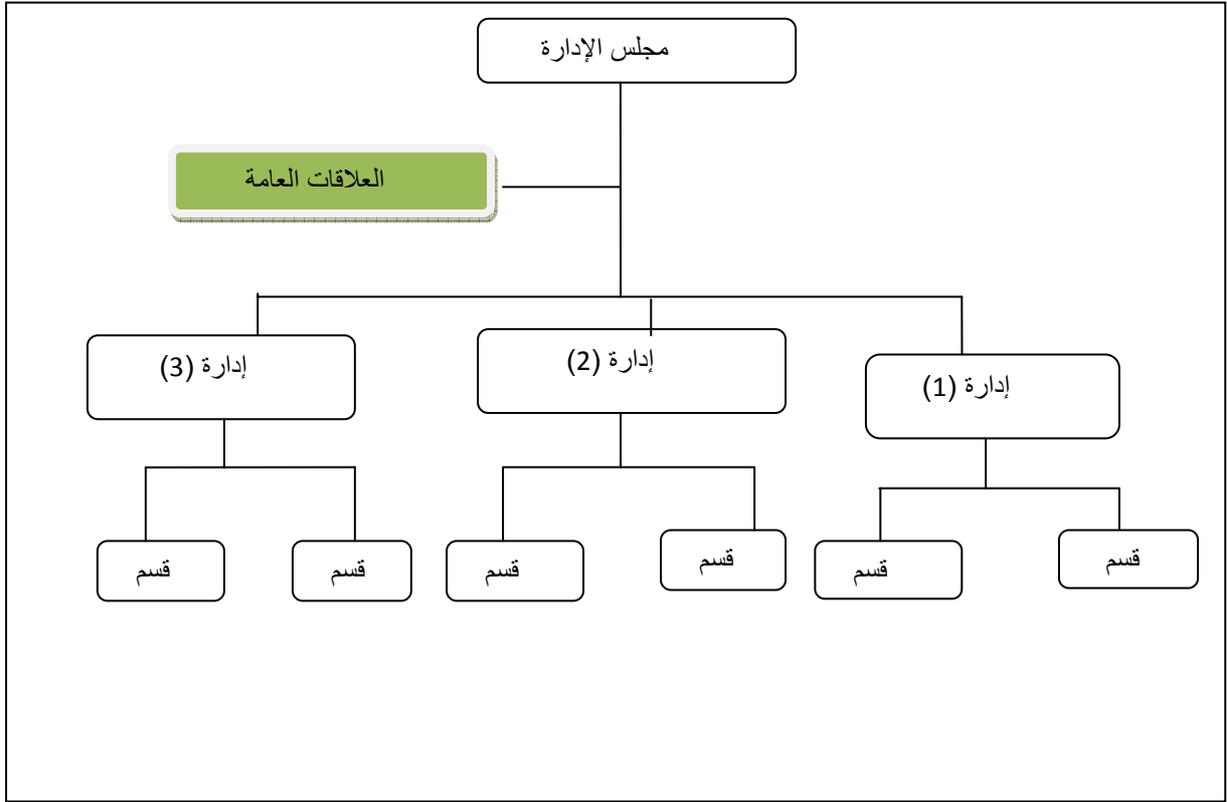
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<sup>1</sup> - Tom Peters; “**Restoring American Competitiveness :Looking For New Model of Organizations**», The Academy of Management Executive, II, no.2, 1988, PP103-109.



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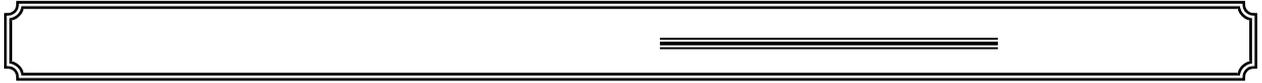
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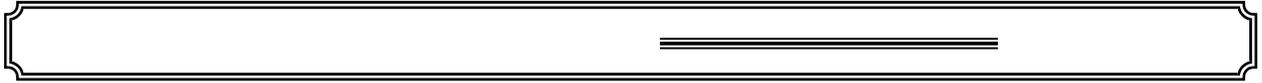
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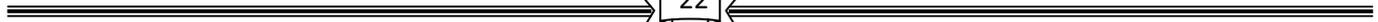
<sup>-1</sup>

<sup>2</sup> -Fraser P.Seitel **The Practices Of Public Relations**, 2<sup>nd</sup>ed, ABell.Howell Co; pany, Ohio.1984. p488.

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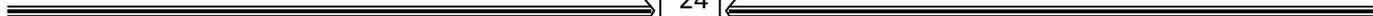
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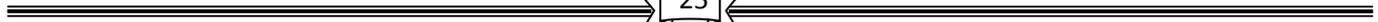
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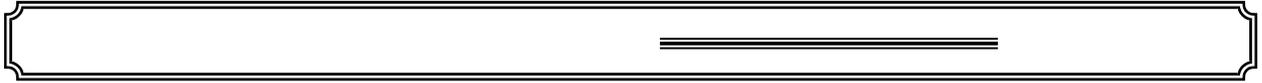
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<sup>1</sup> -Norman Stone, How To Manage Public Relations; Practical Guidelines For Effective P.R Management McGraw-Hill,Cambridge,1991,p101.

<sup>2</sup> -Raymond Simon ;Public Relations (Concept &Practices), Op.cit., 1984,p190.





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<sup>1</sup>-IBID,P195.

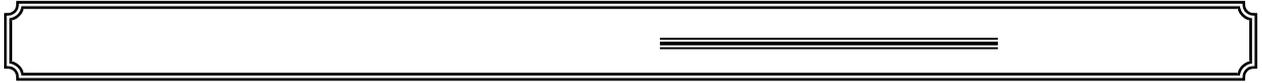
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<sup>4</sup> - Dennis L. Wilcox, Phillip H. Ault, Warren K. Agee *Public Relations: Strategies & Tactics*, 5th ed., Addison-Wesley Educational Publishers Inc, U.S.A, 1998,p181.



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<sup>1</sup> - Management and Public Relations Services .2011.

<http://stats.bls.gov/oco/cg/cgs037.htm>,  
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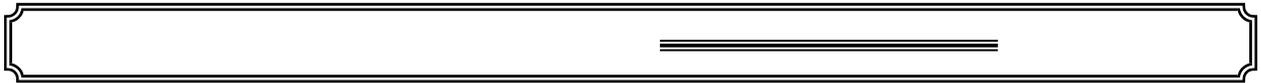
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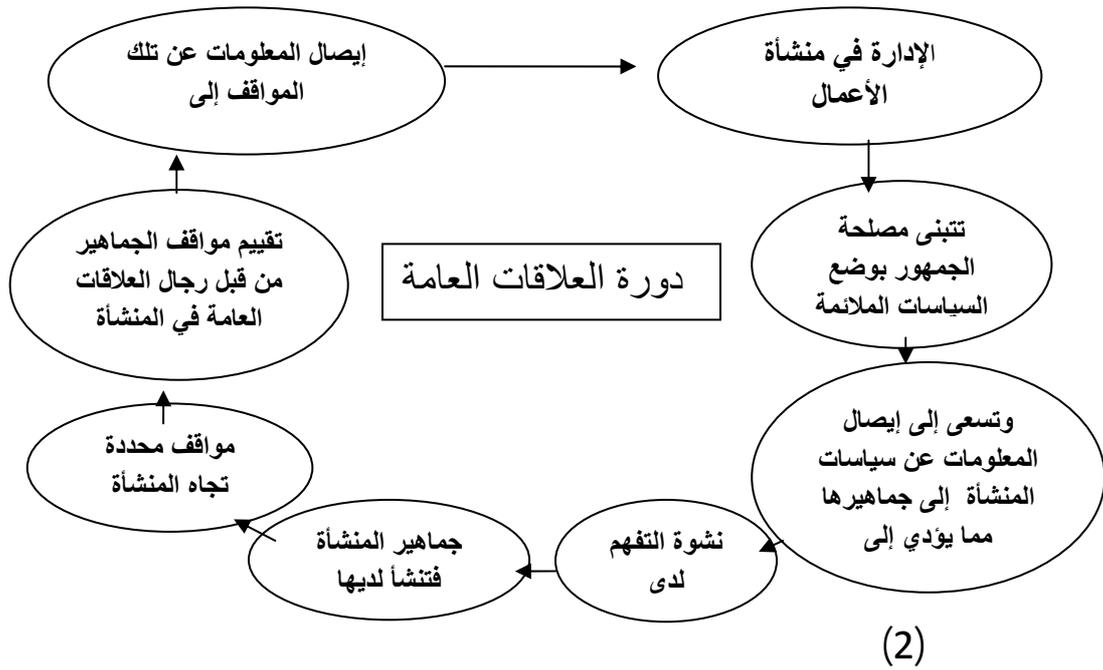
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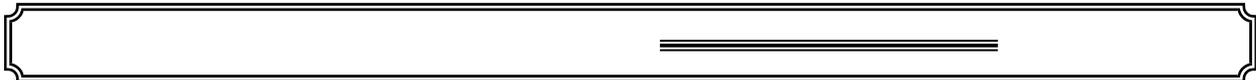
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<sup>1</sup> -Lars T.Christensen. Soren Askegaard .**Corporate Identity And Corporate Image Revisited-A Semiotic Prespective** .EUROPEAN Journal Of Markeeting.VOL.35.No.3.2001.P.292.

<sup>2</sup> -Harold Azaleas. Kim Yangwood. Mary A. Moffitt; **Institutional Image**. An International Journal of Communication.VOL.16.n4.2001;p205.

<sup>3</sup> -James Gary . **Managing the Corporate Image: The Key To Public Trust**. Westport .Greenwood Press .1986.P20.



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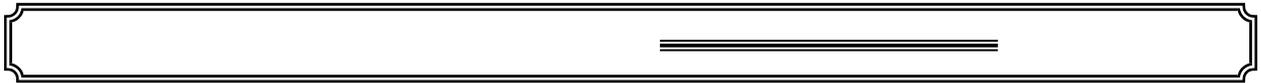
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- .Corporate personality** •
- .Corporate Identity** •
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<sup>1</sup> -JOHN m .t .Balmer, Corporate Branding And Corporate Marketing; Seeing Through The Foy, European Journal Of Marketing, Vol.35, N.3-4, 2001, Pp248-291.



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<sup>1</sup>-Ibid .P. 292.

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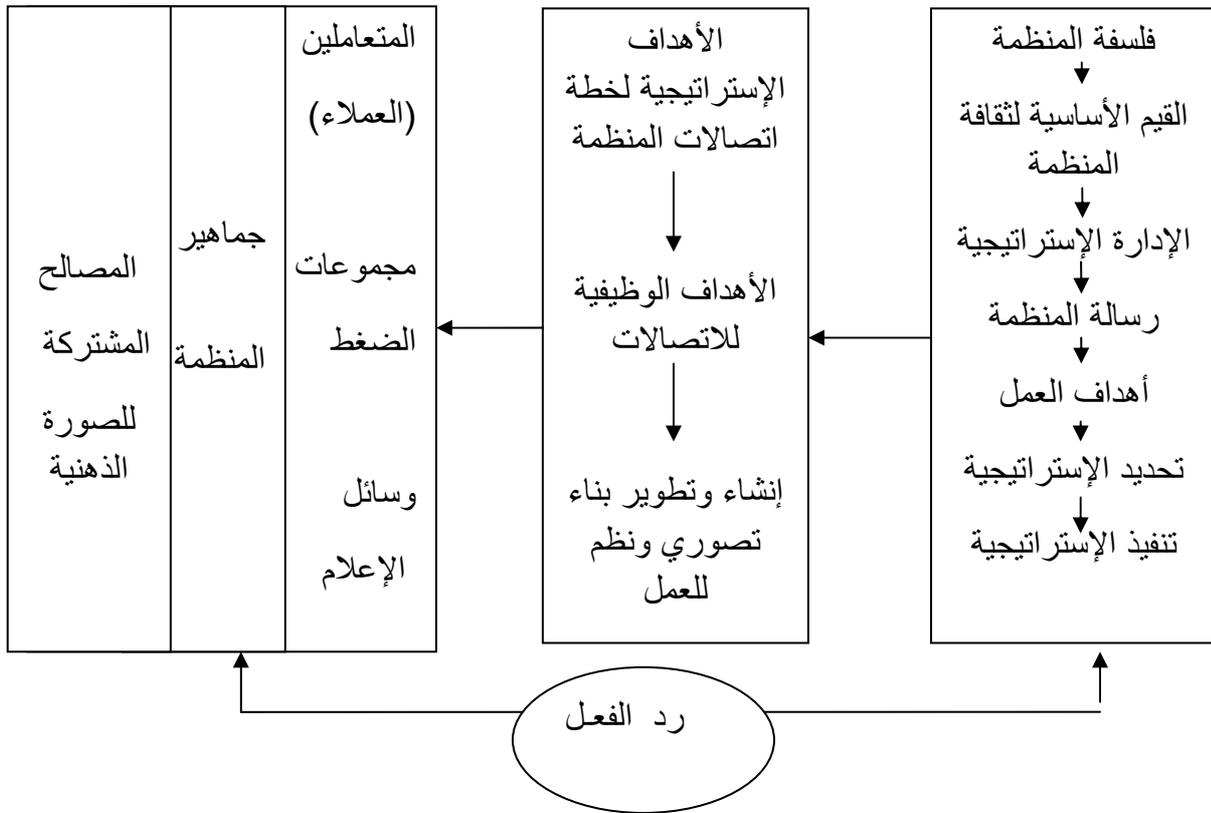
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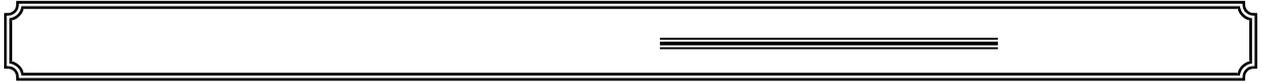
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<sup>1</sup>- Russell Abratt. Thabiso Nsenki Mofokeng. Development and Management Of Corporate Image, European Journal Of Marketing, Vol.35, N.3-4, 2001, P395.



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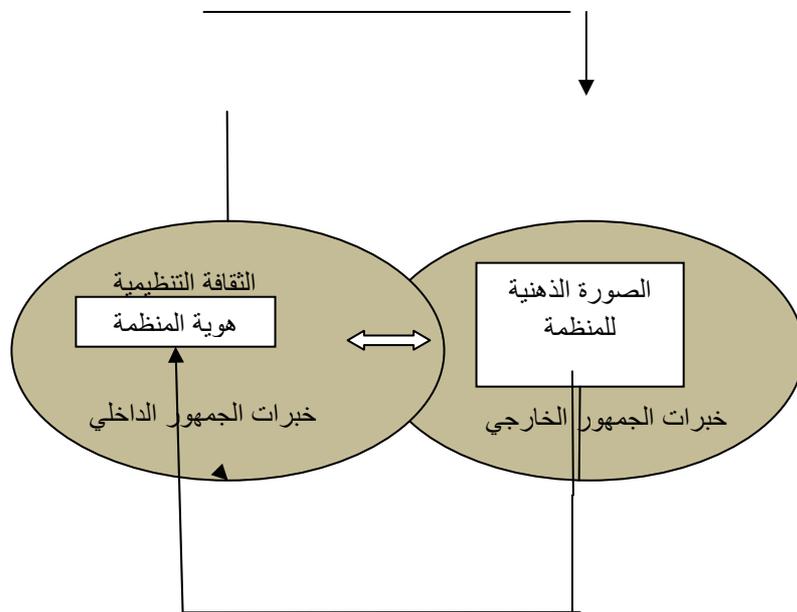
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<sup>1</sup> -IBID, Pp368-386.

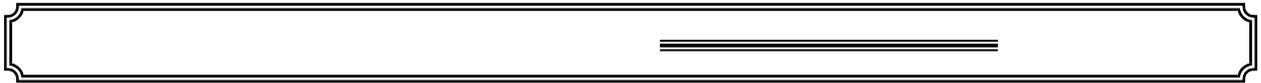
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<sup>1</sup>-Majken Schultzy and Mary Hatch: Relations **Between Organizational Culture**  
**.Identity And Image.** European Journal Of Marketing, Vol.31, N.516, 1997, Pp356-365.



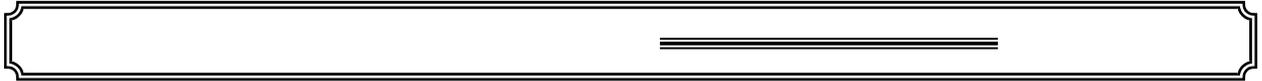
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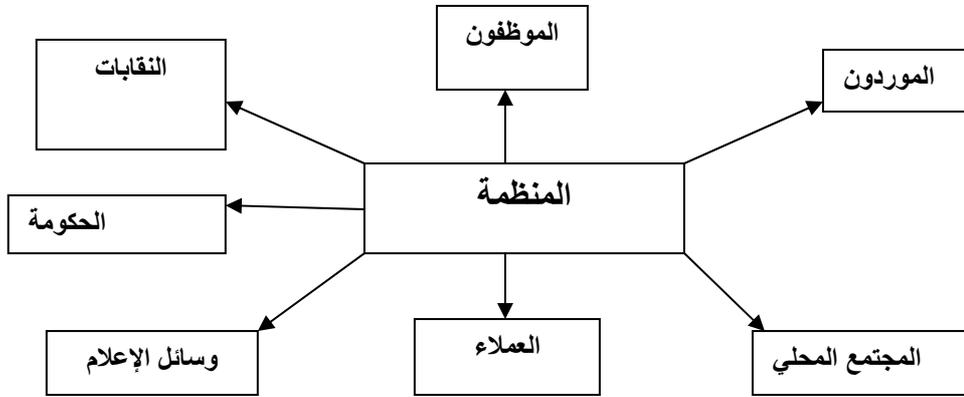
<sup>1</sup> - IBID, P363.



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<sup>1</sup>- محفوظ جودة، العلاقات العامة، مفاهيم وممارسات، ط4، عمان، الأردن، 2008، ص230.

<sup>2</sup>- المرجع نفسه، ص230.



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# الفصل الثاني

الإدارة الرياضية وظائفها ومشكلاتها



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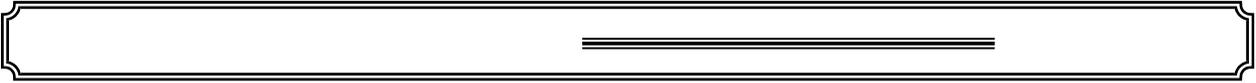
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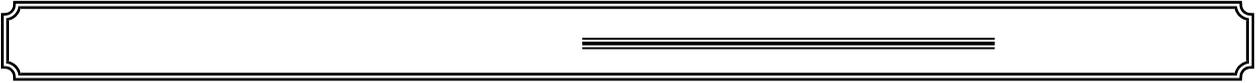
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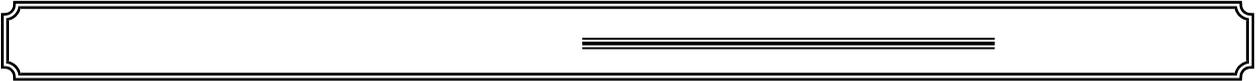
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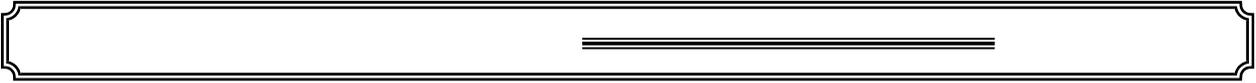
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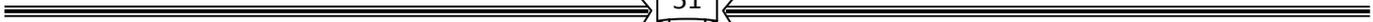
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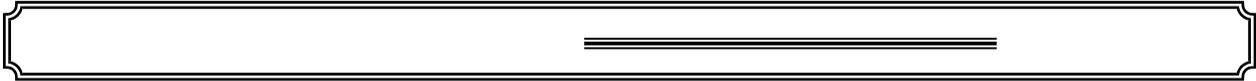
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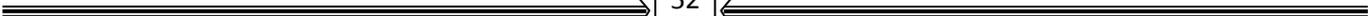
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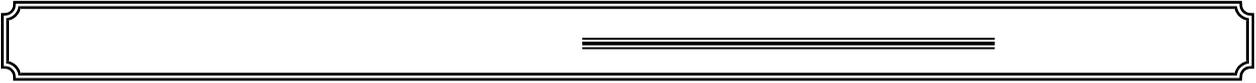
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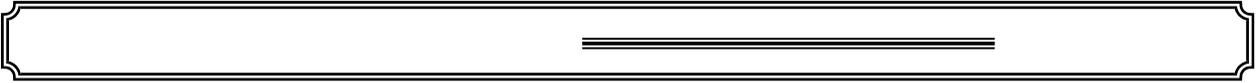
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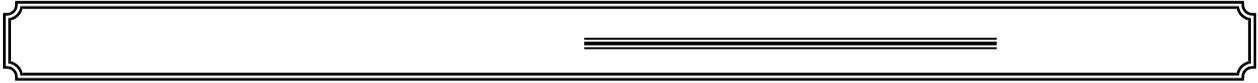
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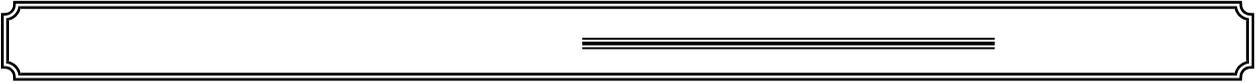
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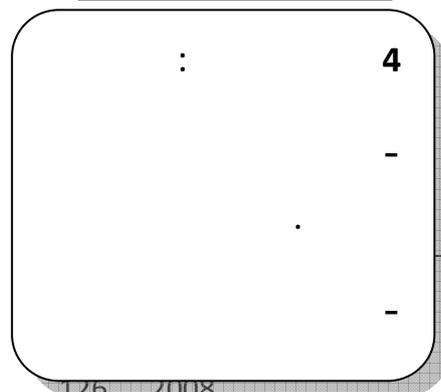
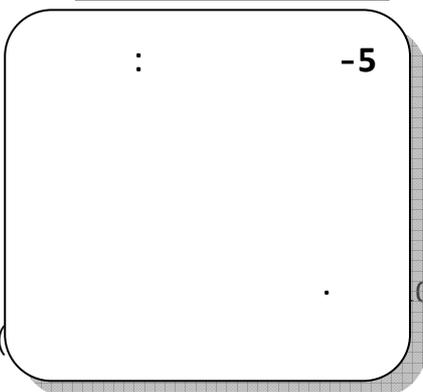
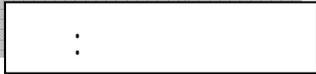
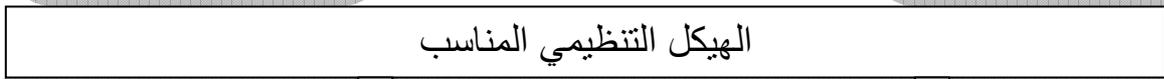
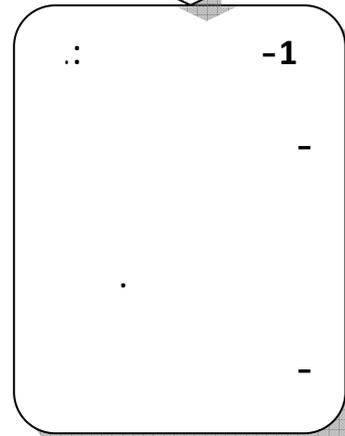
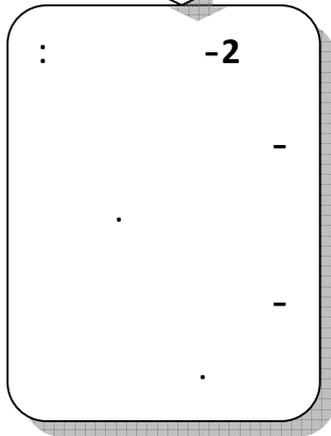
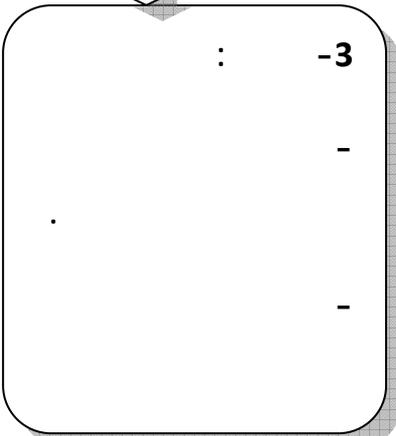
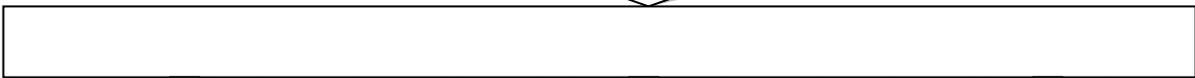
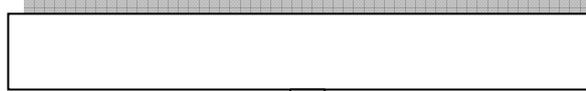
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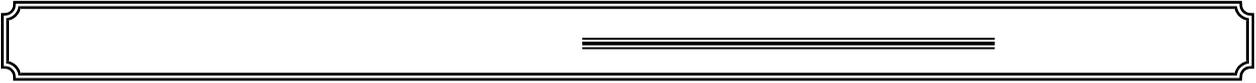
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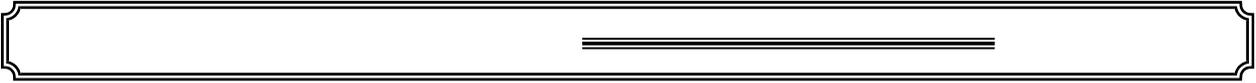
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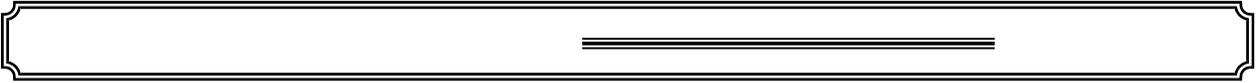
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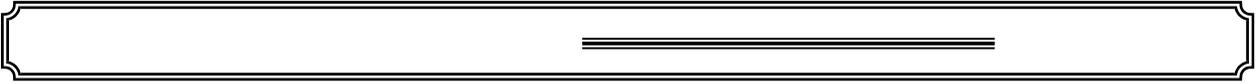
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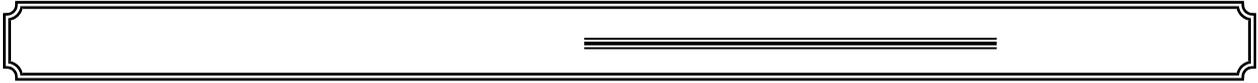
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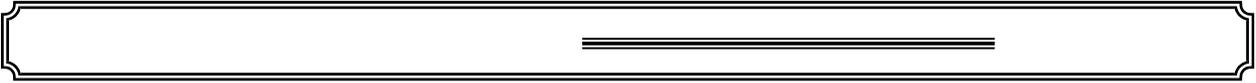
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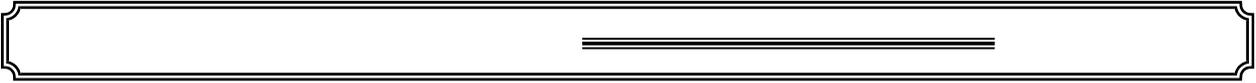
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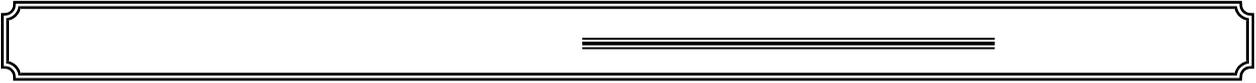
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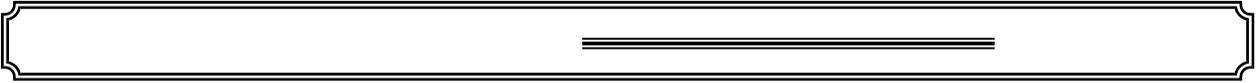
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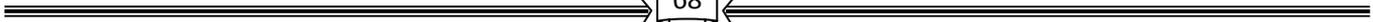
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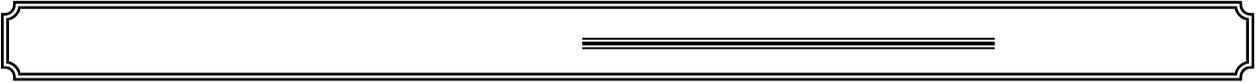
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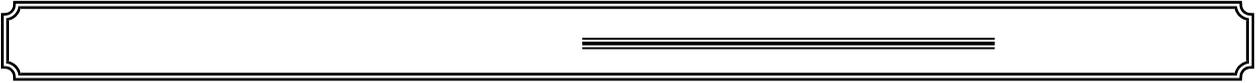
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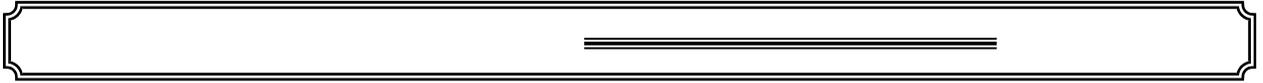
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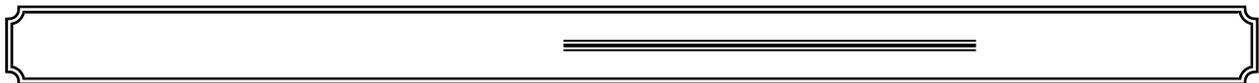
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الفصل الثالث

إدارة العلاقات العامة وإدارة المشكلات



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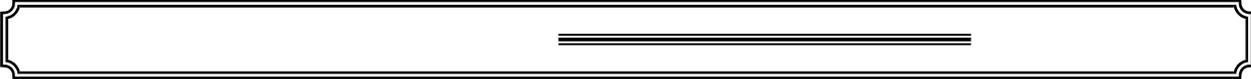
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<sup>1</sup>- الشافعي محمد، المرجع نفسه، ص195-206.



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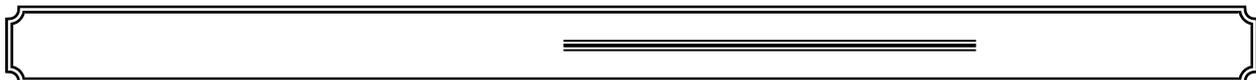
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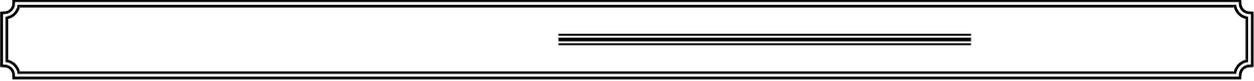
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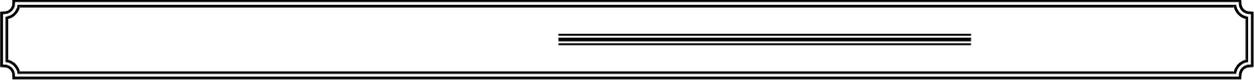
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<sup>1</sup>- فهمي محمد العدوي، مرجع سابق ص(258).



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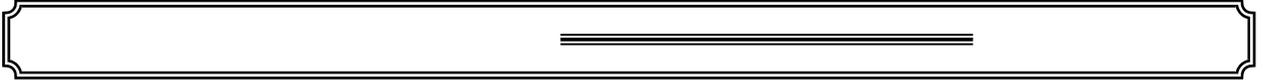
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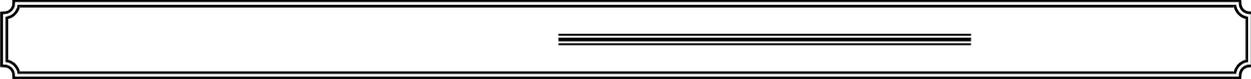
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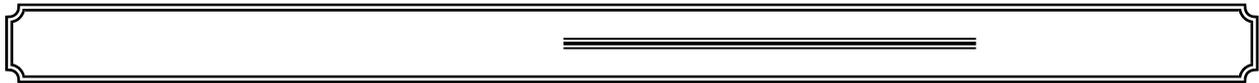
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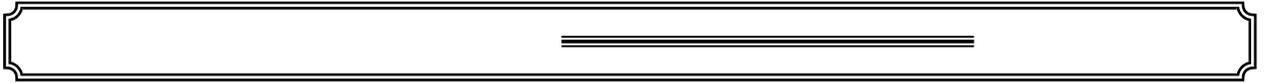
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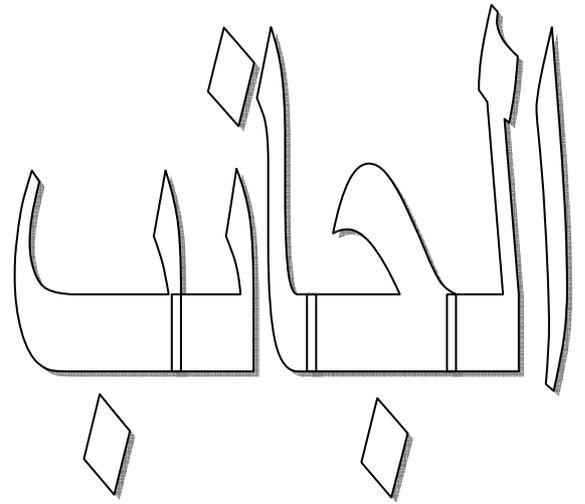
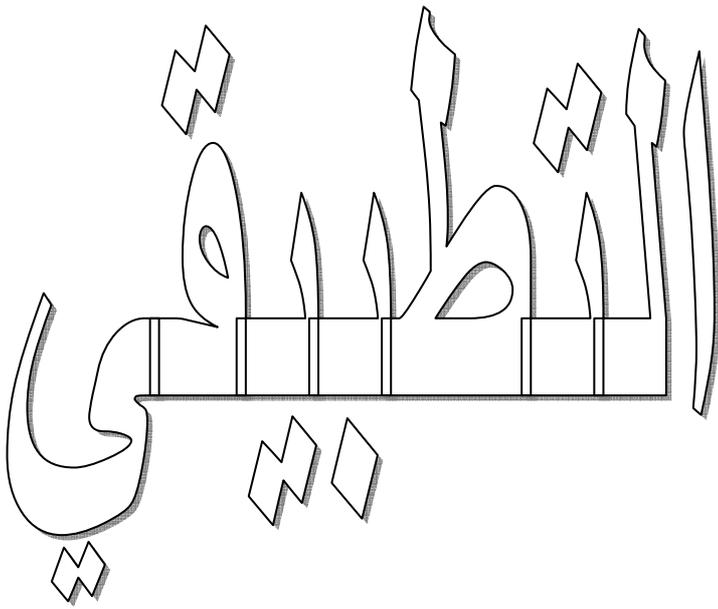
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# الباب الثاني



# الفصل الأول

الإجراءات المنهجية المتبعة



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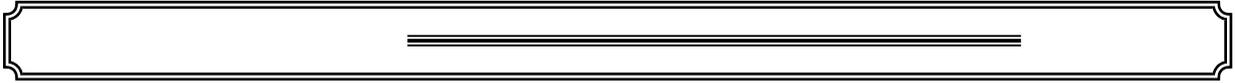
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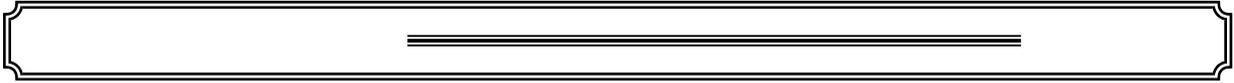
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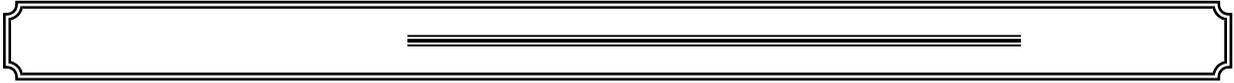
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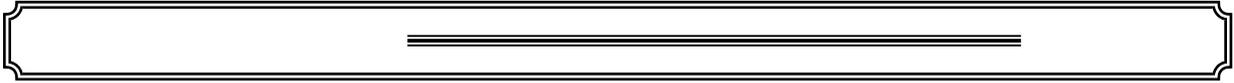
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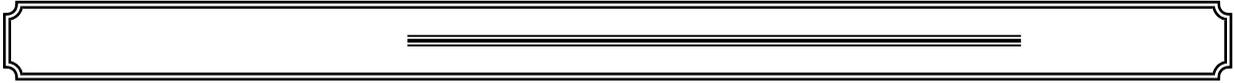
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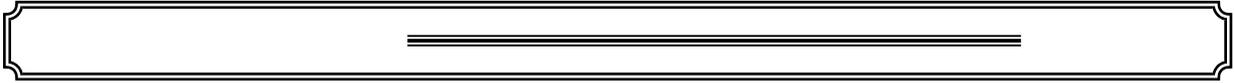
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<sup>1</sup>- مبروح عبد الوهاب، السلوك القيادي وعلاقته بالدافعية لدى العمال، مذكرة ماجستير، قسم علم النفس العمل و التنظيم، جامعة منتوري، قسنطينة، الجزائر، 2009-2010، ص174.



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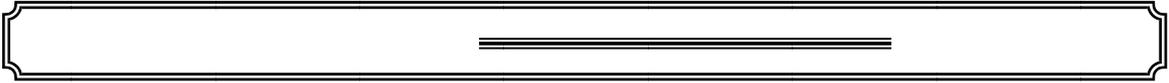
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# الفصل الثاني

عرض و تحليل و مناقشة النتائج



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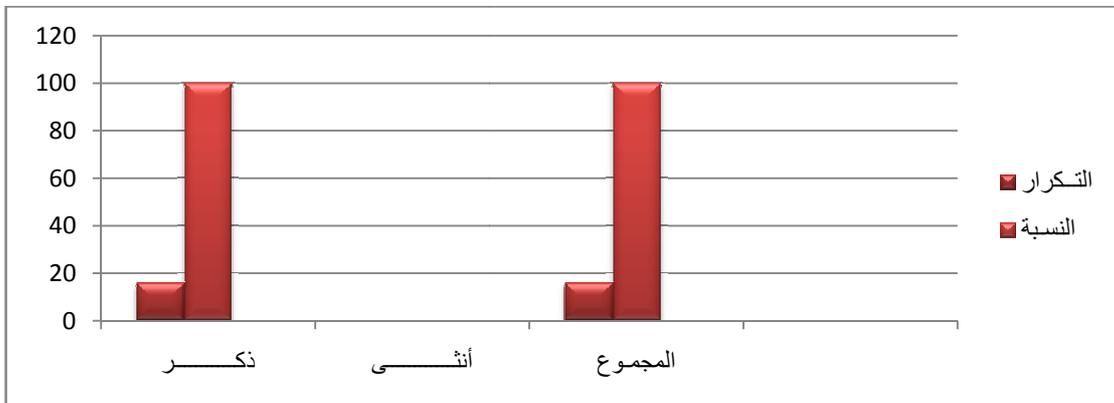
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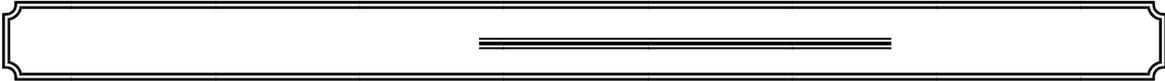


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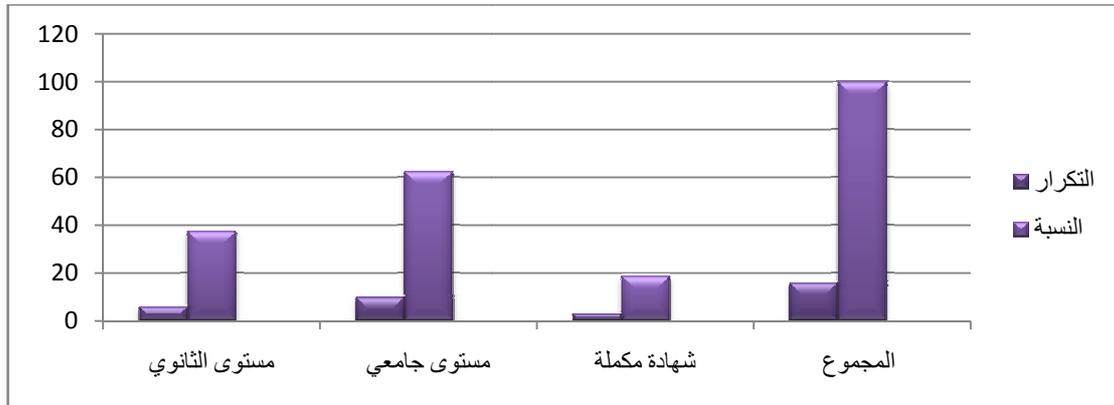
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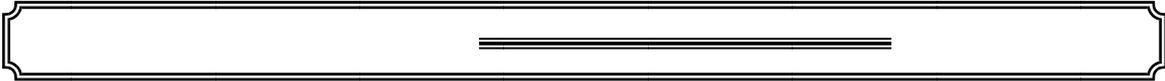


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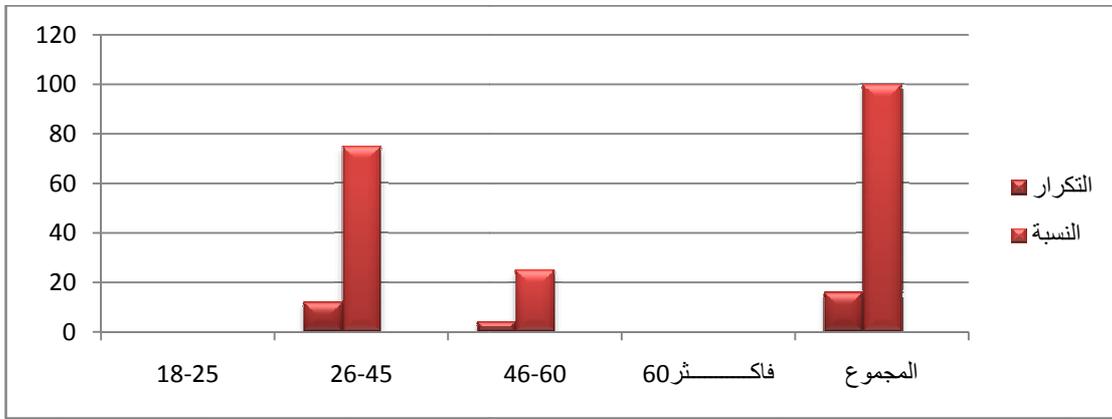
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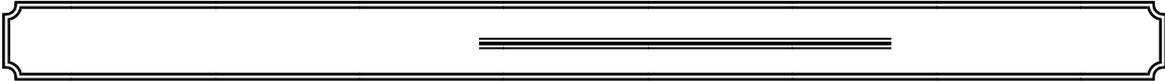
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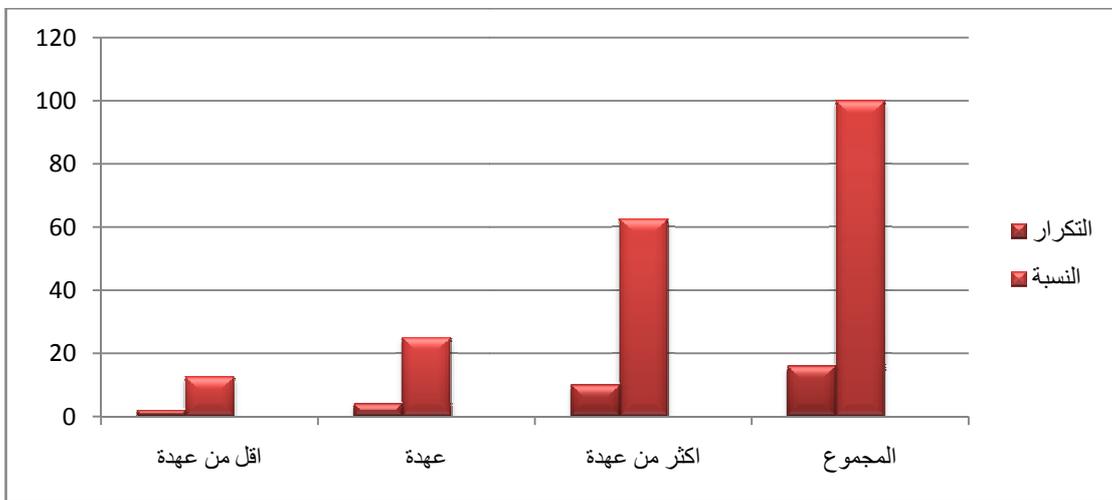
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.(%12.50)

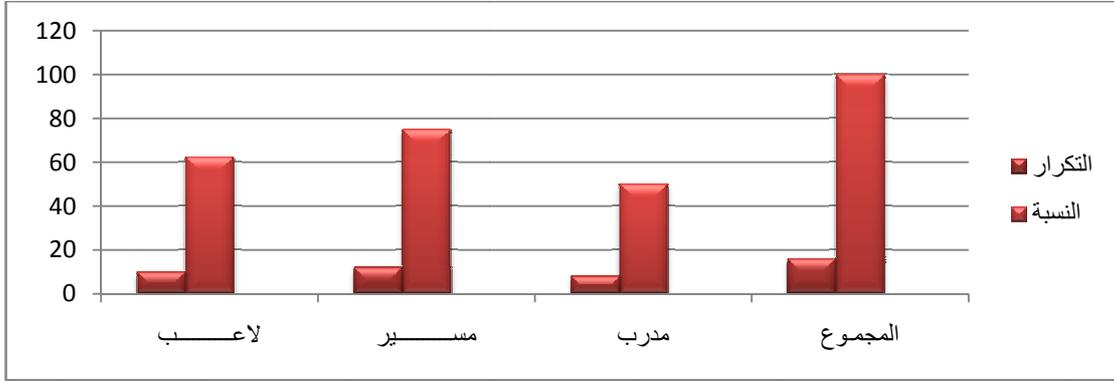
(%25)

:(5)

:(6)

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%100	16	%50	8	%75	12	%62.5	10

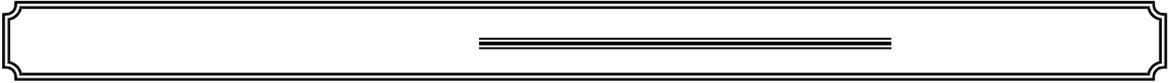


:(11)

(%62.50)

(%75)

.(%50)



:

:(6)

:(7)

	2			2			
	5.991	2	0.05	2.375	31.25	5	
					50	8	
					18.75	3	
					100	16	

2

2

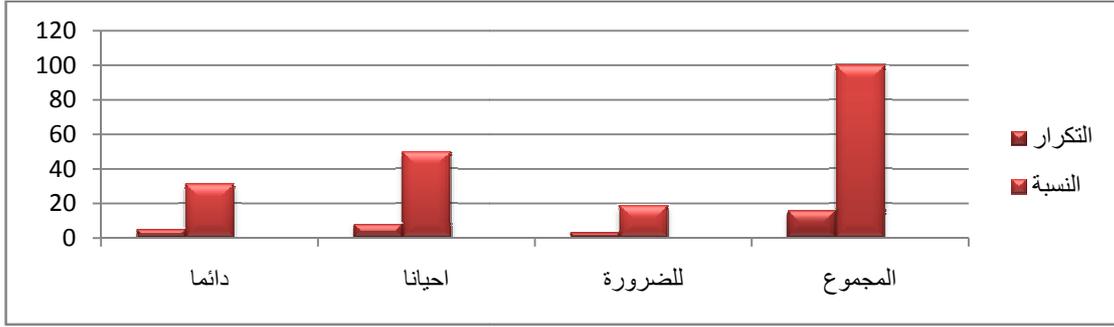
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(7)

%31.25

%50

%.18.75



:(12)

:(7)

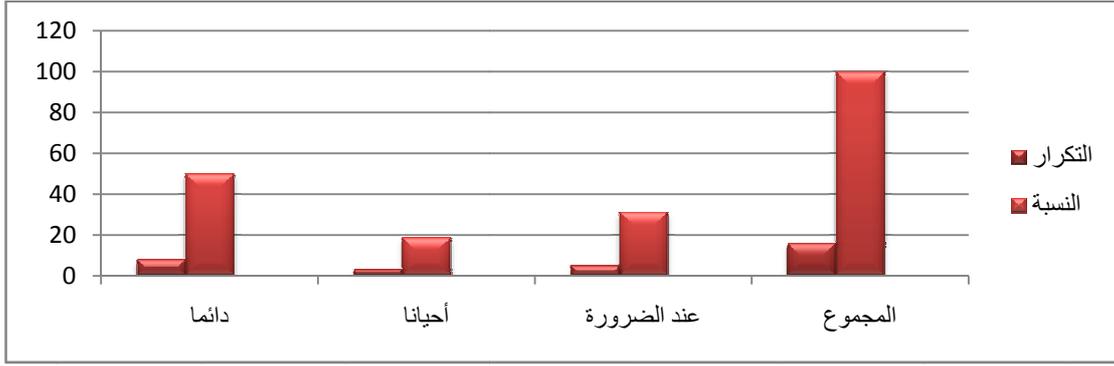
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	2			2			
	5.991	2	0.05	2.375	50	8	
					18.75	3	
					31.25	5	
					100	16	
2		2		2	(8)		

%50

%18.75

.%18.75



:(13)

:(8)

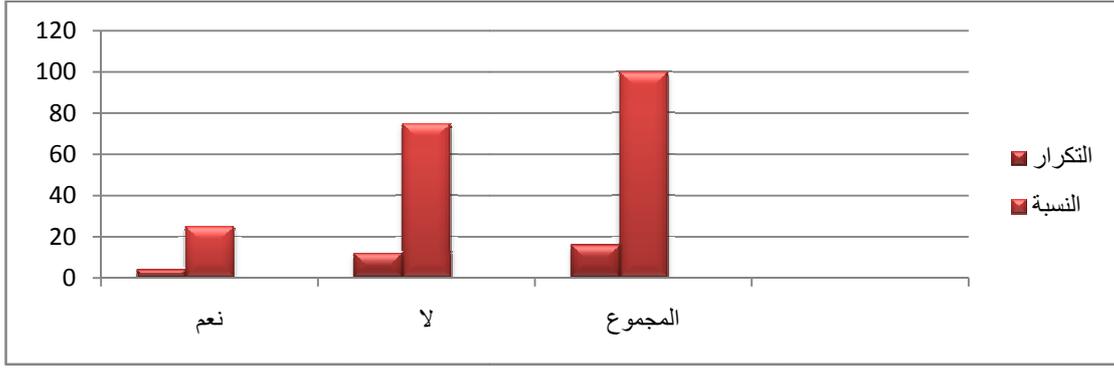
:(9)

	2			2			
	3.841	1	0.05	4	25	4	
					75	12	
					100	16	
	2		2	(9)			

2

%75

%25



:(13)

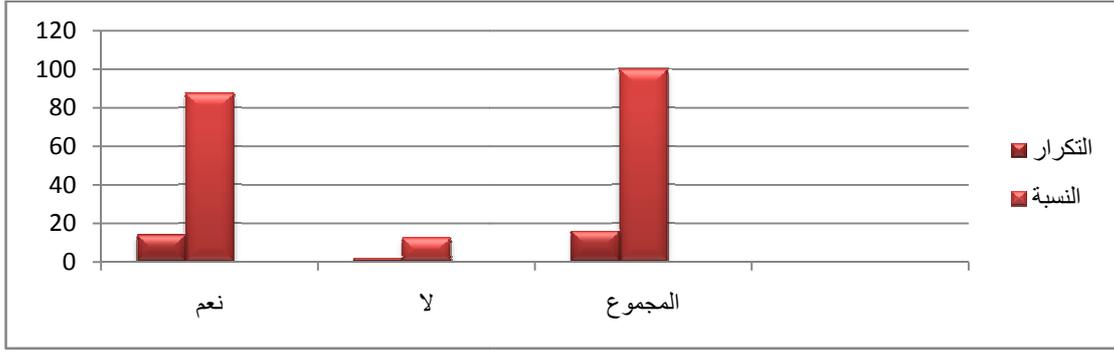
:(9)

:(10)

	2			2			
					87.5	14	
	3.841	1	0.05	9	12.5	2	
					100	16	
2		2			(10)		

%87.5

.%12.5



:(14)

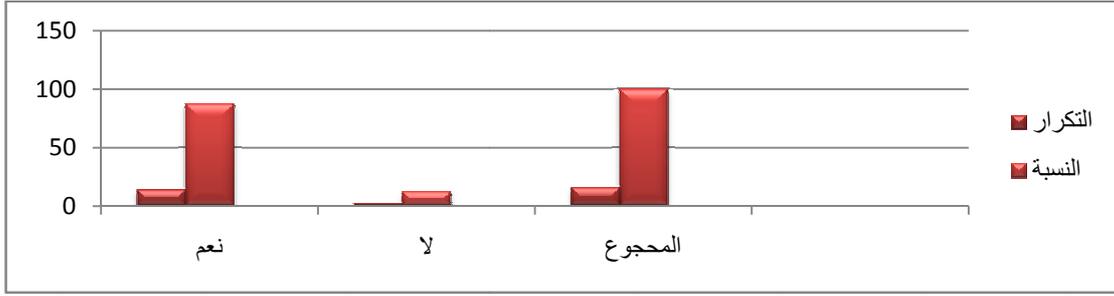
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:(11)

	2			2			
					87.5	14	
	3.841	1	0.05	9	12.5	2	
					100	16	
2		2		2			

%87

%12.5



:(15)

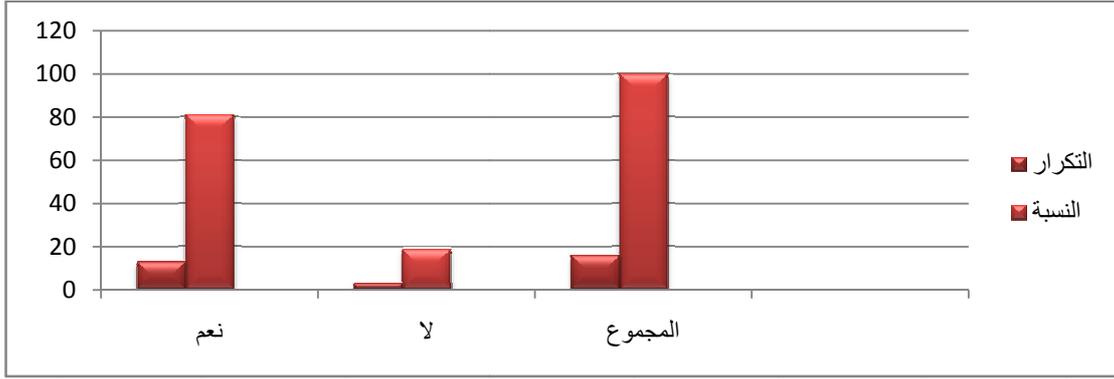
:(11)

:(12)

	2			2			
	3.841	1	0.05	6.25	81.25	13	
					18.75	3	
					100	16	
2	2		2				

% 81

% 18.5



:(16)

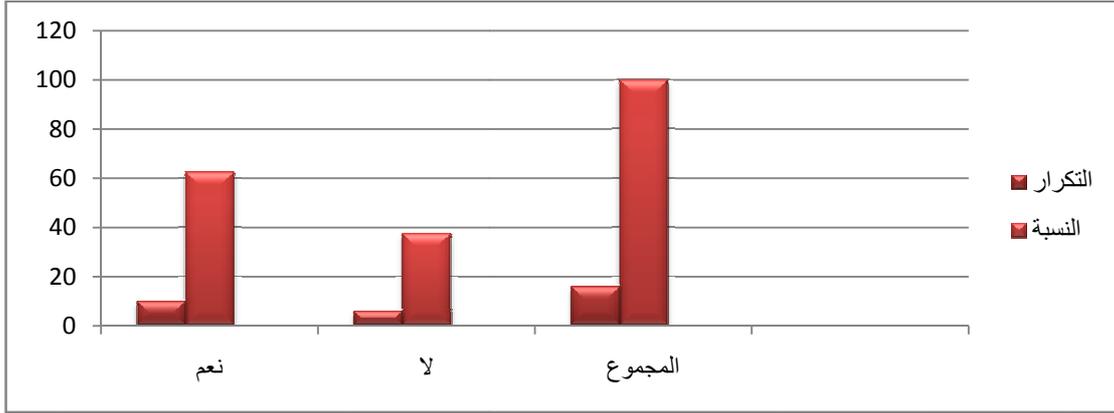
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:(13)

	2			2			
					62.5	10	
	3.841	1	0.05	1	37.5	6	
					100	16	
2	2		2		(13)		

%37.5

%62.5



:(17)

: (13)

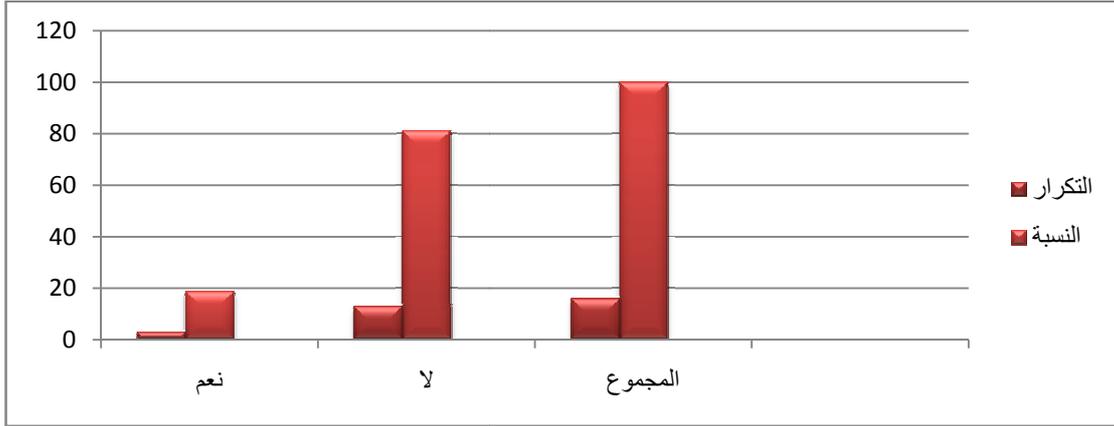
:(14)

	2			2			
					18.75	3	
	3.841	1	0.05	6.25	81.25	13	
					100	16	
2		2		2			(14)

%81.25

%18.75

(12)



:(18)

:(14)

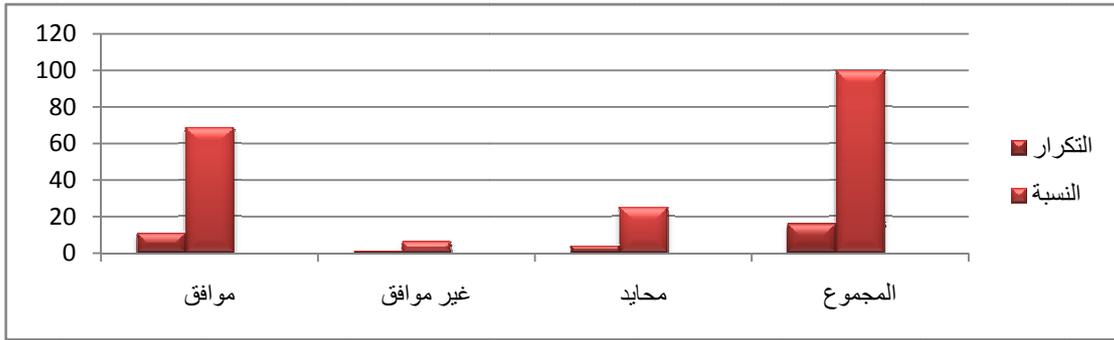
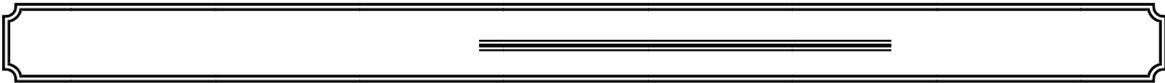
:(15)

	2			2			
	5.991	2	0.05	9.874	68.75	11	
					6.25	1	
					25	4	
					100	16	
2		2		2	(15)		

%68.75

%.25

%6.25



:(19)

:

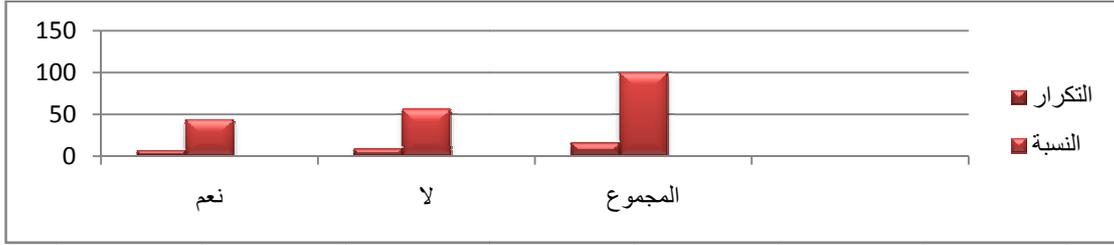
:(15)

:(16)

	2			2			
					43.75	7	
	3.841	1	0.05	0.25	56.25	9	
					100	16	
2		2		2	(16)		

%43.75

%56.25



:(20)

:(16)

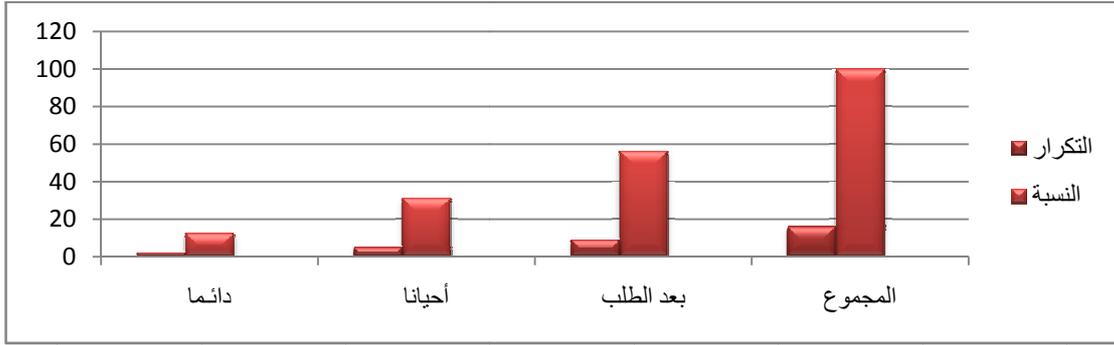
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	2			2			
	5.991	2	0.05	4.621	12.5	2	
					31.25	5	
					56.25	9	
					100	16	
2	2	2			(17)		

%12.5

%31.25

%56.25

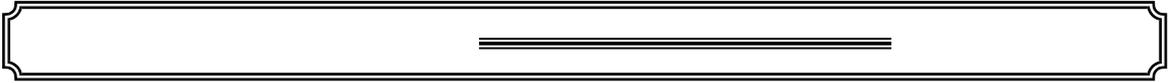


:(21)

: (17)

:(18)

	2			2			
					37.5	6	
					6.25	1	
					6.25	1	
					37.5	6	
	15.507	8	0.05	90.802	75	12	
					6.25	1	
					12.5	2	
					37.5	6	
					18.75	3	
					100	38	
2		2		2	(18)		



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System

%68.75

-1

%75

%18.75

%37.5

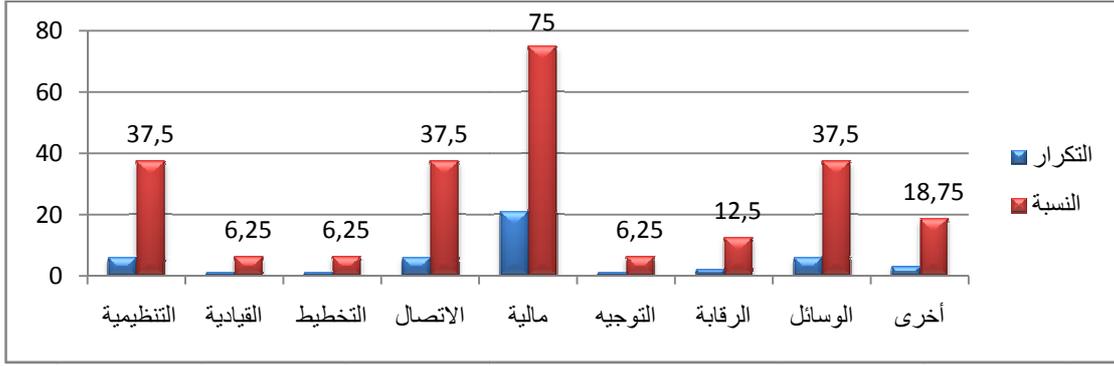
-2

-3

%68.75

%6.25

%.25



:(22)

:(18)

:(19)

	2			2			
	3.841	1	0.05	2.25	68.75	11	
					31.25	5	
					100	16	

2

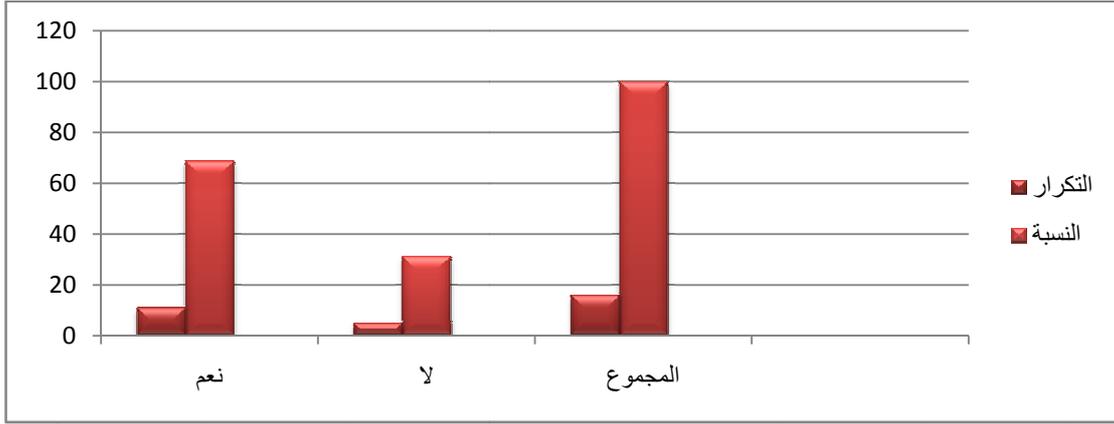
2

2

(19)

%68.75

%31.25



:(23)

:(19)

:(20)

	2			2			
					81.25	13	
	3.841	1	0.05	6.25	18.75	3	
					100	16	
2		2		2	(20)		

%81.25

%18.75



:(24)

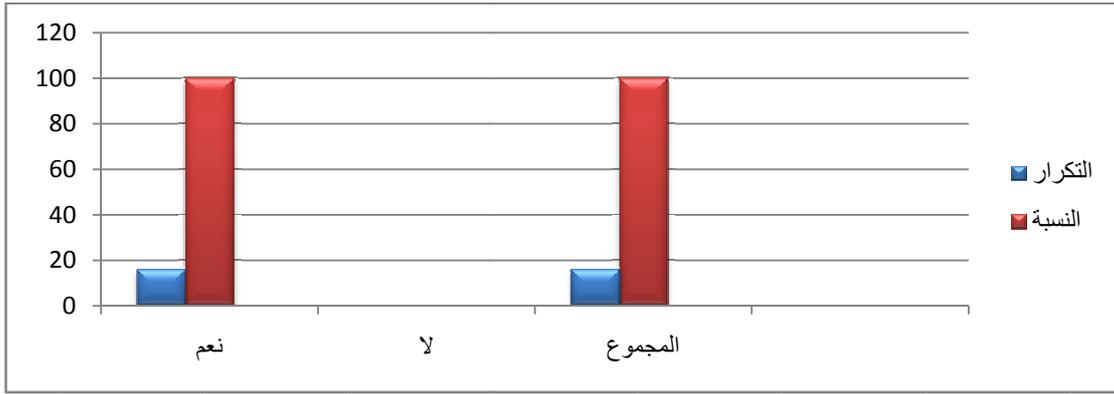
: (20)

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:(21)

	2			2			
					100	16	
	3.841	1	0.05	16	0	0	
					100	16	
2		2					(21)

%100



:(25)

:(21)

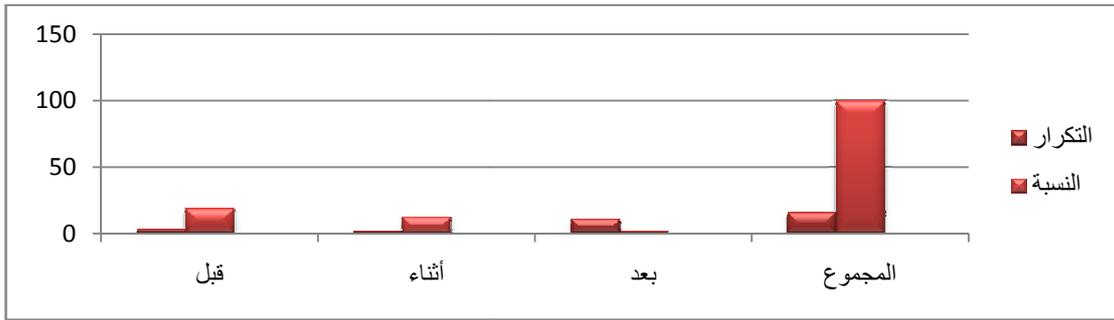
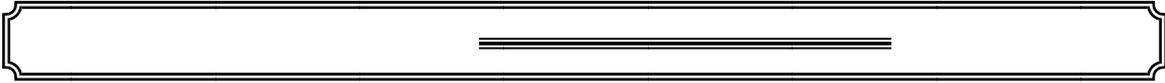
:(22)

	2			2			
	5.991	2	0.05	9.124	18.75	3	
					12.5	2	
					68.75	11	
					100	16	
2		2			(22)		

%68.75

%18.75

%.6.25



:(26)

:(22)

:(23)

	2			2			
					87.5	14	
	3.841	1	0.05	9	12.5	2	
					100	16	

2

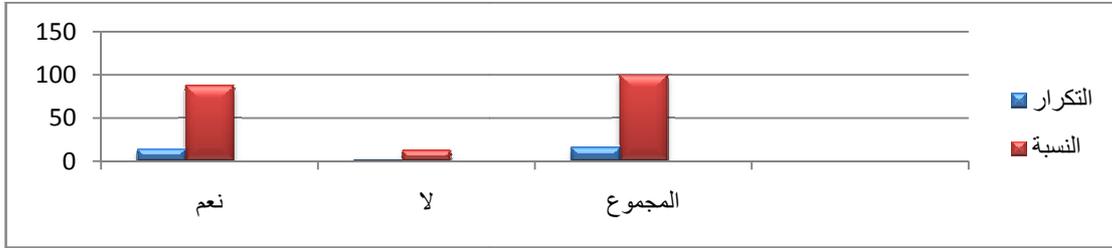
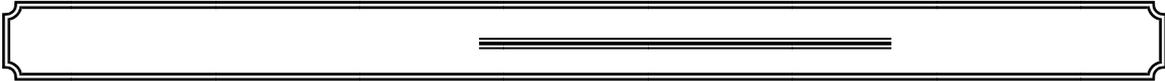
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(23)

%87.5

%12.5



:(27)

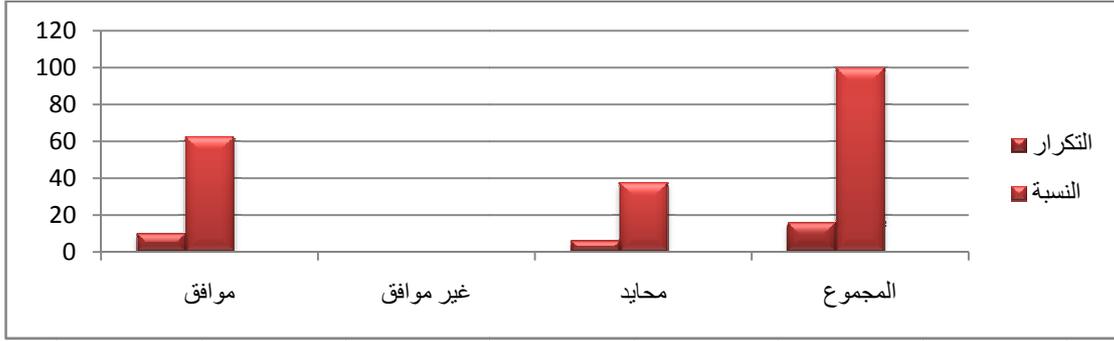
:(23)

:(24)

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					00	0	
					37.5	6	
					100	16	
2		2			(24)		

%62.5

%37.5



:(28)

-4-1

:(24)

:(25)

	2			2			
					56.25	9	
	3.841	1	0.05	0.25	43.75	7	
					100	16	

2

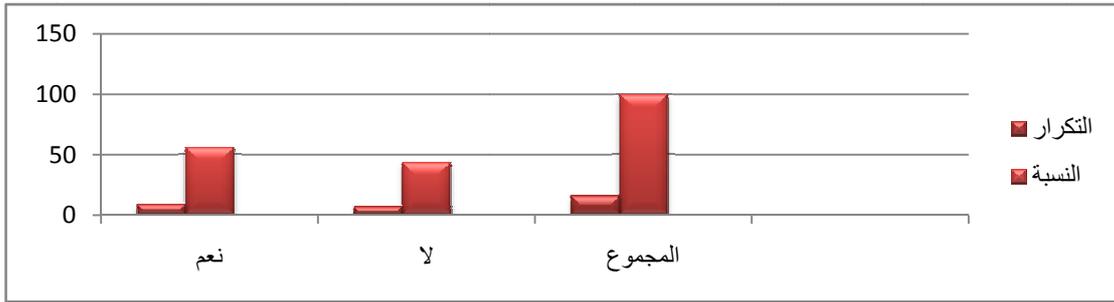
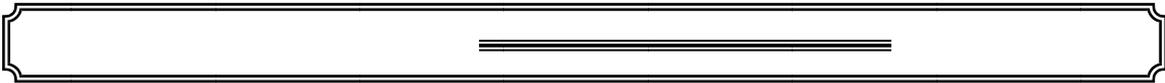
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2

(25)

%56.25

%43.75



:(29)

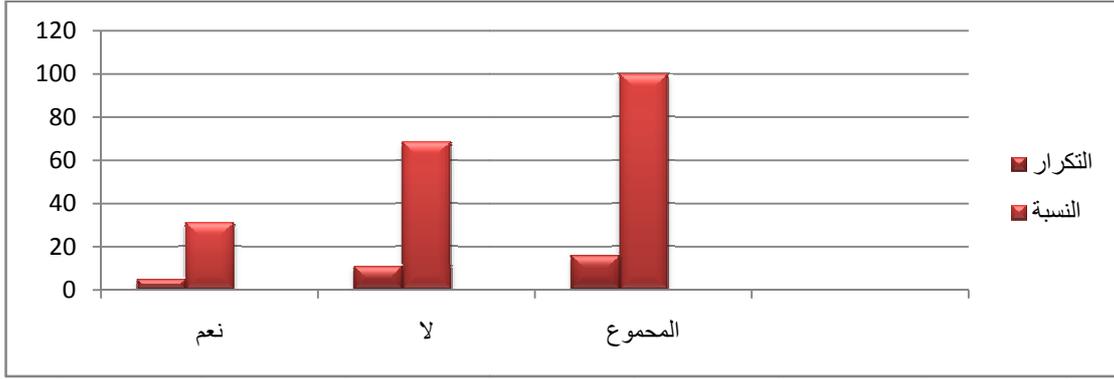
:(25)

:(26)

	2			2			
					31.25	5	
	3.841	1	0.05	2.5	68.75	11	
					100	16	
2	2	2			(26)		

%31.25

%68.75



:(30)

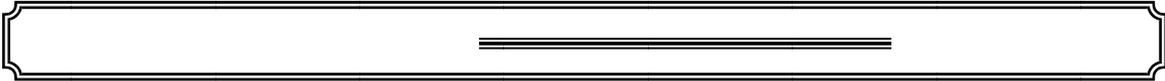
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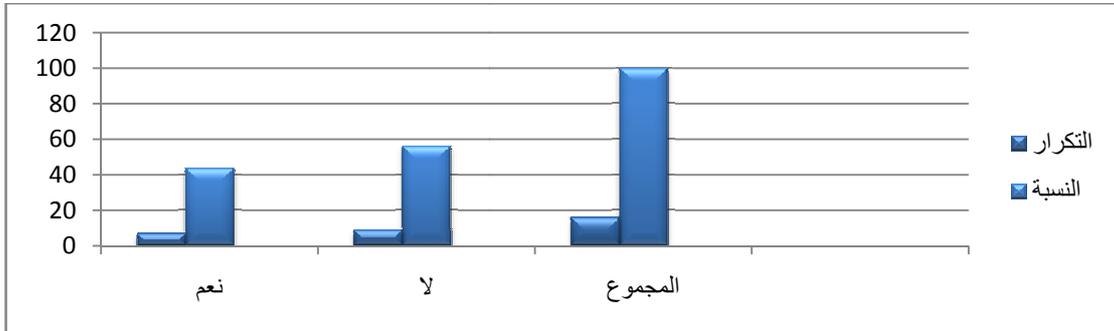
	2			2			
					43.75	7	
	3.841	1	0.05	0.25	56.25	9	
					100	16	
2	2		2		(27)		

%43.75

.%56.25



( )



:(31)

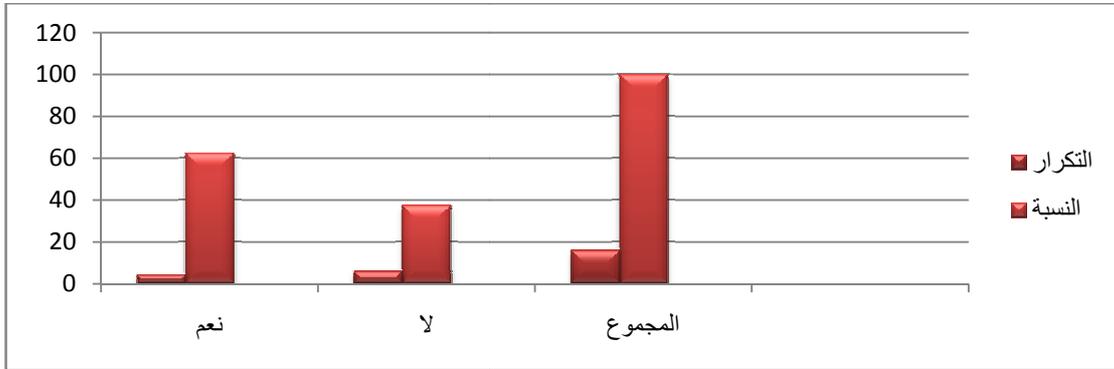
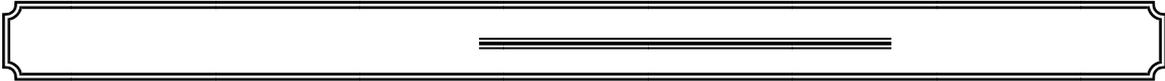
:(27)

:(28)

	2			2			
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					37.5	6	
					100	16	
2	2		2		(28)		

. %37.50

%62.50

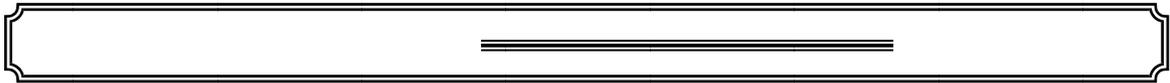


:(32)

:(28)

:(29)

	2			2			
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					100	16	
	9.488	4	0.05	75.624	75	12	
					18.75	3	
					25	4	
					100	38	
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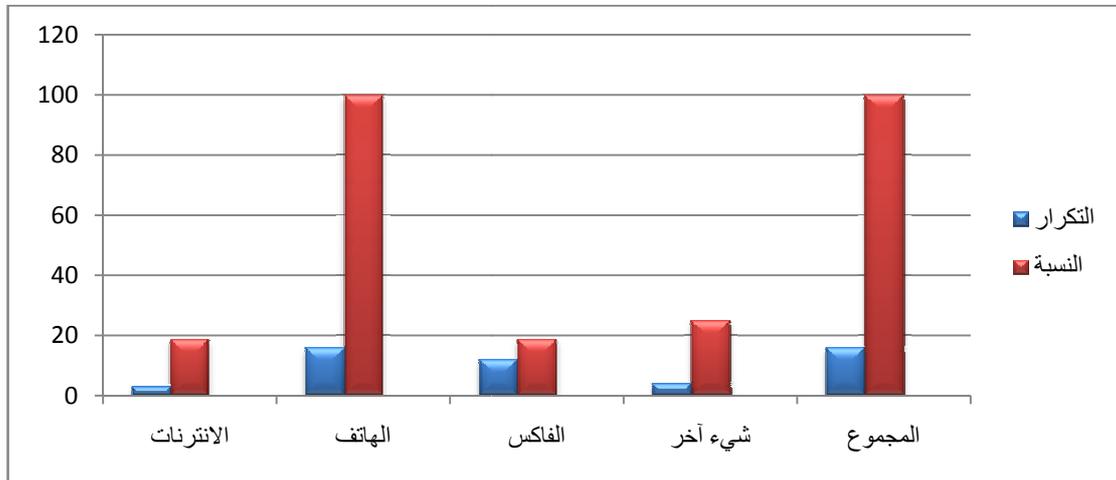


%100

%75

.%18.75

%25



:(33)

:(29)

:(30)

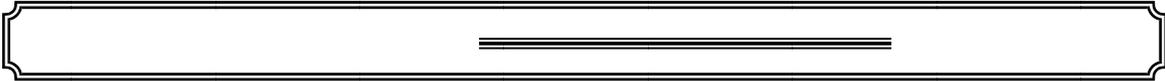
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					100	16	

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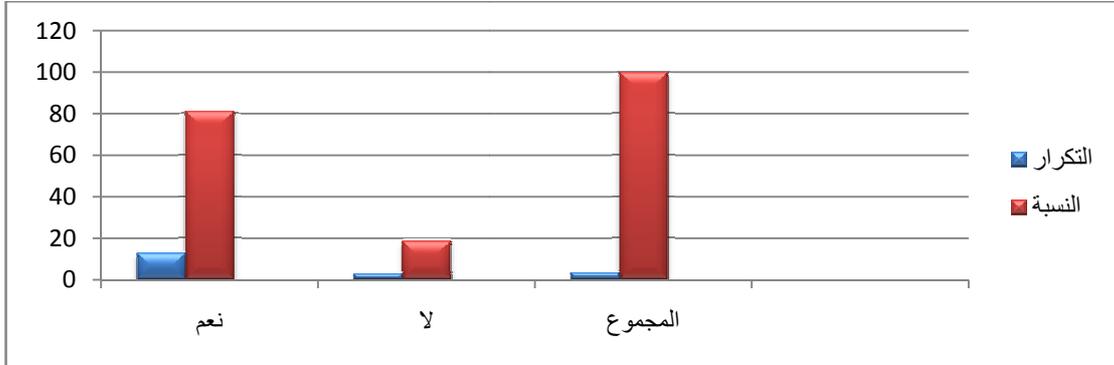
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%18.75

%81.25



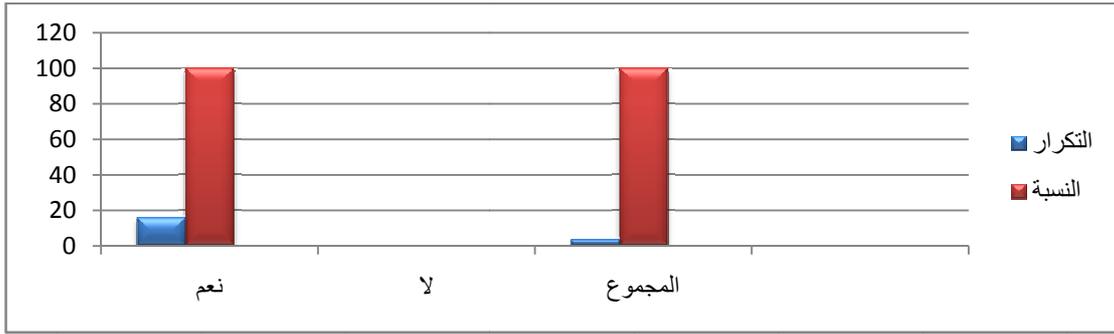
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:(31)

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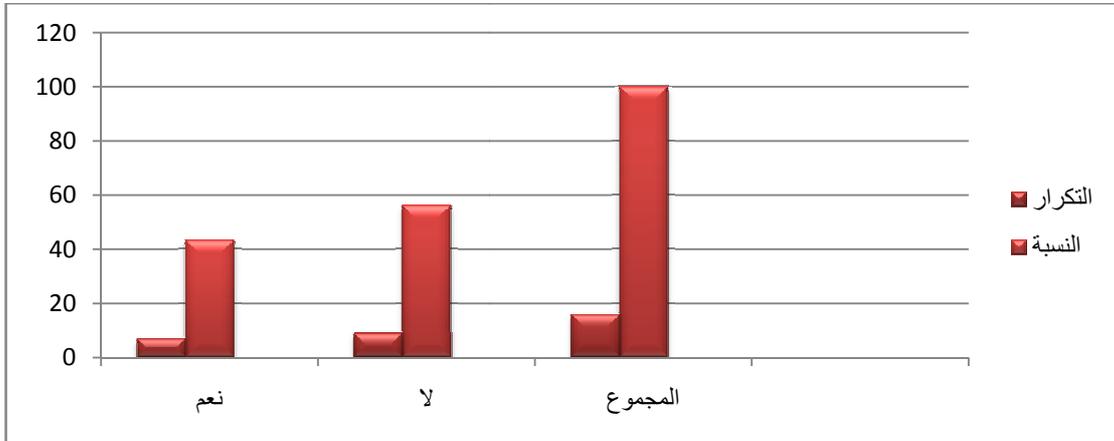
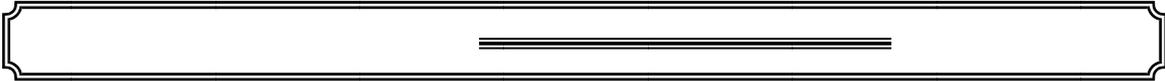
:(31)

:(32)

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					56.25	9	
					100	16	
2	2		2		(32)		

%56.25

%.%43.75



:(36)

:(32)

:(33)

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					100	16	

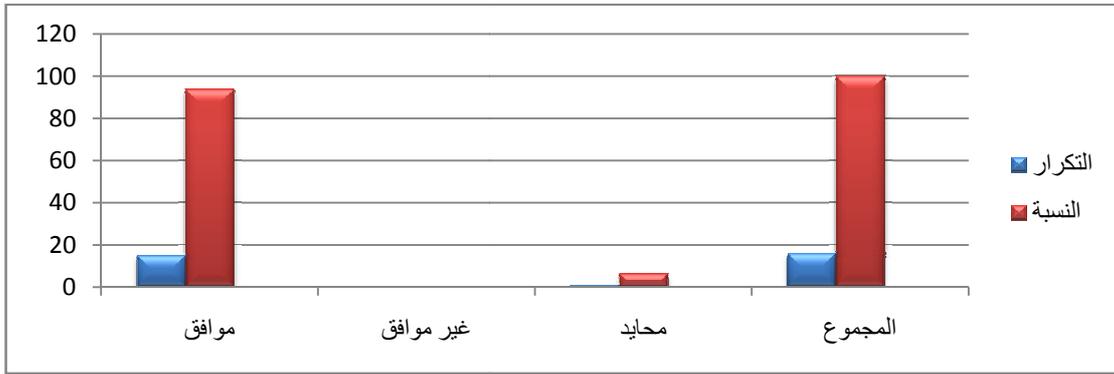
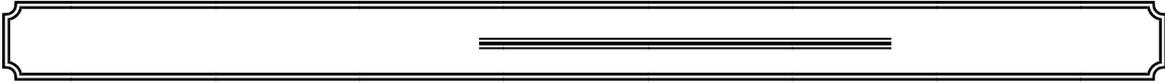
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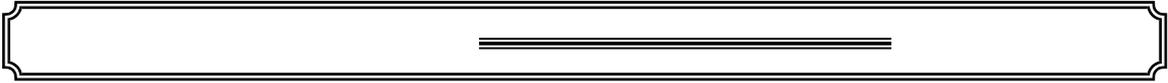
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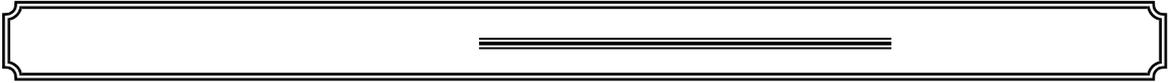
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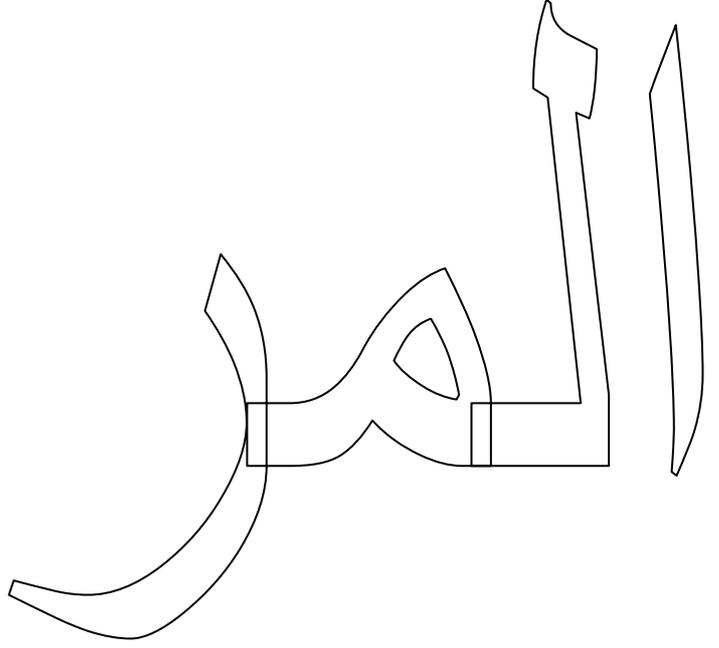
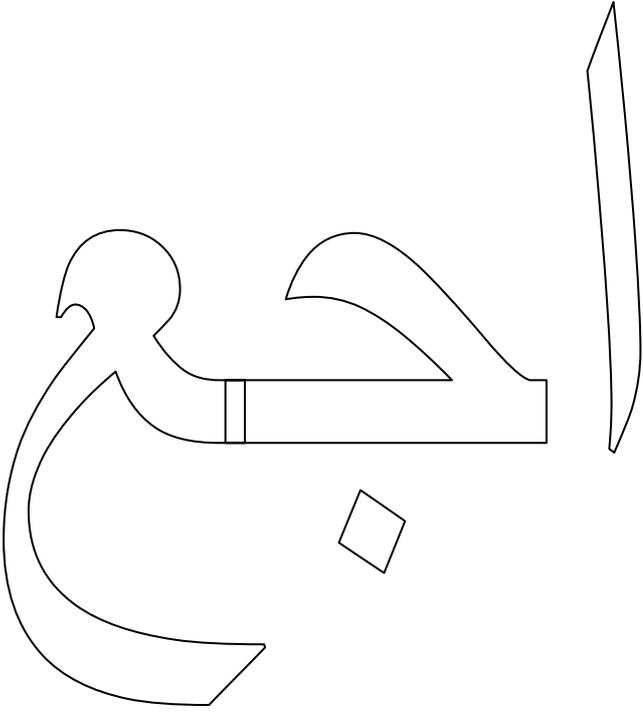
<sup>1</sup> - Raymond Simon ;Public Relations (Concept &Practices), Op.cit., 1984,p190.







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.2003

.2010-2009

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Saturday 04 January, 05.48 a.m.

## Résumé

L'étude a examiné la relation entre les associations (les ligues) sportifs régionaux de volley-ball des équipes pour mettre en évidence l'importance des relations publiques au sein de leur apporter des solutions aux problèmes de gestion rencontrés par les responsables de clubs qui ont révélé que les équipes sportives qui n'ont pas de mécanismes de plusieurs de la communauté scientifique afin d'assurer le bon fonctionnement du travail administratif, car elle s'est penchée sur l'efficacité des ressources humaines dans les diverses activités ressources administratives ainsi que financières et des moyens de communication qui ont affecté directement l'efficacité du contact administratif qui peuvent partager des informations et des conseils pour éviter les cas d'obstruction et de paralysie dans le centre de gestion du sport, ce qui représente la base fondamentale de la pratique des sports de compétition dans les sports algérienne. L'étude reposait sur une approche descriptive, qui est la méthode d'analyse et d'expression dans un organisateur scientifique pour l'accès sur le fait que le phénomène étudié et utilisé le questionnaire comme un outil pour la collecte des données et statistiques de traitement pour atteindre la finale sur le fait que de relations publiques qui se soucie de préoccupations et les problèmes de la différence a un rôle important dans la bonne pratique la gestion d'équipes sportives en prenant une attitude positive envers les chefs d'équipe, et la construction d'une bonne relation avec eux, et le travail pour faciliter la communication et de leur fournir des prédictions différentes et futures thérapeutique pour tous les changements internes et externes pour assurer l'accès aux résultats sportifs sont satisfaisants.

## Abstract

Study examined the relationship between the associations of regional volleyball teams sports to highlight the importance of public relations within them to provide solutions to the problems of management faced by the heads of clubs which revealed that the sports teams lacking for several mechanisms of the scientific to ensure the proper functioning of the administrative work, as it focused on human resources efficiency in the various activities administrative as well as financial resources and means of communication that have affected directly the effectiveness of the administrative contact who can share information and guidance to avoid cases of obstruction and paralysis in the center of Sports Management, which represents the fundamental basis for the practice of competitive sports in sports Algerian. The study relied on a descriptive approach, which is the method of analysis and expression in a scientific organizer for access to the fact that the phenomenon studied and used the questionnaire as a tool for data collection and statistical processing to reach the final to the fact that a public relations who cares about concerns of and the problems of the difference has a big role in the correct practice management of sports teams by taking a positive attitude towards the team leaders, and building a good relationship with them, and work to facilitate communication and provide them with the various predictions and therapeutic future for all internal and external changes to ensure access to sports results are satisfactory.

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