



ISSN: 2230-9926

Available online at <http://www.journalijdr.com>

IJDR

International Journal of Development Research
Vol. 09, Issue, 11, pp. 31284-31288, November, 2019



RESEARCH ARTICLE

OPEN ACCESS

SOCIAL ENTREPRENEURSHIP AND CHALLENGES THE THIRD SECTOR AND DIFFICULTY IN MANAGEMENT

¹Joanacele Gorgonho Ribeiro Nóbrega, ²Adriana Conrado Figueiredo, ³Pavlova Christinne Cavalcanti Lima, ³Virginia Tomaz Machado and ³Marcelo Oliveira Feitosa

¹Executive Coordinator of IMJOB - Instituto Maria José Batista Lacerda, Cajazeiras, Paraíba, Brazil

²Graduating the course of Directors of the School Santa Maria, Paraíba, Brazil

³Course Professora Administration, School Santa Maria, Cajazeiras, Paraíba, Brazil

ARTICLE INFO

Article History:

Received 17th August, 2019

Received in revised form

29th September, 2019

Accepted 11th October, 2019

Published online 20th November, 2019

Key Words:

Entrepreneurship,
Social entrepreneurship,
Difficulties and challenges in the
management and third sector.

ABSTRACT

Social entrepreneurship has the power to create, promote and transform the practice of inequality within the social and economic environment, Third Sector Innovations. The objective of this study was to investigate the literature over the past decade, articles that discuss about social entrepreneurship in the third sector, identifying challenges and difficulties faced by ONGs in Brazil. The methodology applied was an integrative approach and qualitative review. For this study, they were found on the subject 40 references available in the databases before deleting these being: LILACS, SCIELO, MEDLINE and IMAGE LIBRARY VIRTUAL HEALTH. In order to raise issues related to the thematic approach, we selected the following inclusion criteria: titles of studies with its proximity to the subject and period of publication in 2008-2019. We conclude that the third sector for designing new innovative and creative organizational practices, which are represented pathway directly in society with positive contributions to social welfare, put in your filled sphere of numerous difficulties in managing the lack of proper training of its voluntary participants.

Copyright © 2019, Joanacele Gorgonho Ribeiro Nóbrega et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Citation: Joanacele Gorgonho Ribeiro Nóbrega, Adriana Conrado Figueiredo, Pavlova Christinne Cavalcanti Lima, Virginia Tomaz Machado and Marcelo Oliveira Feitosa. 2019. "Social entrepreneurship and challenges the third sector and difficulty in management", *International Journal of Development Research*, 09, (11), 31274-31283.

INTRODUCTION

The current economic situation in which we experience in Brazil, the trying times of crisis, which takes in new business becomes an alternative to integrate an economically active market. Faced with so many problems caused by the lack of employment and income, entrepreneurship is seen as an agent of social change, especially when it comes to growth or even economic survival, in this view social entrepreneurship is an alternative and opportunity to create new job opportunities and income, from an innovative and creative idea is based on a planning and efficient and effective management strategies for their development. Given this context, it is no exaggeration to say that social entrepreneurship seeks to rescue people at social risk, citizens excluded from public policies, in order to improve their quality of life through the social capital generation and inclusion, so it is a field environmental action and doing business, which aims to achieve two goals not

considered reconcilable: generating social impact and economic (MELO NETO E FROE, 2002). For this, it is plausible that there is a foundation in understanding the institutions for which they are formed, which are composed of ONGs (nongovernmental organizations), foundations, charities, community funds, neighborhood associations, among others; and through donations from volunteers, can be inserted in invigorating social environment (DUARTE; CAVALCANTI; MARQUES, 2017). Extended to the social becomes an inspiration discernment of people in this way organizations work connected to program the concept of competence, which can be defined as the ability to modify, a skill, a specific knowledge in some area of expertise, longing to take for granted appointed precipitation or simply an idea capacity. Referring to social entrepreneurs, the concept in its essence does not change, being understood as locating resources for social difficulties, innovating with the design to accommodate the demands and needs of society (CAMARGO; FARAH, 2010). Note that especially in the third sector ONGs,

there is a judgment of curious groups, intended for charity, assistance, exercise of philanthropy and religious movements, commonly grouped by well-designated persons, with appropriate design to play their functions (LUCA, 2008). With well holistic performance the institutions of the Third Sector permeates the follow-up of social assistance going to education, health, sports and leisure, environment, employment and income, arts and culture, science and technology, communications, public safety, among others, including also connected to religious space (MANZIONE, 2006). Based on the management of democratic decision making, horizontal structure, dialogue communion and collective participation, ONGs indicate conflicts in the search for a format manages different employees in bureaucratic organizations, for this reason there are many challenges and difficulties of the way (SOUZA; SERAFIM, 2008). An example is the search for the managers own skills management professionalization, however this feature does not always give success to the organization. In this light the objective of this study was to investigate the literature articles that discuss about social entrepreneurship in the Third Sector, passing on the context of the last ten years, identifying the challenges and difficulties faced by ONGs in Brazil. The theme of this research is justified by poverty management for the development of social entrepreneurship and the third sector will be presented to the difficulties and challenges, supporting scholars and academia to deepen management in ONGs in managing its resources. Faced with this theme presented, came up questions to seek answers to this follow-up question: What are the difficulties and challenges faced by the ONGs in their day to day, in management practices in social entrepreneurship?

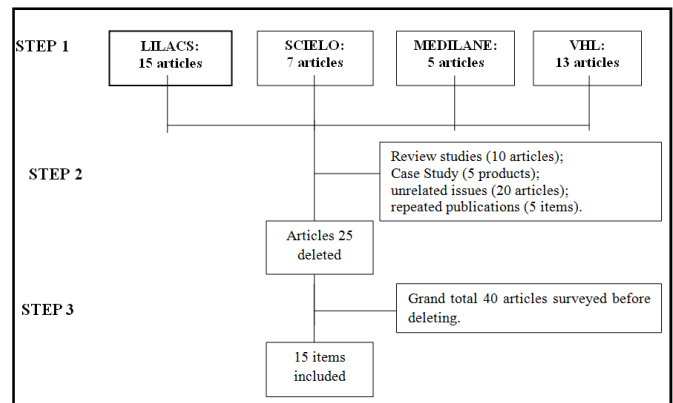
In contemporary times the greatest challenge for entrepreneurs is the creation of innovative businesses, environmentally friendly and socially fair, with financial support necessary for the idealization which was called into being, so it is indispensable to the consideration of the concepts of social entrepreneurship and the third sector in Brazil, since it exposes more and more in society the practical nature of conflicts of actions undertaken by ONGs.

MATERIALS AND METHODS

The study is methodological approach to integrative review of research with a qualitative approach. For this study, they were found on the subject 40 references available in the databases, before the excluding step being these bases LILACS, SCIELO MEDLINE and IMAGE LIBRARY VIRTUAL HEALTH. These have undergone a thorough search, therefore, during the literature review, it was necessary the identification of material information and relate them to the problem. In order to raise issues related to the thematic approach, we selected the following inclusion criteria: titles of studies with its proximity to the subject and the period of publication from 2008 to 2019. It was used as descriptors: entrepreneurship, social entrepreneurship and the third sector. Exclusion criteria were review studies, experience reports and studies published in foreign language. As well as those who did not answer the research question, being shown in the flowchart 01, the three stages of the development of the articles. Between localized literature, consists in the separation of articles by titles that are more framed the proposed objectives, was later made reading the summaries of the listed items and from these were selected

scientific articles to read in full, entered the theses and dissertations selection.

Flowchart 1. Stages of filtering and exclusion of articles proposed to study



Source: prepared by the authors, 2019.

Note that the data collection was carried out in March 2019 by 40 research articles published in the databases described above, where only 15 articles, beheld the proposed study results. To record and organize data collection was created a spreadsheet containing the year, author, title, general purpose and completion of each studied literature. After the arrangement of data in a spreadsheet, the texts were organized for reading and selection of topics of interest, and began a critical and reflective analysis based on the reading of literature in order to obtain the proposed objectives. Then, the data were grouped into categories emerged from the researched material. Are categories of empirical interpretation possible to reveal the peculiar conditions of the object and its relations.

RESULTS AND DISCUSSIONS

Through a qualitative analysis of the work, one can notice some recurring discussions on the topic social entrepreneurship, which is a new field, with concepts not yet absolute, as identified in the study which provided the acquisition of 40 scientific articles only 15 were composed of this sample results, shown in Table 1. The articles selected as a training area was observed that of the 15 articles leveraged to the results of this research on the subject in question was mostly the area of Social Work 75%. The other areas showed the following percentages: 20% Social Sciences and Human Resources 5%.

Aspects referente the theme

Challenges and difficulties in the Third Sector: In this category was evidenced studies de Mello and Valadão Junior (2008) that the main challenges presented in nonprofit organizations were: the financial ratification; the permanence of crafts or works; grouping sustained as the professionalization of labor, among other less cited, as to Tachizawa (2014) showed that the organizations ONGs have as their greatest challenges to understanding solutions as resources. Thus, organizations run compelled to create ideas for the conquest of resources, due to the increase of competitiveness and the lack thereof. Pointing although the actions of the eventthird sector being snared the relationship with their donors.

Table 1. Distribution of articles surveyed as relevant requirements the subject

YEAR	AUTHOR	TITLE	MAIN GOAL	CONCLUSION
2008	Melo; Junior valadão	Conflicts and dilemmas of the Third Sector Organizations Managers: a study of multicases.	Identify conflicts and / or dilemmas concerning the Third Sector management arising from the tension between the pursuit of organizational sustainability and maintenance of organizational values.	The case studies suggest divergence from other studies; however, further research is recommended in view of the diversity of this Sector.
2009	Onozato; Teixeira	Creation Process organizations with social purposes: a multiple case study in the city of Curitiba, State of Parana.	Analyze the process of creating organizations with social purposes located in the city of Curitiba - Parana.	They showed that the four steps occurred at similar rates in the studied projects, but some activities have occurred at different stages and others were not reported by model. At the end, it proposes a theoretical framework containing the main stages of creating social enterprises.
2010	Campelli et al.	Entrepreneurship in Brazil: situation and trends.	Present trends of entrepreneurship in Brazil.	Towards social entrepreneurship consolidates the idea that entrepreneurial activity is responsible for equilibration between large corporations.
2011	Lima	non-governmental organizations (ONGs): a study on transparency in the preparation of accounting and financial reports issued in non-governmental organizations in the DF.	Analyze how is carried transparency in the preparation of accounting and financial reports issued in non-governmental organizations (ONGs) of the Federal District (DF), in order to enable new features.	It is concluded that non-governmental organizations in the DF, perform accountability and issue financial reports with transparency, noting that there is need for professional who knows the rules and regulations of accounting in the organization, and an important question that can contribute to finance, generating transparency and credibility to the NGO.
2012	Caldana; Souza; Cameloto	Way of voluntary actions: challenges and boundaries for the organization of work.	Analyze the characterization of volunteers and understanding of the diversity of present felt in voluntary actions, in order to support the assessment and planning of the organization's actions work adopted by the institution.	In summary, voluntary work seemed to represent a qualifying feature for insertion in the labor market and important element in the formation of social identity and socialization of knowledge.
2012	MendonçaFerraz; Miranda	Social entrepreneurship: the generation of own resources in Ceará ONGs.	Investigate new alternatives developed by Ceará ONGs to finance social projects.	Research dealing with the theme Social Entrepreneurship in Brazil are still scarce, but his proposal involving the creation of ideas innovative to solve social problems and the identification of opportunities arising from the market to finance a social mission has already been assimilated by social organizations such as ONGs. ONGs seek to diversify their funding sources by generating their own resources.
2012	Santos; Silva	The influence of marketing strategies in fundraising for entrepreneurship in the nonprofit sector.	To demonstrate the importance of the implementation of marketing strategies in entrepreneurship organizations in the third sector, as a success factor for this type of organization.	We conclude that the marketing strategies such as market segmentation, environmental analysis, social entrepreneurship, is frequently used and connected to the mission and organizational vision can directly influence the achievement of social results in the third sector as desired.
2013	Alves	Third Sector and Social Entrepreneurship: The case of Hallel school in Brazil.	Understand and explain the educational and religious activities performed by Hallel School, knowing the proposals contained in the School project, weaving reflections on the activities and analyzing the representativeness of actions for those who are part of it.	The research made it possible to know the meaning of human actions and relationships of stakeholders, especially with regard to the sensitivity of the same with regard to issues pertinent to the subject matter, the topics related to religious teaching and managerial issues of Hallel School.
2013	Braga	Motivations for social entrepreneurship.	Create social value through research experts in the field of social entrepreneurship and social entrepreneurs.	In summary, this study seeks to inspire and serve as a reference for those who identify with these social entrepreneurs, attracting more people into this new area of the economy, so that the social business ecosystem is strengthened and consolidated.
2013	Silva et al.	The contemporary view of management in nonprofit organizations.	Analyze through case study methodology, entrepreneurship model developed in nonprofit organizations.	It is considered that the non-profit organizations are assigned a new economic and legal sector and third sector organizations which, by definition, do not seek profit.
2014	Tachizawa	non-governmental organizations and the third sector: creation of ONGs and action strategies.	Present techniques inherent to the management of non-governmental organizations and other social organizations, non-profit, which make up the third sector, in a Brazilian reality approach.	Given its strategic focus on application issues related to non-profit ONGs, the study is of great importance to entrepreneurs, executives and professionals in the exercise of management functions.
2015	Loyal; Freitas; Fontenele	Creating Value in Social Entrepreneurship: Evidence From the comparison with the Commercial Entrepreneurship.	Analyze so that is the creation of value in social enterprises. AND	It is concluded that the creation of value in social enterprises is presented in a multidimensional way, it involves social and financial elements and is embodied from the response to some factors.
2016	Gaiotto; Axe	One approach to determining and growing difficulties of small social enterprises.	Identify the understandings of the growth phenomenon of small businesses reported in the literature and the prospects for future studies.	This theoretical essay presented a short review of the scientific literature that addressed the growth of small businesses, especially in the last 15 years in the Entrepreneurship field despite the succinct character, it shows how growth is a subject of complex studies and that there are still field in additional studies.
2017	Dall'Agnol et al.	Transparency and Accountability in Resource Mobilization in the Third Sector: A Case Study Multiple Held in Southern Brazil.	Understand how transparency and accountability contribute to the mobilization of resources in social organizations.	It highlights the need for organizations to develop practices effectively transparencies.
2018	Wessmann; loyal	Microentrepreneurship individual experiences (MEI) from the viewpoint of labor relations in the municipality of Rio Grande -RS.	Analyze Individual Microentrepreneurship experiences (MEI) from the point of view of labor relations in the municipality of Rio Grande-RS, both with regard to the professional career of the entrepreneurs in question, as in regard to the links created these organizational processes.	It was concluded that the meaning of this working relationship can be attributed predominantly as an alternative to reducing regular employment opportunities, and despite the social recognition and access to social protection, there is still a strong tendency to lowering of access to labor rights, the quality of the activity and stability.

Source: prepared by the authors, 2019.

Other challenges were also found in relation to nonprofit organizations indicated in studies of Onozato and Teixeira (2010) in which the organization needs to generate a developing its sustainability, which by often fail to take advantage of specialized tools to the development of the project by lack of competence of the management, on the voluntary or involuntary running of their actions within those institutions acting on philosophy of life and not for racing, so this perspective the organization creates a gap management by own values of the entities. For Mendonça, Ferraz and Miranda (2012) states that it's simplified the approval of the production targets set by the lenders and that in the same race the values of mutual dependence with insufficient solutions for the difficulty in knowledge about the rules and laws governing the third sector. In studies on challenges in the context of management of ONGs, Santos e Silva (2012) explain the reality of international donors who increasingly in recent years follow more intransigent insights as the financial equivalence of ONGs, the requirement for stricter accounting facts the reduction in the progress of funding in quantifiable kickback conference in the care of resources to Caldana, Souza and Camiloto (2012) noted that there was a range of solutions related to institutional help research and that it is essential to the design of an association formed essentially volunteers, since the absence of this basic public on social issues are often controversial. Within the context of the study Dall'Agnol et al. (2017) reflects a merged in its plurality of volunteers or spontaneous people who consent to the maximum sector turnover, in the same perspective Leal, Freitas and Fontenele (2015) points to capture the egalitarian investor which reflects the weakening of this position and the organization could collect more subsidies in institutions where they could drive within the social entrepreneurship, the favorable range of investors of the company, financial taxes in that aspire to leadership organizations. Permeated by class-interest, the study of Alves (2013) on the difficulty in the Third Sector was presented to the expansion of institutions that are associated with the menu of this conjectured sphere, vibrates from the instance of bourgeois large, transversally seek the extension of corporate beneficence, win a proper trial, in society, of their creations, arising ONGs that always pass the image connected to social movements, which have a more revolutionary spirit, being mentioned even institutions such as religious sects. Therefore, this initial idea, which includes the third sector in society, shows us a dark, confusion and complexity in hiding behind this supposed sector.

However, studies of Wissmann and Leal (2018) about the difficulties cause entrepreneurs within the third sector, corroborated despite Brazil have grown within the policy with the help of incentives to entrepreneurs in recent years to provide a gap for new business to enshrine the promotion of new ideas in society favorable to facing all the difficulties encountered within the expectations of entrepreneurs. According to the studies of Campelli et al. (2010) show that the difficulties are factors such as political group, institutional, financial and social environment that can be restricted to the event of the enterprise. Thus, although it is necessary to address the issues of transparency, trust and openness of society, as it is considered essential in the establishment of standards in the organization that contribute to the legality of actions, we return to point out the lack of efficient management in the enterprises. In studies of Lima (2011) and Silva and colleagues (2013) both point about the financial support ONGs, they observed that the greatest difficulties are

in the economic and cultural development of society, and that is succinct membership of people moved with the problems that surround them, because with the protection achieved, attendance promotion becomes gradually consolidated. Braga (2013) research in relation to the difficulties in the third sector, shows an increase in the mobilization of resources, in parallel to this, the absence of information, whether in the social sphere as a legal, as well as the entrepreneur's personal appearances that can enthuse about the development of the organization, providing the basis these findings mentioned above is that they provide the environmental issue as categorical for the increase in small and medium social enterprises. Thus finalizing the studies on the difficulties in the Third Sector, Gaiotto and Machado (2016), noted in an organization perspective that can confront the difficulties of various kinds such as excessive taxes, strategy formulation, range resources, innovation assumption, as well as difficulties with the individual and motivational factors.

Final Considerations

The survey sought to find in the literature over the past 10 years, articles that discuss about social entrepreneurship in the third sector, identifying challenges and difficulties faced by ONGs in Brazil. It was found in the third sector a conception of new organizational practices, since they operate as direct representatives of civilized association and can collaborate closely with the improvement of social welfare. It is noticed that activities in the ONGs are per element in implementing society organizations with the same or another sector. Above all, organizations face many challenges through experience to harmonize the interests of the public and private sector with the values that the organization upholds. Thus, research on the subject provide an improved theoretical framework of social entrepreneurship and the Third Sector, which also comes across in the early phase and is considering where the research obstacles. The difficulty in financial management was perceived as a major cause of problems in the development of activities, wrapped the huge tax burden. This difficulty comes from the limitations encountered in the search for donations, whether national or international, strategy formulation, resource range, guess innovations, as well as difficulties with the individual and motivational factors, since not all immersed professionals in ONGs are responsible for managing them. Another challenge pointed out by the authors studied was the very lack of knowledge about the management of processes and appropriate tools of management to act in ONGs efficiently, as well as not knowing the rules and laws governing the third sector. Therefore, it became clear that for the great theme it is necessary to further elaboration of new studies to target the contributions to release an analysis of the overview of the innovative actions for social entrepreneurship and the third sector in Brazil, as well as in policy area where you can aspire to positive practice in organizations represented by society as the entrepreneur voluntarism.

REFERENCES

- Andión, MC Civil society and social innovation in the public sphere: A pragmatic perspective. *RAP - Journal of Public Administration*, v.51, n.1, 2017.
- ALVES, MA Third Sector: The Controversial Dialogism. Thesis. 350, p. (Doctorate in Business Administration) School of Business Administration of the Getulio Vargas Foundation, São Paulo: 2013.

- ALVES, André Luis centofante; SOBREIRA NETTO Francisco. Third Sector and Social Entrepreneurship: The case of Hallel school in Brazil. 2013.
- AMARAL, RG Third sector: the management of thinking, feeling, acting. Thesis (Doctorate in Social Services) - Program of Graduate Studies in Social and Human Sciences, Universidade Estadual Paulista "Julio de Mesquita Filho", France, 2013.
- BRAGA, J. Motivations social entrepreneurship. Master Thesis (Faculty of Economics, University of Porto - EFF), Portugal, 2013.
- BRAZIL. Law 3,071 / 1916. 2012.
 _____. Law 2,999 / 1999. 2012.
 _____. Law 91/1935. 2012.
 _____. Law 3,577 / 1959. 2012.
 _____. Law 9,608 / 1998. 2012.
 _____. Law 9.790 / 1999. 2012.
 _____. Law 10.406 / 2002. 2012.
- CABRAL, Eloisa Helena Souza. Third Sector, management and social control. São Paulo: Editora Saraiva, 2007.
- CALDANA, CA F; Souza, L. B; CAMILOTO, CM Senses of voluntary actions: challenges and boundaries for the organization of work. *Psychology & Society, Belo Horizonte*, v. 24, no. 1, p. 170-177, 2012.
- Camargo, SHCRV; FARAH, OE intrapreneurial entrepreneurial and management: study of Brazilian cases. Ribeirao Preto: Villimpres, 2010.
- Campelli, MGR et al. Entrepreneurship in Brazil: situation and trends. *Journal of Management Science*, vol. 13, no. 29, p. 133-151, 2011.
- OAK, THE critical success factors in the management of non-governmental organizations. ENAPEGS, 6, Main Topic 2: Social Management, *Public Policies and Territory*. São Paulo, 2012.
- DALL'AGNOL, CF et al. B. Transparency and Accountability in Resource Mobilization in the Third Sector: A Case Study Multiple Held in Southern Brazil. *Magazine Accounting Universe* v. 13, no. 2, p. 187-203, 2017.
- DEES, JG The Meaning of "Social Entrepreneurship". Center for the Advancement of Social Entrepreneurship. Duke University's Fuqua School of Business. 2001.
- Dolabella, Luisa F. secret. Rio de Janeiro: Sextant, 2008.
- DUARTE, Janaina Lopes do Nascimento, professional Everyday Social Worker.: Professional requirements, identity and relative autonomy in ONGs Texts & Contexts (Porto Alegre), v. 9, no. 1, 2010.
- Duarte, I. L; CAVALCANTE, C. E; MARQUES, RRR Personnel Management in the Third Sector: Motivations of Volunteers of the Living City Foundation. *Magazine Organizations in context*, v. 13, no. 25, p. 99-120, 2017.
- GAIOTTO, SA V; MACHADO, HPV An approach to determining and growing difficulties of small social enterprises. In: Study Meeting on Entrepreneurship and Small Business Management - IX EGEPE. Rio Grande do Sul Rio Grande do Sul. Passo Fundo, 2016.
- LEAL, ALC A; Freitas, AA F; FONTENELE, RES Creating Value in Social Entrepreneurship: Evidence From the comparison with the Commercial Entrepreneurship. *Journal of Social and Environmental Management*, vol. 9, no. 1, p. 51-65, 2015.
- LIMA, MB non-governmental organizations (ONGs): a study on transparency in the preparation of accounting and financial reports issued in non-governmental organizations in the DF. Monograph (BA) - Department of Administration - Distance Education, University of Brasília, Brasília, 2011.
- LUCA, Camila de Almeida. The Third Sector in the Brazilian Economy. Federal University of Santa Catarina - UFSC. 2008.
- MANZIONE, Sidney. Marketing for the third sector: practical guide to marketing implementation in philanthropic organizations. São Paulo: Novatec, 2006.
- Melo Neto, F. P.. FROES, C. Social entrepreneurship: the transition to a sustainable society. Rio de Janeiro: Qualitymark 2002.
- MESGRAVIS Laima; CABRAL, Eloisa Helena Souza. Third Sector, management and social control. São Paulo: Editora Saraiva, 2007.
- MELO NETO, FP; FROES, C. Social entrepreneurship: the transition to a sustainable society. Rio de Janeiro: Qualitymark 2002.
- Mello, Angela; VALADÃO JR, Valdir Machado. Conflicts and dilemmas of the Third Sector Organizations Managers: a study of multicases. *Journal of Social Entrepreneurship. Salvador*, 2008.
- Mendonca, CM O; Ferraz, SF S; MIRANDA, RO social entrepreneurship: the generation of own resources in Ceará ONGs. In: Seminars in Management, 15, 2012, São Paulo-SP. Sao Paulo: University of Sao Paulo, 2012, p. 1-16.
- MONTAÑO, C. Third Sector and social issue. Criticism of the emerging pattern of social intervention. São Paulo, Cortez, 2007.
- ONOZATO; AND; TEIXEIRA; RM Creation Process organizations with social purposes: a multiple case study in the city of Curitiba, State of Parana. *Accounting, Management and Governance*, Vol. 13, no. 3, p. 38-52, 2010.
- Phills, J. THE; DEIGLMEIER, K; MILLER, DT Rediscovering Social Innovation. *Stanford Social Innovation Review*, 6, 34. 2008.
- SAKAR, Soumodip. Innovative Entrepreneur: Do different and conquer their space in the market. Rio de Janeiro: Elsevier, 2008. 304 p.
- SANTOS, EF of; SILVA, CE The influence of marketing strategies in fundraising for the third sector. *Journal of Scientific Management, Aquidabã*, v. 3, n.1, 2012.
- SILVA, TM; SOUZA, MMM; Regensteiner, R .; SANTOS, SA contemporary vision of management in nonprofit organizations. Augusto Guzzo, São Paulo, v. 1, no. 11, p. 219-228, 2013.
- SOUZA, WJ; SERAFIM, L. Social Representations of Paper Organizations Managers Non-Governmental Organizations. In: Meeting of the National Association of Postgraduate and Research in Management, 32, 2008, Rio de Janeiro-RJ. Anais ... Rio de Janeiro: ANPAD, 2008. p. 1-14.
- Tachizawa, Elio Takeshy. non-governmental organizations and the third sector: creation of ONGs and action strategies. 6th Ed São Paulo.: Atlas, 2014.
- THOMPSON, Andrés A. The commitment to efficiency? The Third Sector ways in Latin America. In: IOSCHPE, Evelyn Berg. 3rd Sector - Sustainable Social Development. 2 ed. São Paulo, Paz e Terra, 2002.
- WISSMANN, AD M; LEAL, AP Microentrepreneurship individual experiences (MEI) from the viewpoint of labor relations in the municipality of Rio Grande -RS. Free magazine Sustainability and Entrepreneurship, Vol. 3, no. 2, p. 19 5, Sea-abr, 2018.