08 - FORMATION, MANAGEMENT AND MOTIVATION OF MANAGERS OF BRAZILIAN VOLLEYBALL.

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The human capital of an organizations represented as the main feature responsible for the successor failure of institutions(Senge2004). From this premise, the present study investigated the actions, procedures and academic managers Brazilian volleyball ahead of 10 of the twenty seven federations of sports facilities in Brazil, the study aims to identify what motivates managers to Brazilian Volleyball stay ahead of the sport identifying which model of management exercised, if democratic, autocratic, liberal or other procedures which training managers and those which account for the proceeds from the exercise of these efforts are still looking Identify the manager appears as element important and decisive in the context of volley ball, with significant influences from individuals or group members they lead.

To Mocsányi and Bastos(2005), a sports administration still does not happen professionally in Brazil. Althoughin several European countries and the United States, there is a growing trend towards offering more and more specific training courses, this frame work in Brazil is still very incipient where many sports organizations are unrelated to the new trends of administration and sports management.

It appears then that in the field of professional training for work in the area, actions have been developed. However, it is questionable whether the mere frequency of "sports administrators" in courses that discuss the basic concepts of surface area which is not sufficient for the desired change and the credibility of the area in the country.

Miller, Stoldt; Comfort, in Hoffman, Harris(2002), based on which recommends NASSM-NASPE (National Association of Sport and Physical Education - North American Society for Sport Management Joint Task Force) present ten areas of competence that should form the core content of the training administration degree in sport: socio-cultural dimension, management and leadership, ethics in administration, marketing, communication, budget and finance, legal aspects, economics, government, and field experience in the administration of the sport.

Souci(2002) examines the lack of preparation of administrators in physical activity and sport, highlighting that there is still a myth that the mere fact of a professional to have seniority in the institution and accredit suntilit becomes a criterion for the selection of directors, withouttake into account the huge difference between"do the job" and "direct labor". Such a viewseemsquite similar to what happens in Brazilian institutions today.

Bastos(2003)concludes"be necessaryguidingtheme, diversification and an increaseingeneralstudies, research, publications, exchangesbetween academiaand professionalsworking in the fieldofSports Administration."

Studieshave been conductedon thebasic trainingneeded toworkin the sports world, specificallyin the area ofsports management, which suggests agenericjob profile, forminga professionalwith a focusin the areas ofadministration(management techniques, knowledgeof taxation, scheduleof events), communication andhuman relationships(people management, sales and marketing, communication skills, whereas administrationis independentof the property, securities andpower.Administeran objective functionisand should bethefundamentalresponsibility for the performance; is professionaland is a function, a discipline, atask to be performed, and administratorsare professionalswho exercisethis discipline, playtheir roles andperformtasks. PiresandLopes(2001), Drucker(2002), andPepperZouain(2003),(Senge2004).

Another segmentfoundin studies ofthe formation of thesportsmanager, refers to the psychological aspects, among themthe motivation, since intrinsicallymotivated individualsare more likely topersistence, high performance, personal goals, emotionalstateactivationand personal beliefsthat lead them toperform moretasks thanthose that requireexternalreinforcements(Gill, 2000;Lazarus, SaFonseca(1993)ntos&Fernandes, 2004), Gil(2000), Davidoff(2004), SamulskiandNoce(2002), Roberts(2001), Dudley (2001), Fonseca (1993).

Thesports managersarethe visible faceof volunteeringinsporting venues, establishing itself asits mostimportantfeature. This understandingextendto managersof FederationsandConfederationofVolleyballin Brazil, particularlyconsideringthat theyare not paidfor the exerciseof their mandates. Oliveira(2003) (Pires, 2000).(Gill, 2000) (Lazarus et.Al.2004).

Theresearchwas conductedthrough aqualitative studythat enabledmeet the objectivesof the study. A surveywas madeof the stateof the art ofBrazilian volleyballandto comply withthisstage of the study, throughthe analysis of documentsandthencontent analysistomeasure results. We usedthe techniqueof the interviewthrough ascriptsupervisor,where they wereinitiallyinterviewed11 of the 27presidents of thefederationsofvolleyballnamely:Acre, Alagoas, Amazonas, Amapá, MinasGerais,Rondonia, Roraima, Paraíba, Paraná, PernambucoandDistritoFederal.

As a resultfoundthatthe elevenpresidentsinterviewed100%are male, with higher educationcomplete, and only 10%havetraining inAdministrationorSports. The managersareaged31 to 60 years. In this sense, the data confirmandsimilarto the study byBastosetal. (2006).

Regarding thecharacterizationof the timeperformingthe roleof managers, one realizes thatthe experienceon the job/functionis relativelyprolonged, since 90% of themare aheadof the managementof the sportfor over 15years.Amongthe functionsof daily lifethatare referencedbymostsports managers, isperformingofficial competitionsandtrainingteams, planning and organizationof the federationand seekingsponsorshipsfor the maintenanceof the federationand its events. Regarding thedifficulty thatsports managershaveto exerciseits function, allshow thatthe financial aspectis the biggestobstacle faced. Asked aboutthe need fortraining inphysical education and sportto manage thesports federation, alltheysayis necessaryknowledge aboutSports Marketing, SportsManagementand Project Management.

As for howmanagersjoinedthe federationin this capacity, 100%of themwere elected, unlike what wasfound in thesearchBastosetal. (2006), where 60% of managers enteredthroughinternal selectionandindicationby29%.

Most managersdevelops its activitiesin the Federationin the form ofpart-time, and allsaid theyexertactivitywithout pay. The vast majority ofmanagersclaim to havetheability to exercisemanagement,however,saidonly twomanagersattendtrainingin the field ofSport Management. Regarding theinfrastructureofsports federation, the majorityof managers(86%) considersdeficient, because there ownsports facilityfor activities, infrastructure is, in most cases, leasedortransferred, as well as

theequipment required forthe operationfederation, which mostlyisgivenby the confederation.

Finallybased on thefindings,we conclude thatthere is amanagement culturedistancedtechnological innovationsand management proceduresbasedmechanismmanagerialrationality, besides havingastrong presenceofvoluntarismand, in the eventscreen,low productivity. That the profileof thesportmanagerofthe federationsspecializedvolleyballin Brazilto date, does not differ fromprofiles foundin other researchon the topic. It may be notedthat the lack ofa qualified trainingin the area ofsports managementprevailsin the national scenario.

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FORMATION, MANAGEMENT AND MOTIVATION OF MANAGERS OF BRAZILIAN VOLLEYBALL.

ABSTRACT

No countryin the world, in anyteam sportpresentsthe amountof winsthatholds theBrazilian volleyballon the international scene. These victoriesaccredittheBrazilian volleyballtitleof beingone of thebest in the world, considering the amount oftitles wonat the world championshipsin categoriesjuvenile, juvenile, adult, under-19andunder-21, men and womeninsuits. Resultsthatarealonecompelcheck whichenvironmentsare traversedto acquirethese achievements, as these victories, have astructuralapparatustowhich theyare achieved, particularlywith regardto themanagement of alltechnical and administrativeframeworknecessaryforsuch.Theacademicstudy investigatedtheroleand proceduresoftheBrazilian volleyballmanagersof 10of the twenty sevensportsfederationsthatexist in Brazil. The methodologyconsisted of aqualitative studyusing interviews, document analysis and content analysis.The resultsshow thatspecific training inphysical education andsports managementare not thebiggestbuoy tendersin effortssuccessful, consideringthat 90% of respondentshave nospecific trainingbut agreat experience ofadministration in generaladdingto thisexperience asathletemode.

KEYWORDS: training, volleyball, motivation.

FORMACION, GESTION ET MOTIVATION D'ADMINISTRATION DE VOLELEY-BALL BRÉSILIEN
RÉSUMÉ

Le ressourcehumained'uneorganisationestreprésentéecomme la ressourceprincipaleresponsable de la réussiteoul'échec des institutions (Senge, 2004). A partir de cetteprémisse, la présenteétude a examiné les actions, les procédures et la formation des gestionanairesgestion de volley-ball brésilien au front de onzeque front des vingt-septfédérations de sport au Brésil, dontl'étudevisait à identifier ce qui motive les gestionnaires de volley-ball brésilienquerester en avancesurce sport en identifiant à quelmodèle de gestionexercé, sidémocratique, autocratique, libéraleoud'autresprocédures, la formation de cesgestionnaires et quelssont les résultats de l'exercice de cesgestionsd'identifiermêmesi le gestionnaire se configure comme un élément important et décisifdans le contexte de volley-ball, avec influence notable parmi les personnesou les membres du groupe qui dirigent. La méthodologie a consistéen une étudequalitative par entretiens, d'analyse documental et de l'analyseducontenu.Lesrésultatsdémontrent que laformationspécialiséeenéducationphysique et sports management ne sontpaslesprincipalesquisous-tendent de gestionefficace, alors que 90 % despersonnesinterrogées n'avaientpas de formationspécifiqueelles n´avaientqu´unegrande expérience d'administrationenajoutant à cetteexpérienced'athlète.

MOTS-CLÉS: formation, gestion, volley-ball.

FORMATIÓN, GESTIÓN Y MOTIVACIÓN DE LOS DIRECTORES DE VOLEIBOL BRASILEÑO
RESUMEN

El capital humano de cualquier organización es representado como el principal recurso responsable por el éxito o fracaso de las instituciones (Senge 2004). Partiendo de esa premisa, el presente estudio investigó la actuación, procedimientos y formación académica de gestores del voleibol brasileño al frente de 11 de las veinte siete Federaciones de ese deporte existente en el Brasil, cuyo estudio tuvo como objetivo identificar lo que motiva a los gestores del Voleibol Brasileño a que permanezcan a la vanguardia de ese deporte identificando cual es el modelo de gestión ejercida, si es democrática, autocrática, liberal u otros procedimientos, cuál es la formación de esos gestores y cuáles son los resultados que surgen por cuenta del ejercicio de esas gestiones buscando identificar aún si el gestor se configura como elemento importante y decisivo dentro del contexto del voleibol, con influencias significativas junto a los individuos o miembros del grupo que lideran. La metodología constituye en un estudio cualitativo por medio de entrevistas, análisis documental y análisis de contenido. Los resultados demuestran que la formación específica en educación física y gestión del deporte no son las mayores guías de las gestiones exitosas, considerando que el 90% de los entrevistados no tienen formación específica y sí una gran experiencia de administración en general agregando a eso la experiencia como atleta de la modalidad.

PALABRAS CLAVE: Formación, gestión, voleibol

FORMAÇÃO, GESTÃO E MOTIVAÇÃO DE DIRIGENTES DO VOLEIBOL BRASILEIRO.
RESUMO

Nenhum país no mundo, em qualquer esporte coletivo apresenta o quantitativo de vitórias que detém o voleibol brasileiro no cenário internacional. Essas vitórias credenciam o voleibol brasileiro ao título de ser um dos melhores do mundo, considerando-se a quantidade de títulos conquistados nos campeonatos mundiais nas categorias infanto-juvenil, juvenil, adulto, sub-19 e sub 21, nos naipes masculino e feminino. São resultados que por si só compelem verificar quais ambientes são percorridos para aquisição dessas conquistas, pois essas vitórias, contam com um aparato estrutural para que as mesmas sejam alcançadas, particularmente no que diz respeito ao gerenciamento de todo arcabouço técnico e administrativo necessário para tal. O estudoinvestigou formação acadêmica, a atuação e procedimentos de gestores do voleibol brasileiro de 10 das vinte e sete Federações desse desporto existentes no Brasil. A metodologia consistiu num estudo qualitativo por meio de entrevistas, análise documental e análise de conteúdo. Os resultados demonstram que a formação específica em educação física e gestão do esporte não sãoos maiores balizadores das gestões exitosas, considerando que 90% dos entrevistados não tem formação específica e sim uma grande experiência de administração em geral acrescentando a isso a experiência como atleta da modalidade.

PALAVRAS-CHAVE: formação, voleibol, motivação.