

48 - SOCIAL SPORTS CLUBS FROM NOVO HAMBURGO-RS: MANAGEMENT MODEL

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INITIAL WORDS ABOUT SOCIAL SPORTS CLUBS AND THEIR MANAGEMENT

Social sports clubs are characterized as associations or nonprofit civil corporations which are subject to the Brazilian Civil Code. In addition, these associations or corporations present a statute as their own juridical constitution, which presents internal rules and regulations (CAPI & MARCELINO, 2009). The authors also propose, based on the Brazilian Clubs Confederation (BCC), that the social sports club, for description purposes, is the one whose "structure consists of sports equipment (courts, pools, game rooms, etc). They are also characterized by programs with physical-sports activities and social events (parties, shows, balls), besides the possibility of greater security for their regular attendants" (CAPI & MARCELINO, 2009, p.465).

In that sense, the study intends to understand how management models of social sports clubs are regarding spaces designated for sport as leisure. In addition, through this study it is aimed to clarify the adaptation to social sports clubs environment, to understand management in these clubs and to identify the main strategies of social sports clubs.

In order to get to the management models of spaces for sport as leisure, in social sports clubs, one moves past the understanding of meanings imputed to sport. It is chosen, in this study, what Marques, Almeida and Gutierrez (2007) present referring to the form of expression of sport, divided between sports categories and senses for practice. The authors present that sport expresses itself in two forms: the sense that is given to it; and the sports category in question. The first category refers to the reasons for the practice and values transmitted by it, for social, cultural status and the individual's history are going to influence in the conception of the activity. The values transmitted, different according to the sense of practice determine among high performance sports practices, segregation, objective comparisons and competition; and other values that transmit inclusion, self-regard and cooperation, typical of leisure (CRUZ and FERNANDES, 2010). In the second category (GUTIERREZ and ALMEIDA, 2007, p. 231) state that [...] we find the diverse sports categories which are characterized by rules and regulations for action of their own and consist of different universes [...]. The sports categories quoted by the authors are boxing, soccer, volleyball and swimming, among so many, characterized by regulating entities (Confederations, Federations, Leagues and Associations), organizations for practice and administration of sport.

For that reason, they present a definition Model determinant to the forms of expression of sport, characterized on one side by the sports category, qualified by their rules, history and form of competition, and on the other side, by the sense of its practice, with its cultural context, moral values and meaning of practice. So we find in Gutierrez and Almeida (2007), based on the studies of Bracht (1997, p. 12) two ways of expression of sport, as for its sense and which seems appropriate for us to adopt as a theoretical goal to determine the nature of the sports spaces studied: a) the High performance sport or sport spectacle; and, b) Sport while leisure activity.

We are greatly interested in the sense of sport while leisure activity for this study. Rereading authors like (BRACHT, 1997; STIGGER, 2002; GUTIERREZ and ALMEIDA, 2007) it is observed that sport as leisure activity is not homogenous. Practices derived from high performance are found in them, with their rules, formal regulations and which are practiced in spaces that replicate them and, on another side, the resignification of sports practice, with a distinction in objectives, principles and values transmitted, being visualized the adaptation of rules, spaces, materials and participants (BURRIEL y PALOMA, 1994).

The management model is characterized by the segmentation of parts which interact among themselves and gives support to the decision (PEREIRA et. al, 2008). In addition, we have to consider that the [...] existence of a model indicates the predominance of the form over desires, intentions, reasons, functions and objectives, which tend to be subordinated to the model adopted. (FERREIRA et al., 2009, p. 19).

This presumes that the inclusion of beliefs and values on the planning process and control, under the managers' autonomy level, the performance assessment criteria and the principles are what determine the managerial behavior. Thus, the management model strongly influences the way how managers decide in the company. Its importance is revealed because it influences all subsystems in the company, conditioning the interaction of the company with other systems which comprise their external environment (PEREIRA et. al, 2008). In other words, the management model is a set of peculiarities in the organization and this particular pattern influences all other decisions and company areas, so that all of them converge to a common ideal.

It is important to point out that since the times of Taylor until our times there's been a succession of management models and theories (FERREIRA, REIS and PEREIRA, 1997). In this study it is chosen the sequence of management models tracked by Ferreira et al (2009), they gather models used in organizations into three categories: structural perspective, whose emphasis is found in the form; humanistic perspective, with emphasis in the form, but, where one can perceive a dislocation to function. And, at last, the integrative perspective, where the concern is with function, whose matter dominates organizations nowadays, considering the existence of an extremely unstable environment, emerging from the opening in markets, the global competition and the quick advance of technologies and, by consequence, of information (2009, p. 20).

Ferreira et al (2009)'s structural approach is comprised by a set of theoretical contributions which reveal a mechanistic view of the world and a strong influence of rationalist ideologies which marked the Industrial Revolution and society. It is centered in three theoretical marks: the mechanical approach theory, which has as its main inventors Taylor, Ford and Fayol, pioneers in the proposal of organizational arrangements systematically developed, originating the management models intentionally oriented to certain ends. The bureaucratic model which intended to offer managers appropriate instruments for control, based on discipline and predictability and the decision theory, whose administrative approach is filled with control aspiration and predictability typical of the structural approach.

In this approach existing gaps regarding the human being and their part in organizations are perceived. Workers were seen as one of the various productive inputs, such as equipment, raw material and energy. The worker should only lend his or her

physical strength to the production, that is, their intelligence, creative capacity and feelings were dispensable.

The humanistic approach has a long history, but its beginning occurred in an attempt to consolidate the human approach in the organizations theories. It emerged in opposition to the mechanic theory and had as an initial framework the human relations school, whose main authors are Elton Mayo (1933) and Kurt Lewin (1935). Considering that, the human relations school has as a central idea to bring out the complexity of the environment where man is conditioned to his needs (RIBEIRO, 2006). These ideas are centered in the experiences of Mayo who brought about as an important conclusion the need to understand work as a collective activity and that people have a deep need for acknowledgment, safety and adherence to the group (FERREIRA ET AL, 2009).

It is important to clarify as well, that leadership may appear in two ways: the formal one, which is carried out by people with positions of authority in the organization and the informal one, which are people who are influent because of their special skills (SILVA, 2007).

The other school which contributed is the one of human behavior, together with the humanistic approach. The main theories that guide this school are theory X and theory Y, by Douglas McGregor and the theory of human needs and motivation, elaborated by Abraham H. Maslow. "Theory X saw man as an indolent and lazy being, who tries to work the least he can, and makes that aiming to receive salary or material rewards and not in search for personal satisfaction" (RIBEIRO, 2006, p. 73). Theory Y where the manager adopts a more flexible style, is based on humanistic principles, people are not resistant to organizational needs, motivation, search for development and responsibility are present in those people (CARAVANTES et al, 2007).

The humanistic approach tried to overcome the limitations of the first management models, where the human being was seen just as input of the productive process. However, Ferreira (2009, p. 101), presents the main critics to the humanistic approach, though it "possesses very distinguished characteristics from the ones found in the classic approach, the human approach presents some similar weak points, among which it is pointed the lack of focus in the integration among organizations and the environment in which it is inserted".

The expression integrative approaches the "contributions found in the perspectives previously highlighted: the structural and the human ones" (FERREIRA, 2009, p.104). The integrative approach reveals its importance because it is occurring nowadays, being developed with the continuous changes in market and corporative complexities.

The integrative approach has the contribution of the systems theory, the contingency theory and the strategic management. Among the main conceptions of the general systems theory, Ferreira et al (2009) points out that each organization is a system and inside them there are other various subsystems. In turn, the company is part of a supersystem, which consists of institutions with which it is related. Companies need the environment to work, they need the input of raw material, people, resources of diverse kinds, among others. Naming, thus an open system. The structure of the company is fundamental for its functioning, depending on it the capacity of the organization to respond to the demands of environment.

Considering that, it is understood that companies are in frequent relationship with the bigger system, which is environment, but always having the need for the maintenance of its internal structure, being thus prepared for the changes in market. Avoiding this way the entropy of the system.

Starting from the studies of the systems theory, it also emerged the contingency theory, around the sixties. Both Ferreira et al (2009) and Caravantes et al (2007) explain that the expression contingency can be more easily applied to managerial questions, for there are permanent adaptations and adjustments in the corporative structure to their environments. In this line of thought, according to the same authors, the contingency theory preaches that there is not a better way of organizing and, a certain way of organizing won't be equally effective for every situation.

Due to the frequent changes of the environment, a structure that works for a company, may not work for another and so, it may not work for the same company some time later. That is, for contingency is necessary to reach for a balance in order to alter its way of organizing according to what the environment demands. It may be considered therefore, that the contingency theory has as a main characteristic the conception that there is not a better way to administrate, because of the constant environmental and internal changes in the organization, so there can't be a single solution for all organizations, since they are in different environments. There is the continuous need for adaptation to new contexts (RIBEIRO, 2006).

Initially, to develop the rules for strategic management, it is necessary to define the expression strategy, which according to scholars is Greek in origin and denominated the ability and quality of a general. Because of that, strategy has always been much linked to war and political games (SERRA, TORRES and TORRES, 2003, apud FERREIRA et al, 2009).

Currently, in the administrative scope, strategy is a form of thinking about the future in an integrated way within the decision process, by means of a procedure which is formalized and articulator of results (HENRY MINTZBERG, 1995, apud RIBEIRO, 2006). According to Ferreira et al (2009), in strategic administration, one of the most expressive authors was Mintzberg, being responsible for organizing and classifying the contributions produced by other authors into ten schools, dissecting the contents of theories and evaluating their advantages and disadvantages. In addition, according to Ferreira et al (2009), these ten schools were divided into two groups: prescriptive and descriptive.

The prescriptive approach tries to standardize certain events and the way to control them. It is an approach directed to normative principles that must rule the way of doing the processes inside the organization, explaining how it should work.

Descriptive schools consider specific aspects of the strategy formulation process and are less concerned with the "how" of the ideal strategic behavior and more with the description of how strategies are, in fact. In their works Mintzberg, Ahlstrand and Lampel (2000), deal with the fact that the descriptive schools consider specific aspects of the strategies formulation process and have been concerned with the description of how strategies are, in fact, formulated.

As a relevant issue one may consider that there is a relationship between prescription and stability and, inversely, between description and instability. As well as, the more centralized organizational systems are, the strongest will be the tendency to the mechanicist approach; contrarily, the more flexible and complex is the organizational structure, the more important is the support by more sophisticated models (FERREIRA et al, 2009).

METHODOLOGY

The present study is configured as qualitative descriptive, having as locus spaces designated for sport as leisure in social sports clubs from the city of Novo Hamburgo /RS. For the study it was searched for clubs that are traditionally characterized in their historical path as social sports ones and those that were willing to participate. For detection of the management models and strategies used by the social sports clubs, semi-structured interviews were used with the actors responsible for the management in those spaces and in loco observation of the functioning and utilization of the sports spaces in clubs. In order to obtain the results, it was used the technique of contents analysis in information gathered, which allowed for the identification and description of management models and adopted strategies, as well as, the existent relationship between these models and

strategies chosen.

CLUBS AND THEIR MANAGEMENT MODEL

The way found to analysis and discussion of the management model adopted by social sports clubs from Novo Hamburgo is the one proposed by Ferreira et al (2009) and that has provided as categories of analysis, after the results investigation: Clubs and environment; Management; and, Strategies, which we start to discuss now.

The clubs studied are traditional in the city of Novo Hamburgo – RS and have a social and sports venue in good conditions in the urban zone of the city. There are facilities in their spaces designated for leisure and sport, they present big halls which are appropriated for the social and cultural activities, such as parties, balls and shows. And sports spaces designed for the two forms of expression of sport as for its sense, defended by Gutierrez and Almeida (2007), sport while leisure activity and, also, for high performance sport or sport spectacle.

The interest of the study is focused on sports practice and the mission that biased the foundation and functioning of those clubs. In this sense, one can see that there is a distinction among the aptitude in each one of them. The largest of them, both in the size of its facilities, and in the number of members, established with the base of Germanic tradition which serve as basis to the city population, had its origin in gymnastics and sports that represent this heritage, like Fistball. Another one, brings in its name the vocation for which it was founded, sports shooting, while the third always had sports practice linked to its elitist characteristic, tennis.

As years went by, motivated by the needs and interests of their associates, this clubs started to adapt and present new possibilities of sports practice. Motivated by this need two of them, due to the demand of a more appropriate environment, moved out to new spaces in the urban scope of the city. This clubs present various possibilities to the practice of sport to their members, like polysports courts, tennis and padel courts, aquatic parks, the largest club has got a heated pool, fields of grass and sand, for playing soccer and volleyball, shooting range and cyclocross track.

In addition, there must be pointed out the utilization of spaces and facilities in these assemblages, initially working as a priority for the associates, their doors are open and, by consequence, their services to non-members too. This behavior occurs because of the need for these clubs to adapt to the way how people buy their leisure services, as it can be noticed in the speech of the chairman in one of the clubs [...] People have changed the focus on what they are going to do as leisure. They prefer paying separately for what they like to do. They go playing tennis in a certain place and pay for that, then they go to some place else to swim in the pool.

One can verify therefore, that due to frequent changes emerging from the needs and environment, it seems that the structure and purpose of those clubs, as stated by the vice chairman in one of them [...] there is a change within the social scene about interests, following the rules of contingency. That is, for contingency is necessary to search for a balance in order to alter its way of organizing according to what the environment demands.

In that sense, and biased in contingency theory, since its main characteristic is the conception that there is not a better way to administrate, because of the constant environmental and internal changes in the organization, (RIBEIRO, 2006) clubs try to adapt to the continuous needs and to new contexts.

MANAGEMENT

There are clubs conceptualized from the laws that are in force to the current associations or civil societies and their set of internal rules and regulations structured by their respective statutes. As it is anticipated in the respective statutes from each club, they are managed by members elected by the other associates to hold positions without payment, for a determined period of time. In addition, as for the objectives there are similarities among them, they are conceived aiming to have spaces and equipments for their associates' leisure.

One can identify, in each of them, a Deliberative Council, a Fiscal Council and an Executive Board as director organs. The differences are marked by the management model adopted by each one and, also by what one can perceive in the speech of their directors according to the characteristic and financial situation of each one of them.

These considerations are in accordance to the assumptions of Capi & Marcelino (2009) in their characterization of the juridical picture in Social Sports Clubs. However, there are clubs with difficulty in attracting members, especially the younger, both already associated and new members. These difficulties associated to some problems which happened in previous managements cause financial difficulties to them, which, according to their directors who collaborated in the study, has lead these clubs to adopt and release products and services for non-members, partly in opposition to their objectives and principles. However, as it was seen before this is necessary because of contingency of continuous needs and new contexts.

The management models adopted by clubs participating in this study are a consequence of characteristic beliefs and values to each one of them. In this sense, processes of management present a more appropriate structure in the largest club, which besides the executive board, responsible for the management of the club, has hired executives who hold the administrative and sports direction of the club. One can notice in this same club the established functions of direction and coordination [...] everyone has their function, which must be performed in the best way possible, they must know how far to go or not concerning present day needs and adaptation in serving the needs of members. These assumptions lead the club to an approximation with the ideas of Ferreira et al (2009) when stating that the apprehension is with function, whose concern dominates organizations nowadays, considering the existence of an extremely unstable environment and the quick advance in technologies.

As for the other extreme, in the rest of the clubs management is carried out by the executive board and the staff acts only to an operational level. Unlike the club mentioned before, this behavior is perceived in the speech of the Chairman of a club [...] I hold the position of executive chairman here in Grêmio Atiradores Club from NH, I also carry out functions in the financial area, in the administrative area, it represents moving away from adaptation to the present needs. In addition, regarding staff, in these clubs it doesn't seem like there is an apprehension with development and their valorization, and human being is seen just as input in the productive process (FERREIRA ET AL, 2009), [...] there are some employees and departments themselves who do something, for instance: some repair, cleaning.

One can notice therefore, that although they are also worried about instability of the environment and carry out some actions towards adaptation, their management practice presents some gaps regarding the human being and his or her part in organizations, and also in the use of management tools.

STRATEGY

Starting from the assumption that, in the administrative scope, strategy is a way of thinking about the future in an integrated form within the decision process, by means of a procedure which is formalized and articulator of results (RIBEIRO, 2006), these definitions can be transferred to social sports clubs and their management. In this sense, it seems that the clubs

studied work with two great strategic lines: to revive the culture of the club in its origin; and, to create a new culture of club.

Again different behaviors are found comparing the largest club with the others. As in the largest club the main strategy is in the creation of a new conduct for the club represented by innovations in the idea of services, in the adaptation of sport to the patterns of adjustment to current times [...] the club has the following motto: sport needs to be and bring pleasure, in the words of the administrative director. That is, for the club, the indication for a new client, with a new profile, according to which the administrative director believes, of an associate with new needs and that searches in his membership for the satisfaction of his or her desires in terms of leisure.

As for the other clubs, though there is also the recognition of this new behavior in their associates and the great competition existent in spaces outside the club, the search for reviving the culture of club in its origin, seems to be the main strategy. In this sense, many of the objectives and, by consequence, their actions are to make the member to use [...] the facilities as a second backyard [...] to revive the time when coming to the club was pleasurable, according to the vice chairman of one of them. Or in addition, what the Chairman of other one presents [...] it consists in resuming the main activities in the club, both in the sport field, and social and cultural field. However, the concern with modifying the club's actions aiming to adapt it to current times, where times [...] are different, for there was a behavioral change in people and the club declined with that, in the Chairman's words, approximates to the objective of the club searching actions that might satisfy the clients' desires.

One can perceive therefore, that there is a certain concern in the standardization of certain situations that occur with the new moment in clubs, aiming to control it. This apprehension approximates clubs to the prescriptive approach, because it tries to standardize certain situations and the way to control them. In addition, one can't leave unmentioned that clubs, mainly the largest of them, are focused on the process of formulation of strategies and are less concerned with the "how" in the ideal strategic behavior, approximating themselves of the descriptive schools proposed by Mintzberg, Ahlstrand and Lampel (2000) when stating that they consider specific aspects in the strategies formulation process and have been concerned with the description of how strategies are.

FINAL WORDS

This study ends without the intention of being conclusive, but of reflecting on social sports clubs management, more specifically the ones from Novo Hamburgo-RS, regarding spaces and policies of sport as a leisure activity.

It is possible to evidence that the clubs studied, as for the adaptation to environment, are biased by the contingency theory, given that because of constant environmental and internal changes in the organization, clubs tried to adapt to the continuous needs and new contexts.

In their managements there is a differentiation among them. In the largest club there is an apprehension with function, considering the existence of an extremely unstable environment and the quick advance of technologies. As for the other clubs studied, although they are also concerned with instability of environment and carry out some actions directed to adaptation, their practice in management presents gaps regarding the human being and their part in organizations, as well as, in the utilization of management tools.

In the strategies used by them as an assumption that, in the administrative scope, strategy is a way of thinking about the future in an integrated way within the decision process, one can notice that there is a certain concern in the standardization of certain situations which occur with the new moment for clubs aiming to control it. However, one can't leave unmentioned that the strategies formulation process and small concern with the "how" of the ideal strategic behavior, especially the largest of the clubs, becomes the strategic bias.

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SOCIAL SPORTS CLUBS FROM NOVO HAMBURGO-RS: MANAGEMENT MODEL

ABSTRACT

This study intends to understand how management models of social sports clubs are regarding spaces designated for sport as leisure. In addition, through this study it is aimed to clarify the adaptation to social sports clubs environment, to understand the management in these clubs and to identify the main strategies of social sports clubs. As methodological assumption it has adopted a qualitative descriptive bias, having as locus spaces designated for sport as leisure in social sports clubs from the city of Novo Hamburgo /RS. For information detection, semi-structured interviews were used with the actors responsible for the managements in those spaces and in loco observation of the functioning and utilization of the sports spaces in clubs. In order to obtain the results, it was used the technique of contents analysis in information gathered. The study found as main results that clubs try to adapt to continuous needs and new contexts, their practice of management range from the humanistic perspective to the integrative one and, strategies are similar to the descriptive school.

KEY WORDS: Social Sports Clubs; Management models; Sport as Leisure

SPORTS DE CLUBS NOVO HAMBURGO-RS : MODÈLE DE GESTION

RÉSUMÉ

Cette étude vise à comprendre comment les modèles de gestion des clubs sportifs sociale concernant les espaces désignés pour le sport en tant que loisir. En outre, grâce à cette étude, il vise à préciser l'adaptation sociale de sport clubs de l'environnement, à comprendre la gestion de ces clubs et d'identifier les principales stratégies des clubs sportifs sociale. Comme hypothèse méthodologique, il a adopté un biais qualitative descriptive, ayant pour espaces locus désigné pour le sport de loisirs que dans les clubs sportifs sociale de la ville de Novo Hamburgo / RS. Pour la détection des informations, des entretiens semi-structurés ont été utilisés avec les acteurs responsables de la gestions de ces espaces et à l'observation de la loco fonctionnement et l'utilisation des espaces sportifs dans les clubs. Afin d'obtenir les résultats, il a été utilisé la technique de l'analyse de contenu dans les informations recueillies. L'étude a révélé que les principaux résultats que les clubs tentent de s'adapter aux besoins continus et des contextes nouveaux, leur pratique de la gamme de gestion de la perspective humaniste à celui d'intégration et, les stratégies sont similaires à l'école descriptive.

MOTS CLÉS: Sports Clubs, les modèles de gestion; sport comme loisir

DEPORTES DE CLUBES SOCIALES NOVO HAMBURGO-RS: MODELO DE GESTIÓN

RESUMEN

Este estudio tiene la intención de comprender cómo los modelos de gestión de los clubes deportivos sociales con respecto a los espacios designados para el deporte como ocio. Además, a través de este estudio que tiene por objeto aclarar la adaptación al entorno social de los clubes deportivos, para entender la gestión de estos clubes y para identificar las principales estrategias de los clubes deportivos sociales. Como supuesto metodológico que ha adoptado un sesgo descriptivo cualitativo, teniendo como espacios lugar designado para el deporte como ocio en los clubes deportivos sociales de la ciudad de Novo Hamburgo / RS. Para la detección de información, entrevistas seme-estructuradas fueron utilizados con los actores responsables de las gestiones en todos los espacios y en la observación in loco del funcionamiento y la utilización de los espacios deportivos en los clubes. Con el fin de obtener los resultados, se utilizó la técnica de análisis de contenido de la información recogida. El estudio encontró como principales resultados que los clubes tratan de adaptarse a las necesidades de continua y nuevos contextos, su práctica de la gama de gestión desde la perspectiva humanista a la integración y uno, las estrategias son similares a la escuela descriptiva.

PALABRAS CLAVE: Social, Clubes deportivos, modelos de gestión; El deporte como ocio

OS CLUBES SÓCIO-ESPORTIVOS DE NOVO HAMBURGO-RS: O MODELO DE GESTÃO

RESUMO

Esse estudo pretende entender como são os modelos de gestão dos clubes sócio-esportivos em relação aos espaços destinados ao esporte como lazer. Também, busca-se através do estudo aclarar a adequação ao ambiente dos clubes sócio-esportivos, entender a gestão desses clubes e identificar as principais estratégias dos clubes sócio-esportivos. Como pressuposto metodológico adotou a viés qualitativo descritivo, tendo como lócus os espaços destinados ao esporte como lazer dos clubes sócio-esportivos da cidade de Novo Hamburgo /RS. Para a detecção das informações, foram utilizadas entrevistas semi-estruturadas com os atores responsáveis pela gestão dos espaços e a observação "in loco" do funcionamento e da utilização dos espaços esportivos dos clubes. Para a obtenção dos resultados, utilizou-se a técnica de análise de conteúdo das informações arrecadadas. O estudo teve como principais resultados que os clubes buscam adequar-se as necessidades contínuas e aos novos contextos, suas práticas de gestão vão da perspectiva humanística a integrativa e, as estratégias, aproximam-se das escolas descritivas.

PALAVRAS CHAVES: Clubes Esportivos Sociais; Modelos de gestão; Esporte como Lazer