



O segundo *Boletim de Bibliografias Especializadas* apresenta o tema: **Gestão de Conflitos**, com livros e artigos de revistas pertencentes ao acervo da Biblioteca. O assunto é de extrema importância para os processos de avaliação e enfrentamento de situações de divergências de modo a prevenir seus efeitos negativos, bem como extrair os aspectos positivos, buscando, assim, comunicação e negociação de maneira estratégica.

BIBLIOGRAFIA SOBRE GESTÃO DE CONFLITO

1. ALLAN, Jane. **Como identificar e resolver problemas em sua equipe**: roteiros e check-lists para cada situação: supervisão, disciplina, motivação, conflito, comunicação e negociação. [How to solve your people problems]. Tradutor: Sara Gedanke. São Paulo: Nobel, 1992. 198 p.
2. CARVALHO, Maria do Socorro M. V. de; TONET, Helena Correa. Conflito entre áreas organizacionais: uma questão ainda a ser administrada. **RAP Revista de Administração Pública**, Rio de Janeiro: FGV, v. 30, n. 4, p. 38-56, Jul. /Ago. 1996.
3. CASTILHO, Aurea. **Construindo equipes para alto desempenho**: fundamentos e técnicas. Rio de Janeiro: Qualitymark, 1998. 59 p. (Leitura Rápida).
4. CHANG, Richard Y. **Sucesso através do trabalho em equipe**. [Success through team work]. Tradutor: Patrice Wuillaume. Rio de Janeiro: Qualitymark, 1996. 101 p. (Equipe de Alta Performance).
5. DAHRENDORF, Ralf. **O conflito social moderno**: um ensaio sobre a política da liberdade. [The modern social conflict: an essay on the politics of liberty]. Tradutor: Renato Aguiar. Rio de Janeiro: Jorge Zahar, 1992. 225 p.

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6. DEEP, Sam; SUSSMAN, Lyle. **Atitudes inteligentes:** resolver conflitos, saber se comunicar, negociar com desembaraço. [Smart moves]. Tradutor: Reinaldo Guarany. São Paulo: Nobel, 1992. 238 p.
7. FRITZ, Robert. **Estrutura e comportamento organizacional.** [Corporate tides]. Tradutor: Antonio T. Carneiro. São Paulo: Pioneira, 1997. 166 p.
8. FUSTIER, Michel. **O conflito na empresa.** [Le conflit dans l'entreprise]. Tradutor: Monica Stahel Monteiro da Silva. Sao Paulo: Martins Fontes, 1982. 250 p.
9. GERZON, Mark. **Liderando pelo conflito:** como líderes de sucesso transformam diferenças em oportunidades. [Tradução: Alessandra Mussi Araujo]. Traduzido do original: Leading through conflict. Rio de Janeiro: Elsevier/Campus, 2006. 285 p. ISBN 853522128X.
10. GURR, Ted Robert. **Manual do conflito político.** [Handbook of political conflict: theory and research]. Traduzido por: Inea Fonseca. Brasília: UNB, 1985. 552 p. (Coleção Pensamento Politico, 70). ISBN 8523001840.
11. HOOD, Christopher. Calamity, conspiracy, and chaos in public management. In: _____. **The art of the state:** culture, rhetoric, and public management. New York: Oxford University, 1998. cap. 3, p. 23-70.
12. KRAUSE, Donald G. **A arte da guerra para executivos.** [The art of war for executives]. Tradutor: Miguel Cabrera. Sao Paulo: Makron Books, 1996. 117 p. G / 2.14 / K913a
13. LIKERT, Rensis; LIKERT, Jane Gibson. **Administração de conflitos:** novas abordagens. [New Ways of Managing Conflict]. Tradutor: Joaquim O.Pires da Silva. São Paulo: McGraw-Hill do Brasil, 1979. 393 p.



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14. Manual de negociações complexas / Organizado por: Alain Pekar Lempereur, James Sebenius e Yann Duzert. Traduzido por: Yves Bergognoux. 2. ed. Rio de Janeiro: FGV, 2009. 171 p. ISBN 9788522507153.
15. MARTINELLI, Dante P; ALMEIDA, Ana Paula de. **Negociação:** como transformar confronto em cooperação. Sao Paulo: Atlas, 1997. 219 p.
16. MARTINELLI, Dante P; ALMEIDA, Ana Paula de. **Negociação e solução de conflitos:** do impasse ao ganha-ganha através do melhor estilo. São Paulo: Atlas, 1998. 159 p.
17. MEYER, C. Kenneth; BROWN, Charles H. **Practicing public management:** a casebook. 2. ed. New York: St. Martin's, 1989. 250 p.
18. MITROFF, Ian. **Tempos difíceis, soluções inovadoras:** a arte de fazer as perguntas certas e resolver os problemas certos. [Smart thinking for crazy times]. Tradutor: Ana Beatriz Rodrigues. Rio de Janeiro: Campus, 1999. 181 p.
19. OLIVEIRA, Marco A. **Quinze cenas de filmes de sucesso para treinamento de chefes e colaboradores.** São Paulo: Gente, 1997. v.2. 147 p.
20. OLIVEIRA, Marco A. **Quinze cenas de filmes de sucesso para treinamento de chefes e colaboradores.** São Paulo: Gente, 1997. v.3. 170 p.
21. PICKERING, Peg. **Como administrar conflitos:** transforme todos os conflitos em resultados onde todos ganham. [Título Original: How to manage conflict]. Traduzido por: Heloisa da Graça Burati. São Paulo: Amadio, 2002. 112 p. (Coleção Técnicas Motivacionais). ISBN 8589259072.



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22. QUICK, Thomas L. **Como desenvolver equipes bem-sucedidas.** [Successful Team Building]. Tradutor: Adalberto da Silva Brito. Rio de Janeiro: Campus, 1995. 118 p. (Trabalho Eficaz).
23. SCHUCH, Oswaldo. Moradia e meio ambiente: do conflito à participação. **Revista de Administração Municipal - Municípios**, Rio de Janeiro: IBAM, v. 54, n. 269, p. 57-65, jan./ fev./ mar. 2009.
24. TZU, Sun. **A arte da guerra.** [The art of the war]. Tradutor: Ricardo Iglesias. Lisboa: Publicacoes Europa-America, [1994]. 161 p. (Europa-America Economia & Gestao, 26). G / 2.13.1 / T999a
25. TZU, Sun. **A arte da guerra:** os documentos perdidos / Traduzido por: Luiz Carlos do Nascimento Silva. [The lost art of war]. 4. ed. Rio de Janeiro: Record, 1997. 158 p. ISBN 8501046701. G / 2.13.1 / T998a / 4. ed.
26. WALTON, Richard E. **Pacificação interpessoal confrontação e consultoria de uma terceira parte.** [Interpersonal peacemaking: confrontations and third party consultation]. Tradutor: Antonio Zoratto Sanvicente. Sao Paulo: Edgard Blucher, 1972. 164 p.
27. WEISS, Donald H. **Como resolver ou evitar conflitos no trabalho.** [Conflict resolution]. Tradutor: Reinaldo Guarany. 2 ed. Sao Paulo: Nobel, 1994. 105 p.
28. YATES JR., Douglas. **The politics of management.** San Francisco: Jossey-Bass Publishers, 1987. 269 p.
29. ZAJDSZNAJDER, Luciano. **Teoria e pratica da negociação.** Rio de Janeiro: Jose Olympio, 1985. 170 p. (Coleção Gerencia e Administração; Série Democracia Industrial, 2).

PORTAL DE PERIÓDICOS ELETRÔNICOS

O *Portal de Periódicos Eletrônicos* também possui vários artigos sobre o tema, alguns deles foram listados abaixo. Para acessar os artigos é necessário ser cadastrado no site do Portal (<http://periodicos.enap.gov.br>), ou acessar o link por meio de um computador da ENAP.

1. Callanan, G. A., & Perri, D. F. (2006). Teaching conflict management using a scenario-based approach. *Journal of Education for Business*, 81(3), 131-139. Retrieved from <http://search.proquest.com/docview/202820119?accountid=133485>

In this article, the authors present a framework for the teaching of conflict management in college courses. The framework describes an experiential learning approach for helping individuals understand the influence of contextual factors in the selection of conflict handling strategy. It also includes a comparison of participants' choice of style, as based on contextual factors, versus their expected choice of conflict handling approach, as based on their primary orientation, as given by a standardized self-report instrument. Under this format, participants were asked to analyze a set of five conflict episodes with differing situational contingencies and to choose action courses from among alternatives for handling the conflict. Group discussion then focused on a comparison of participants' choices of the situationally appropriate or optimal response and their personal conflict-handling orientations. The authors also discuss the conceptual framework guiding the development of the conflict scenarios.

2. Esman, M. J. (1999). Public administration and conflict management in plural societies: The case for representative bureaucracy. *Public Administration & Development*, 19(4), 353-353. Retrieved from <http://search.proquest.com/docview/216172621?accountid=133485>

Public administration affects the management of ethnic conflict by (1) the criteria employed in recruitment to state bureaucracies and (2) policies and practices that determine the distribution of the benefits and costs of government among members of competing ethnic communities. The goals pursued by mobilized ethnic communities include domination, secession, integration, power-sharing and minority rights, each of which is implemented by state-sanctioned policies and practices. Recent experience with civil and military bureaucracies in India and South Africa, two highly pluralistic and conflict-prone societies, suggests that ethnically representative bureaucracy, though by no means trouble-free, contributes

to the legitimacy of government by demonstrating that members of all ethnic communities can and actually do participate in the administration of public affairs.

3. Lan, Z. (1997). A conflict resolution approach to public administration. *Public Administration Review*, 57(1), 27-35. Retrieved from <http://search.proquest.com/docview/197171167?accountid=133485>

Public administrators often have to deal with conflicts; however, many public administrators have not been adequately exposed to the skills and rationales of conflict resolution. Ample literature about conflict exists in other disciplines such as sociology, international relations and labor relations. These studies focus on the impact of conflict, the nature of conflict, the players in the conflict, and possible strategies for conflict resolution. These studies can help public administrators better understand the nature of their work as well as their roles as conflict resolvers, conflict observers, or parties to conflict. The field of public administration could benefit greatly by incorporating the conflict resolution perspective into its teaching and research.

4. Ma, Z. (2007). Chinese conflict management styles and negotiation behaviours: An empirical test. *International Journal of Cross Cultural Management : CCM*, 7(1), 101-111,113-119. Retrieved from <http://search.proquest.com/docview/221134206?accountid=133485>

China has been one of the most important markets for western firms, but negotiating with the Chinese is quite a challenging task. Researchers have been investigating the distinctness in Chinese negotiation and conflict management styles, but have yet to provide solid evidence for it. An attempt is made in this study to illustrate how Chinese people approach conflicts, and thus how this affects their negotiation behaviours during business negotiation, which provides an empirical test of Chinese conflict management styles and their impact on negotiation outcomes. Results show that compromising and avoiding are the most preferred methods of conflict management in China, while accommodating and competing lead to more satisfaction during business negotiation. Managerial implications and future studies are then discussed.

5. Stanley, A. D. (2004). Leadership styles and conflict management styles: An exploratory study. (Regent University). ProQuest Dissertations and Theses, , 106 p. Retrieved from <http://search.proquest.com/docview/305057825?accountid=133485>

This dissertation has explored the relationship between leadership styles and conflict management styles. A review of the literature validates distinctions among leadership styles that can be measured by the Multifactor Leadership Questionnaire

(MLQ). Furthermore, the literature unequivocally reveals that different conflict management styles exist and can be assessed using the Thomas-Kilmann Conflict Mode Instrument (TKI). The literature implies, but does not explicitly state, that a relationship may exist between leadership styles and conflict management styles. Data were collected from 99 leaders who completed the MLQ and the TKI. Each leader received a score on Transactional Leadership, a score on Transformational Leadership, and a score on Laissez-faire Leadership. This study used the scores on the leadership styles as measures of the "degree" (or intensity) of Transactional Leadership, the "degree" of Transformational Leadership, and the "degree" of Laissez-faire Leadership that each leader exhibits. This study used TKI scores as measures: of the extent to which a leader is Competing, the extent to which a leader is Collaborating, the extent to which a leader is Compromising, the extent to which a leader is Avoiding, and the extent to which a leader is Accommodating. Canonical correlation analysis shows that no statistically significant relationship exists between the set of leadership styles (as assessed by the MLQ) and the set of conflict management styles (as assessed by the TKI).

6. Warren, K. B. (2005). Differences in conflict management styles of leaders in *hierarchical and congregational organizational structures*. Regent University). ProQuest Dissertations and Theses, 87 p. Retrieved from <http://search.proquest.com/docview/305358113?accountid=133485>

This research extended O'Connor's (1993) study by empirically testing pastoral leaders' conflict management styles through a comparison of leaders in hierarchical (Roman Catholic) versus congregational (Southern Baptist) congregations while also relating the leaders' behavioral profiles and spiritual giftings to their conflict management styles. The respondents completed three survey instruments: (a) the Rahim Organizational Conflict Inventory (Rahim, 1983), which assessed the leaders' conflict management styles by measuring the degree of interpersonal conflict with church members; (b) the Leadership Profile (Sashkin & Sashkin, 2003), which measured leadership behavior by differentiating between transformational and transactional leadership; and (c) the Spiritual Gifts Inventory (DellaVecchio, 2000), which identified the leaders' spiritual giftings.

7. Weider-Hatfield, D., & Hatfield, J. D. (1995). Relationships among conflict management styles, levels of conflict, and reactions to work. *The Journal of Social Psychology*, 135(6), 687-687. Retrieved from <http://search.proquest.com/docview/199831286?accountid=133485>

Weider-Hatfield and Hatfield examined relationships among conflict management styles, levels of conflict, two general reactions to work and four types of individual outcomes experienced by employees in the US.