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Developing Guidelines for the Effective Management of Wushu Clubs in Henan Province

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Abstract

Background and Aims: Many Wushu clubs, particularly in culturally rich regions like Henan, face challenges related to management, sustainability, and adaptation to modern sport development models. These challenges include inconsistent organizational structures, limited financial resources, insufficient promotion and outreach strategies, weak leadership and administrative planning, a lack of standardized management practices, difficulty allocating resources, evaluating performance, or attracting new members. Moreover, many Wushu clubs in Henan are managed by coaches or former athletes who lack formal training in sports management, leadership, or organizational planning. This often results in inefficient operations, poor financial oversight, and inconsistent program quality. Therefore, this research aimed to develop guidelines for the effective management of the Wushu club in Henan province.

Methodology: This research was a mixed-methods study. The research population consists of 498 students, 42 Wushu coaches, and 18 Wushu club managers from six Wushu clubs in Luoyang City, Henan Province. For this research, 7 experts were interviewed to draft the components of the guideline. After that, 10 experts participated in a focus group discussion to develop guidelines for the effective management of Wushu clubs in Henan Province. Finally, 7 experts were invited to a connoisseurship discussion to confirm the developed guideline. In this research, the mean, standard deviation, and content analysis were used to analyze the data.

Results: Guideline for the effective management of Wushu club was organized based on POLC framework, the details as follows: (1) Planning consists of four key aspects, strategic development goals, program and budget planning, talent development planning, and risk and sustainability planning; (2) Organizing consists of four key aspects, organizational structure, human resource allocation, facility and resource management, inter-organizational collaboration; (3) Leading consists of four key aspects, leadership development, coach and staff development, motivation and organizational culture, and athlete welfare and engagement; and (4) Controlling consists of four key aspects, performance monitoring and evaluation, financial accountability, feedback and continuous improvement, and policy and compliance control.

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Conclusion: After validation through the connoisseurship method, the experts unanimously agreed that the guideline for the effective management of Wushu clubs in Henan Province was comprehensive, well-organized, and highly applicable to the management realities of Wushu clubs in Henan Province.

Keywords: Guideline; Effective Management; Wushu Club

Introduction

As Wushu continues to gain recognition in educational and competitive settings, the establishment of Wushu clubs in schools, universities, and local communities has become increasingly important. These clubs not only provide training opportunities but also serve as vehicles for promoting Chinese culture and healthy lifestyles among youth (Zhang, T. & Wang, L., 2020). However, many Wushu clubs, particularly in culturally rich regions like Henan, face challenges related to management, sustainability, and adaptation to modern sport development models. These challenges include inconsistent organizational structures, limited financial resources, insufficient promotion and outreach strategies, weak leadership and administrative planning, a lack of standardized management practices, difficulty allocating resources, evaluating performance, and attracting new members. This results in inconsistent quality, financial instability, and difficulty in sustaining long-term development. Moreover, many Wushu clubs in Henan are managed by coaches or former athletes who lack formal training in sports management, leadership, or organizational planning. This often results in inefficient operations, poor financial oversight, and inconsistent program quality. Without professional administrative frameworks, clubs struggle to implement strategic growth or sustain long-term development (Zhang, T. & Liu, H., 2020).

Additionally, as Wushu continues to transition from a cultural practice to a competitive sport, there is a growing need for professionalized management that aligns with modern sport development models (Chen, Y., 2019). However, many Wushu clubs in Henan Province lack administrators, leading to ineffective promotion strategies, weak community engagement, and struggles to balance traditional values with the demands of modern sports management, leading to inefficiencies in program delivery, athlete development, and community engagement. Currently, there is a lack of practical, research-based guidelines to support Wushu club managers and coaches in addressing these issues. The absence of such a framework limits the ability of Wushu clubs to achieve long-term success, retain members, and fulfill their educational and cultural missions. Moreover, the Chinese government has increasingly emphasized the role of traditional sports in national fitness campaigns and school education (General Administration of Sport of China, 2021). However, policy implementation at the club level is often fragmented due

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to the absence of clear guidelines. Developing a research-based, practical management framework can help bridge this gap and align grassroots Wushu development with national strategies.

Therefore, there is an urgent need to develop a structured, practical management framework and context-specific guidelines to enhance the effective management of Wushu clubs in Henan Province. In order to address the existing problems and improve the quality of Wushu club management, this research aims to develop a practical tool for improving the administration, sustainability, and growth of Wushu clubs, which can also serve as a foundation for replication in other provinces or for application in other traditional sports settings.

Research Objectives

To develop guidelines for the effective management of the Wushu club in Henan province.

Literature Review

Wushu

Wushu, commonly known as Chinese martial arts, is a traditional physical and cultural practice that integrates combat techniques, philosophical principles, health cultivation, and aesthetic expression. With origins dating back more than 2,000 years, Wushu has developed alongside Chinese civilization, rooted in ancient military training, folk traditions, and classical philosophies such as Confucianism, Taoism, and Buddhism (Liu, H., 2019). Over centuries, it has evolved into a complex system of techniques encompassing strikes, kicks, grappling, and weapons, as well as refined forms and routines. Modern Wushu consists primarily of two main components: Taolu, pre-arranged forms that combine martial techniques with speed, power, flexibility, and rhythm; and Sanda, a modern form of full-contact sport fighting that incorporates punches, kicks, and throws. This dual nature reflects Wushu's historical identity as both a martial discipline and a performance art.

Henan Province holds a particularly important place in the history and development of Wushu. It is home to the world-renowned Shaolin Temple, often referred to as the cradle of Chinese martial arts, which has played a foundational role in the formation of various Wushu styles and philosophies (Yang, J., 2018). The Shaolin tradition, in particular, symbolizes the integration of martial arts, Zen Buddhism, and physical culture. Today, Henan remains a central hub for Wushu training, education, and international exchange. In recent decades, Wushu has undergone modernization and internationalization under the guidance of the Chinese Wushu Association and the International Wushu Federation (IWUF). Standardized rules, scoring systems, and global competitions have transformed Wushu into a competitive sport, while still preserving

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its traditional essence. In 2008, Wushu was featured as a demonstration sport during the Beijing Olympics, reflecting its growing global appeal and cultural significance (IWUF, 2023). Despite its rich heritage, Wushu faces several modern challenges, including commercialization, loss of traditional values, and declining popularity among urban youth. Studying Wushu enables researchers, policymakers, and practitioners to identify strategies for revitalizing the art, balancing modernization with authenticity, improving management practices, and making Wushu relevant to younger generations and international audiences (Zhang, W., 2022). Finally, the study of Wushu opens doors to interdisciplinary and cross-cultural academic exploration. Scholars from fields such as anthropology, history, sociology, sports science, and international relations can examine Wushu from different perspectives. Comparative studies with other martial arts traditions, such as karate, taekwondo, or capoeira, also deepen global understanding of the role of martial arts in society. Wushu, therefore, serves as a rich subject for academic discourse, cultural exchange, and scholarly innovation (Chen, Y., 2021).

In summary, Wushu holds multidimensional significance as a cultural treasure, a tool for education and self-cultivation, a globally respected sport, and a bridge for international exchange. Its value extends far beyond the martial arts arena, making it an important subject of study for researchers, educators, and policymakers alike.

Wushu club management

Wushu, a traditional Chinese martial art that combines physical movement, cultural expression, and competitive sport, has gained significant popularity both in China and internationally. The management of Wushu clubs plays a vital role in sustaining the sport's development, promoting athlete performance, and preserving cultural heritage. Effective Wushu club management requires a blend of modern sports management principles, community engagement, and culturally rooted practices. The goal of Wushu club management is to ensure that clubs are efficiently organized, financially sustainable, and athletically productive, while also promoting traditional values such as discipline, respect, and perseverance. Proper management will include athlete training and competition, curriculum development, instructor qualification, facility maintenance, financial planning, member recruitment, and retention (Huang, F., 2019).

Successful Wushu clubs often follow a hierarchical organizational model, with clearly defined roles such as the club director or manager who oversees operations and strategic planning. The head coach will design training programs and mentor athletes. Administrative staff will handle finances, registration, and scheduling. Support staff will include physical therapists, volunteers, and marketing personnel. Clear role delineation will ensure accountability, workflow efficiency, and effective communication. It can be explained that effective Wushu club

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management begins with a clearly defined organizational structure. This structure outlines the roles, responsibilities, and reporting lines among all stakeholders within the club. A typical structure includes a Club Director or Manager, Head Coach, Assistant Coaches, Administrative Staff, and sometimes a Board of Advisors. The Club Director oversees the club's overall strategy, policies, and vision. Coaches focus on training programs and athlete development, while administrators manage logistics, scheduling, finances, and communications. An effective hierarchy promotes accountability, efficient decision-making, and operational coherence, especially when managing multiple training levels or hosting competitions and events. In addition, strategic management in Wushu clubs includes (1) Mission setting, aligning with cultural and athletic values, (2) Vision and goals, long-term development of athletes and club reputation, (3) Policy-making, Guidelines for training, safety, discipline, and competition. The use of modern sports governance principles ensures transparency, fairness, and ethical management practices (Ferkins, L. et al., 2018).

However, the success of a Wushu club heavily relies on the quality of its personnel. Human resource management involves recruiting qualified coaches with both technical expertise and pedagogical skills. Continuous professional development through certifications, workshops, and martial arts seminars ensures that instructors stay updated with current methodologies. Additionally, performance appraisals, motivational incentives, and a supportive working environment are essential to retaining skilled staff. Volunteers and support personnel, such as event coordinators and medical staff, also contribute significantly to a club's smooth operation. Moreover, financial management is the backbone of a sustainable Wushu club. This includes drafting annual budgets, managing income sources (such as tuition fees, merchandise sales, sponsorships, and government subsidies), and controlling expenditures. Financial transparency and accountability are essential for maintaining stakeholder trust. Clubs should also plan for long-term financial stability by creating emergency funds and investing in development projects. Effective financial planning ensures resources are available for equipment, facility maintenance, staff salaries, and athlete scholarships (Wang, Y., & Zhang, J., 2020).

Marketing is essential for attracting new members and enhancing the club's visibility. Strategies include maintaining a user-friendly website, managing active social media accounts, and sharing videos of performances or classes. Offline marketing, such as hosting free trials, public demonstrations, and community partnerships, further strengthens the club's brand. Public relations efforts should focus on building goodwill with local communities, schools, and media. Transparent communication and storytelling around the club's history, values, and achievements create a compelling identity (Chen, Z., 2020). Safe, clean, and well-equipped training environments are fundamental. Clubs should maintain high standards for training mats, Wushu

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weapons, safety gear, lighting, ventilation, and sanitation. Facilities must comply with health and safety regulations and accommodate various training needs, including group classes, individual practice, and sparring. Routine inspections, equipment upgrades, and proper storage systems prevent injuries and extend equipment lifespan. Facilities also serve as a reflection of the club's professionalism and care for its members (Zhang, H., 2016). Injury prevention and risk mitigation are central to responsible management. Safety protocols should include warm-up and cool-down routines, equipment checks, first-aid readiness, and emergency procedures. Coaches must be trained in sports medicine basics and CPR. Clubs should also establish codes of conduct, anti-harassment policies, and insurance coverage for participants. Parental consent, especially in youth classes, and legal compliance further reduce operational risks (IWUF, 2023). Managing a Wushu club requires strategic planning, cultural sensitivity, financial acumen, and commitment to athlete development. As Wushu continues to gain popularity globally, especially as an element of China's soft power and cultural diplomacy, effective club management will play a pivotal role in ensuring its growth, sustainability, and excellence.

Management theory

The POLC framework, which stands for Planning, Organizing, Leading, and Controlling, represents one of the most widely recognized models for understanding the core functions of management. This framework was originally derived from Henri Fayol's classical theory of management, which outlined key managerial activities essential for effective organizational functioning. The POLC model provides a structured and systematic approach to management that enables organizations to translate vision into action and ensure accountability at every level. According to Carpenter, Bauer, and Erdogan (2009), the POLC model serves as a roadmap that guides managers in decision-making, coordination, motivation, and performance assessment. By applying these four functions coherently, organizations can maintain alignment between goals, operations, and outcomes.

Planning is the foundational function of management, focusing on establishing goals and determining the most effective course of action to achieve them. Robbins and Coulter (2021) define planning as a deliberate process of deciding in advance what should be done, how it should be done, and who should do it. Effective planning ensures that organizational resources are allocated efficiently and that risks are mitigated through forecasting and strategic analysis. In sports organizations and Wushu club management, the planning process involves defining objectives such as athlete development, competition performance, and resource utilization. As Fayol (1916) emphasized, without a plan, managerial actions become random and inconsistent.

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Thus, systematic planning forms the backbone of any successful management system, providing a sense of direction and measurable performance targets.

Within the planning function, it is important to distinguish between strategic and operational planning. Strategic planning deals with long-term goals and overall direction, while operational planning focuses on day-to-day activities and short-term objectives. According to Hill, Schilling, and Jones (2017), strategic planning involves assessing internal strengths and weaknesses as well as external opportunities and threats (SWOT analysis) to develop sustainable competitive advantages. In the context of Wushu clubs, strategic planning may include long-term talent development frameworks and collaboration with provincial sports bureaus, while operational planning focuses on scheduling training sessions, managing budgets, and organizing local competitions. By combining both dimensions, management can balance vision with practical execution.

Organizing is the process of designing the structure of an organization and arranging resources to achieve planned objectives effectively. Daft (2020) describes organizing as the process of creating a framework that defines relationships, authority, communication channels, and resource distribution. In a Wushu club setting, organizing includes establishing roles among coaches, athletes, administrators, and supporting staff, as well as creating committees for competition planning or financial management. A well-organized structure minimizes duplication of effort and ensures clear accountability. As Robbins and Judge (2019) highlight, effective organizing transforms abstract plans into tangible results by aligning people, processes, and structures toward a shared goal.

Leading, often referred to as directing, is the human-centered function of management concerned with influencing, motivating, and guiding team members toward organizational objectives. Leadership encompasses communication, inspiration, and conflict resolution elements critical for building trust and morale within the organization. Northouse (2021) emphasizes that leadership effectiveness depends not only on authority but also on emotional intelligence, interpersonal skills, and the ability to inspire others. In the Wushu context, effective leadership ensures that coaches motivate athletes to perform at their best, maintain discipline, and foster teamwork. Transformational leadership, in particular, has been found to enhance performance and satisfaction among athletes and staff (Bass & Riggio, 2018). Thus, leadership is the energy that drives organizational plans into action.

Controlling is the final function in the POLC framework, involving the establishment of standards, measurement of performance, and corrective actions to ensure that organizational objectives are met. According to Griffin and Van Fleet (2014), control is essential to ensure that the actual results align with planned goals and that deviations are corrected promptly. In Wushu

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club management, this could involve monitoring attendance, evaluating training outcomes, and tracking athlete progress through measurable indicators. The control process also includes financial auditing, equipment inspections, and feedback collection. Effective control systems help managers identify inefficiencies and areas for improvement, ensuring both accountability and continuous quality enhancement.

The four functions of the POLC model are interconnected and mutually reinforcing. Planning sets the goals, organizing provides the structure, leading motivates the people, and controlling ensures performance adherence. Robbins and Coulter (2021) assert that successful management depends on the seamless integration of these functions. In practice, this means that each managerial decision should align with the others to create a coherent system. For instance, if a Wushu club sets a goal to improve competition results (planning), it must allocate roles and resources (organizing), inspire and train athletes (leading), and evaluate outcomes through competitions and performance data (controlling). The cyclical nature of POLC allows for adaptive learning and continuous improvement.

In conclusion, Wushu is a traditional Chinese martial art that integrates combat techniques, cultural philosophy, health cultivation, and aesthetic performance, evolving over more than 2,000 years into modern forms such as Taolu and Sanda while maintaining deep cultural roots, particularly in Henan Province and the Shaolin tradition. As Wushu continues to modernize and globalize under standardized governance, effective Wushu club management has become essential for sustaining athlete development, financial stability, cultural preservation, and organizational efficiency. Successful clubs rely on structured governance, qualified personnel, sound financial planning, marketing strategies, facility management, and safety protocols. These management practices can be systematically guided by the POLC framework, Planning, Organizing, Leading, and Controlling, which provides a comprehensive model for setting goals, structuring operations, motivating members, and ensuring performance accountability. Together, Wushu's cultural significance and modern management principles highlight its value as both a heritage practice and a professionally administered sport requiring strategic, sustainable development.

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Conceptual Framework

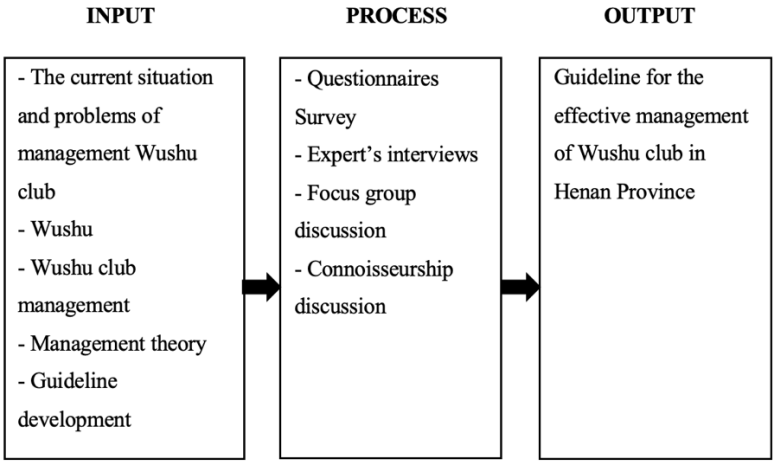


Figure 1 Conceptual framework

Methodology

Research Tools

This study employed several research instruments to systematically collect and analyze data: (1) Questionnaire for students, Wushu coaches, and Wushu club managers; (2) Expert interview questionnaire; (3) Focus group outline; and (4) Connoisseurship outline.

Population and Sample

The research population consists of 498 students, 42 Wushu coaches, and 18 Wushu club managers from 6 Wushu clubs in Luoyang City, Henan Province, namely Juntun Wushu Club, Hukefeng Wushu Club, PK Fighting Jinhong Wushu Club, Jinlong Wushu Club, Xiaochao Wushu Club, and 123 Chinese Studies Wushu Club.

The sample size was determined based on the Krejcie and Morgan table; 217 students from 6 Wushu clubs in Luoyang City, Henan Province, were selected as the student sample group. Given the limited number of Wushu coaches and club managers, all available individuals, 42 Wushu coaches and 18 Wushu club managers, were included in the population of the survey. In this research, 7 experts were interviewed to draft the components of the guideline. After that, 10 experts participated in a focus group discussion to develop guidelines. Finally, 7 experts were invited to a connoisseurship discussion to confirm the developed guideline for the effective management of Wushu clubs in Henan Province.

Data Collection

1. A comprehensive review of relevant literature on management theories and the management and promotion of Wushu clubs was conducted. This review included books, peer-

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reviewed journal articles, academic theses, and dissertations obtained from both domestic and international databases.

2. Following the literature review, questionnaires were distributed to a total of 277 participants, consisting of the questionnaire for students was distributed to 217 students, and the questionnaire for Wushu coaches and Wushu club managers was distributed to 42 Wushu coaches and 18 Wushu club managers from 6 selected Wushu clubs in Luoyang City, Henan Province. The questionnaires were designed to assess participants' perceptions, experiences, and opinions related to the current situation of Wushu club management and promotional practices in the region.

3. Seven experts were invited to participate in face-to-face interviews to gather deeper insights into the current situation and challenges surrounding the management and promotion of Wushu clubs in Henan Province. The findings were used to inform the initial drafting of key components for the guideline for the effective management of Wushu clubs in Henan Province.

4. Ten experts were invited to participate in a focus group discussion. The purpose of the focus group was to collaboratively develop a comprehensive guideline for the effective management of the Wushu club.

5. Seven experts were invited to participate in a connoisseurship discussion. This method was used to evaluate the feasibility, relevance, and applicability of the proposed management guideline.

Data Analysis

This research primarily utilized a software package for data analysis. The analysis procedures were as follows:

1. Descriptive statistics, including mean ($\bar{X}$) and standard deviation (S.D.), were used to analyze questionnaire responses collected from 217 students, 42 Wushu coaches, and 18 Wushu club managers.

2. Qualitative data obtained from expert interviews, focus group discussions, and connoisseurship discussions were analyzed using content analysis.

3. To ensure the validity of the research instruments, the questionnaire for students, the questionnaire for Wushu coaches and club managers, and the expert interview outline were assessed using the Index of Item-Objective Congruence (IOC). The IOC value for the questionnaire for students was 0.89, while the IOC value for the questionnaire for Wushu coaches and Wushu club managers was 0.92. Additionally, the IOC value for the expert interview questionnaire was 0.90.

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Results

The research findings, derived from this systematic approach, were presented in three key sections as follows:

Part 1: Studying the current situation and problems of the management of the Wushu club in Henan Province

To investigate the current situation and identify existing problems in the management of Wushu clubs in Henan Province, this study utilized a questionnaire survey targeting two stakeholder groups: Wushu club students, Wushu coaches, and Wushu club managers. A total of 217 students, 42 Wushu coaches, and 18 Wushu club managers from six Wushu clubs across Henan Province. The survey results from students found that while Wushu clubs in Henan Province have established foundational structures and training systems, they still require substantial improvements in organizational management, communication, resource distribution, and incentive mechanisms. The survey results from teachers indicate that while the foundation for Wushu club administration exists, the system remains constrained by inadequate resources, insufficient training structures, and a lack of integrated management mechanisms. Enhancing policy clarity, leadership development, and strategic funding models alongside consistent monitoring and collaboration will be essential to achieving effective and sustainable Wushu club management in Henan Province.

Part 2: Drafting guidelines for the effective management of the Wushu club in Henan Province

1. Expert's interview

After distributing questionnaires to students, Wushu coaches, and Wushu club managers from six Wushu clubs in Henan Province to assess the current situation and identify challenges in club management, a series of in-depth interviews was conducted with seven experts to obtain comprehensive and practical insights to draft the component of guideline for the effective management of Wushu clubs in Henan Province.

The interview results found that although Wushu clubs in Henan Province demonstrate strong cultural commitment and dedicated coaching, their development is constrained by weak organizational structures, informal leadership systems, limited strategic planning, and insufficient policy and financial support. Challenges such as unclear role allocation, poor coordination, lack of digital management systems, and absence of structured athlete development and evaluation mechanisms hinder long-term sustainability. To overcome these issues, experts unanimously recommended applying the POLC framework as a systematic management foundation, emphasizing strategic and measurable planning, clearly defined organizational structures, motivational and professional leadership practices, and continuous performance monitoring

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through standardized evaluation and feedback systems. Implementing this integrated approach would promote transparency, accountability, operational efficiency, and sustainable growth, ultimately strengthening both athlete performance and institutional effectiveness across Wushu clubs in Henan Province.

2. Focus group discussion

A focus group discussion was conducted with ten experts to gather professional insights for developing a guideline for the effective management of Wushu clubs in Henan Province. The results found that the sustainable development of Wushu clubs in Henan Province depends on implementing a systematic, data-driven, and athlete-centered management model based on the POLC framework. The experts emphasized strategic long-term planning with measurable goals and diversified funding, standardized organizational structures with clear role allocation, professional and transformational leadership practices that encourage participation and ethical governance, and robust controlling mechanisms supported by digital systems, transparent evaluation, and regular performance monitoring. Overall, the proposed guideline provides a comprehensive, practical, and structured framework to enhance management efficiency, institutional accountability, athlete performance, and long-term sustainability of Wushu clubs throughout Henan Province. The details of the developed guideline were presented as follows:

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The guideline for the effective management of Wushu clubs in Henan province	
Planning	
Strategic Development Goals	1. Establish both short-term (1-year) and long-term (3–5 years) plans for Wushu club development aligned with provincial and national sports policies. 2. Define measurable objectives related to athlete performance, coach development, facility improvement, and community engagement.
Program and Budget Planning	1. Develop annual operational plans that include financial budgeting, equipment procurement, and facility maintenance. 2. Integrate training schedules, competition calendars, and promotional activities into a unified management plan.
Talent Development Planning	1. Identify athlete potential through standardized selection criteria and build individual growth plans focusing on long-term athlete development. 2. Encourage academic and athletic balance by aligning training programs with school curriculums.
Risk and Sustainability Planning	1. Anticipate challenges such as funding shortages, staff turnover, or injury risks and establish contingency plans. 2. Incorporate sustainability strategies, including environmental responsibility and digital transformation in club operations.

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The guideline for the effective management of Wushu clubs in Henan province	
Organizing	
Organizational Structure	1. Establish a clear management hierarchy separating administrative, technical, and financial responsibilities. 2. Appoint specialized committees (e.g., training, finance, event management, athlete welfare) within each club.
Human Resource Allocation	1. Recruit qualified coaches and support staff according to standardized job descriptions. 2. Encourage collaboration among schools, sports authorities, and private enterprises for shared resource use.
Facility and Resource Management	1. Implement systematic facility management plans that ensure safety, cleanliness, and functionality. 2. Establish resource-sharing mechanisms between clubs and local educational institutions.
Inter-Organizational Collaboration	1. Develop MOUs between Wushu clubs, provincial associations, and local enterprises to support sponsorship, training, and talent exchange. 2. Foster partnerships with universities for coach education, research collaboration, and athlete development projects.
Leading	
Leadership Development	1. Promote participatory leadership, encouraging joint decision-making between club managers and coaches. 2. Conduct leadership training programs focusing on communication, motivation, and ethical management.
Coach and Staff Development	1. Implement continuous professional development (CPD) through workshops, seminars, and performance reviews. 2. Establish mentorship systems pairing experienced coaches with younger professionals.
Motivation and Organizational Culture	1. Build a supportive work culture emphasizing teamwork, responsibility, and innovation. 2. Provide recognition and incentives for outstanding coaches, staff, and athletes.
Athlete Welfare and Engagement	1. Offer scholarships, medical insurance, and psychological support to ensure athlete well-being. 2. Promote athlete participation in decision-making about training and club improvement initiatives.

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The guideline for the effective management of Wushu clubs in Henan province	
Controlling	
Performance Monitoring and Evaluation	1. Create performance indicators for athletes, coaches, and administrative units. 2. Conduct regular internal reviews of training outcomes, competition results, and management performance.
Financial Accountability	1. Establish transparent financial systems with public disclosure of income and expenditure. 2. Conduct annual audits to ensure financial integrity and efficient budget utilization.
Feedback and Continuous Improvement	1. Set up structured feedback loops among students, coaches, and administrators to guide policy and management updates. 2. Use digital dashboards and data analytics to monitor performance trends and inform strategic adjustments.
Policy and Compliance Control	1. Ensure alignment with local government regulations, sports association standards, and national education policies. 2. Introduce periodic external evaluations conducted by provincial sports authorities to maintain accountability.
Integration and Support system	
Policy Support	1. Advocate for provincial policies that formalize Wushu clubs' role within the school and community sports ecosystem. 2. Request increased government investment in coach training, infrastructure, and equipment improvement.
Funding and Partnership Expansion	1. Diversify funding sources through government grants, private sponsorships, and community fundraising. 2. Create incentive programs to attract private enterprises to invest in youth Wushu development.
Digital Management System	1. Develop an integrated digital platform for registration, communication, scheduling, and performance tracking. 2. Use data-driven decision-making to enhance transparency, accountability, and operational efficiency.

Part 3: Confirming the guidelines for the effective management of the Wushu club in Henan Province

To assess its practicality, relevance, and applicability, the guideline was validated through the connoisseurship method with seven experts. The panel unanimously agreed that the guideline is comprehensive, well-structured, and feasible for practical implementation. They also emphasized that it serves as a valuable framework for improving the management quality, professional standards, and sustainable development of Wushu clubs throughout Henan Province.

In addition, all seven experts agreed that the developed guideline is effective, relevant, and appropriate for Wushu clubs in Henan Province. They confirmed that the POLC framework

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provides a strong structural foundation that ensures comprehensive coverage of management functions. The experts also emphasized that the guideline's clarity, practicality, and adaptability make it suitable for both urban and rural clubs. Minor recommendations included adding more operational tools (templates, digital systems, and local examples) to enhance usability. Overall, the connoisseurship validation confirms that the guideline is feasible, contextually relevant, and capable of improving the overall quality, leadership, and sustainability of Wushu club management across Henan Province.

Conclusion

The results of the connoisseurship validation indicated unanimous agreement among the experts that the developed guideline is comprehensive, practical, and well-aligned with the management conditions of Wushu clubs in Henan Province. The experts further confirmed that the guideline is feasible for implementation within existing resources and provides a systematic foundation for improving organizational efficiency, leadership capability, and long-term sustainability in Wushu club management throughout the province. The details of the guideline for the effective management of Wushu clubs in Henan Province were as follows:

1. Planning consists of four key aspects:

(1) Strategic Development Goals, which include two components: establishing both short-term and long-term plans and defining measurable objectives.

(2) Program and Budget Planning, which includes two components: developing annual operational plans and integrating training schedules, competition calendars, and promotional activities into a unified management plan.

(3) Talent Development Planning, which includes two components: identifying athlete potential and encouraging academic and athletic balance.

(4) Risk and Sustainability Planning, which includes two components: anticipating challenges and incorporating sustainability strategies.

2. Organizing consists of four key aspects:

(1) Organizational Structure, which includes two components: establishing a clear management hierarchy and appointing specialized committees within each club.

(2) Human Resource Allocation, which includes two components: recruiting qualified coaches and support staff, and encouraging collaboration among schools, sports authorities, and private enterprises.

(3) Facility and Resource Management, which includes two components: implementing systematic facility management plans and establishing resource-sharing mechanisms.

(4) Inter-Organizational Collaboration, which includes two components: developing

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MOUs between Wushu clubs, provincial associations, and local enterprises, and fostering partnerships with universities.

3. Leadership consists of four key aspects:

(1) Leadership Development, which includes two components: promoting participatory leadership and conducting leadership training programs.

(2) Coach and Staff Development, which includes two components: implementing continuous professional development and establishing mentorship systems.

(3) Motivation and Organizational Culture, which includes two components: building a supportive work culture and providing recognition and incentives for outstanding coaches, staff, and athletes.

(4) Athlete Welfare and Engagement, which includes two components: offering scholarships, medical insurance, and psychological support, and promoting athlete participation.

4. Controlling consists of four key aspects:

(1) Performance Monitoring and Evaluation, which includes two components: creating performance indicators and conducting regular internal reviews.

(2) Financial Accountability, which includes two components: establishing transparent financial systems and conducting annual audits.

(3) Feedback and Continuous Improvement, which includes two components: setting up structured feedback loops and using digital dashboards and data analytics.

(4) Policy and Compliance Control, which includes two components: ensuring alignment with regulations and policy, and introducing periodic external evaluations

5. The integration and Support system consists of three key aspects:

(1) Policy Support, which includes two components: advocating for provincial policies and requesting increased government investment.

(2) Funding and Partnership Expansion, which includes two components: diversifying funding sources and creating incentive programs.

(3) Digital Management System, which includes two components: developing an integrated digital platform and using data-driven decision-making.

Discussion

Based on expert insights and guided by the POLC framework, the developed management guideline emphasizes the importance of systematic planning aligned with government sports policies, efficient organization of human and financial resources, and effective leadership that motivates both coaches and athletes. It also proposes transparent control mechanisms through regular evaluations, feedback systems, and data-driven decision-making to ensure accountability

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and continuous improvement. Additionally, the guideline promotes collaboration among schools, Wushu associations, and local authorities, the integration of athlete welfare programs, and the adoption of modern management tools to enhance efficiency. Effective leadership, clear organizational structures, and ongoing evaluation are essential to ensuring the successful and sustainable implementation of Wushu club management throughout Henan Province.

The Planning aspect of the management guideline focuses on establishing a clear strategic direction and an actionable framework for Wushu club development in Henan Province. It begins with Strategic Development Goals, emphasizing both short-term and long-term objectives that are measurable and aligned with provincial sports policies. Program and Budget Planning ensures the creation of annual operational plans that integrate training schedules, competition calendars, and promotional activities into a cohesive management system. Talent Development Planning aims to identify promising athletes while promoting an academic–athletic balance to support holistic growth. Finally, Risk and Sustainability Planning highlights the importance of anticipating potential challenges and embedding sustainability strategies to ensure the long-term stability and effectiveness of Wushu club operations. These findings are consistent with the research of Hill, Schilling, and Jones (2017), which emphasized that strategic planning entails analyzing internal strengths and weaknesses alongside external opportunities and threats through a SWOT analysis to establish sustainable competitive advantages. Within the context of Wushu clubs, strategic planning may encompass the formulation of long-term talent development frameworks and the establishment of partnerships with provincial sports bureaus. Meanwhile, operational planning emphasizes the effective scheduling of training sessions, budget management, and the organization of local competitions. Integrating both strategic and operational planning enables club management to align long-term vision with practical implementation, ensuring cohesive and sustainable development.

The Organizing aspect emphasizes creating a well-defined management structure and efficient coordination within Wushu clubs. It involves establishing a clear organizational hierarchy and appointing specialized committees to oversee key operational areas. Human resources are allocated by recruiting qualified coaches and staff while promoting collaboration among schools, sports authorities, and private enterprises. Facility and resource management are strengthened through systematic maintenance plans and shared resource mechanisms. Additionally, inter-organizational collaboration is promoted through MOUs between Wushu clubs, provincial associations, and local enterprises, as well as partnerships with universities to enhance joint development and knowledge exchange. These findings are consistent with the research of Draft (2020), which defines organizing as the process of establishing a structural framework that clarifies relationships, authority, communication pathways, and the allocation of resources.

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Within the context of a Wushu club, organizing involves defining specific roles and responsibilities for coaches, athletes, administrators, and support personnel, as well as forming committees to manage areas such as competition organization and financial oversight. A well-structured organization helps prevent redundancy, promotes efficiency, and ensures transparent accountability. As noted by Robbins and Judge (2019), effective organizing converts strategic plans into concrete outcomes by harmonizing people, processes, and structures toward a unified organizational objective.

The Leading aspect focuses on strengthening leadership capacity and fostering a positive, motivated organizational culture within Wushu clubs. It promotes participatory leadership and provides leadership training programs to enhance decision-making and accountability. Continuous professional development and mentorship systems are implemented to improve the competencies of coaches and staff. A supportive work culture is cultivated through recognition and incentive programs that reward excellence and teamwork. Furthermore, athlete welfare is prioritized by offering scholarships, medical insurance, psychological support, and opportunities for active participation, ensuring holistic development and long-term engagement in Wushu. These findings are consistent with the research of Northouse (2021), which emphasizes that effective leadership extends beyond formal authority, relying heavily on emotional intelligence, interpersonal competence, and the capacity to inspire and influence others. In the context of Wushu clubs, strong leadership enables coaches to motivate athletes to achieve optimal performance, uphold discipline, and cultivate a spirit of teamwork and mutual respect within the training environment.

The Controlling aspect ensures accountability, transparency, and continuous improvement in Wushu club management. It emphasizes performance monitoring and evaluation through the creation of clear performance indicators and regular internal reviews. Financial accountability is maintained by establishing transparent financial systems and conducting annual audits. Structured feedback mechanisms and digital dashboards are utilized to support data-driven decision-making and ongoing improvement. Lastly, policy and compliance control ensure that all operations align with provincial and national regulations through periodic external evaluations, promoting integrity, efficiency, and sustainable management within Wushu clubs. These findings are consistent with the research of Griffin and Van Fleet (2014), control is a critical management function that ensures actual performance aligns with planned objectives while enabling timely correction of deviations. In the context of Wushu club management, control involves monitoring athlete attendance, assessing training effectiveness, and tracking performance progress through measurable indicators. It also encompasses financial audits, equipment inspections, and the systematic collection of feedback from coaches and athletes.

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An effective control system allows managers to detect inefficiencies, enhance operational accuracy, and promote continuous improvement, thereby strengthening accountability and overall management quality.

Recommendation

Recommendation for current research

1. Wushu clubs should focus on promoting both the physical and psychological well-being of athletes. Implementing programs for academic support, career guidance, and injury prevention would help ensure balanced development and long-term athlete retention.

2. Local government agencies should develop supportive policies and funding mechanisms to ensure the financial stability and institutional sustainability of Wushu clubs.

Recommendation for further research

1. Future studies could expand the research population to include Wushu clubs from other provinces in China, allowing for comparative analysis and the development of a national-level management framework for Wushu clubs.

2. It is encouraged to conduct follow-up studies to assess the effectiveness of the implemented guideline.

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