

# SYLLABUS

## Information about the program

1.1 University	West University of Timisoara
1.2 Faculty	Faculty of Sociology and Psychology
1.3 Department	Psychology
1.4 Area of study	Psychology
1.5 Level of study	Master
1.6 Program of study/Qualification	Organizational and Occupational Health Psychology

### 1. Information about the discipline

2.1 Discipline title	Cross-Cultural Organizational Psychology						
2.2 Course coordinator	Professor, PhD, Alin Gavreliuc						
2.3 Seminar coordinator	Professor, PhD, Alin Gavreliuc						
2.4 Year of study	1	2.5 Semester	1	2.6 Type of evaluation	E	2.7 Type of discipline	Ob.

### 2. Total estimated time (hours per semester for teaching activities)

3.1 Numbers of hours per week	4	of which: ...course	2	3.3 seminar/laboratory	3
3.4 Total of ours from the study plan	56	of which: ...course	28	3.6 seminar/laboratory	28
<b>Distribution of time:</b>					<b>hours</b>
Study of handbook, course support, references and notes					36
Additional study in library, specialized electronic platforms, on the field					42
Preparation of seminars/laboratories, topics, essays, portfolios					44
Tutoring activity					16
Examination					6
Other activities.....					--
<b>3.7 Total hours of individual study</b>	<b>144</b>				
<b>3.8 Total hours per semester</b>	<b>56</b>				
<b>3.9 Number of credits</b>	<b>200</b>				

### 3. Preconditions (where applicable)

4.1 related to the de curriculum	<ul style="list-style-type: none"> <li>Any previous course in the area of Social Psychology / Sociology.</li> </ul>
4.2 releted to competencies	<ul style="list-style-type: none"> <li>It isn't necessary.</li> </ul>

### 4. Conditions (where applicable)

5.1 related to course development	<ul style="list-style-type: none"> <li>Presence – 50%</li> </ul>
5.2 related to seminar/laboratory development	<ul style="list-style-type: none"> <li>Presence – 70%</li> </ul>

### 5. Specific built up competences

Professional competences	<p><b>Competencies in needs analysis; goal defining</b></p> <ul style="list-style-type: none"> <li>- Description of relevant concepts, models, theories and norms for organizational requirements and needs.</li> <li>- Use of specialty knowledge for interpretation of specific organizational situations, problems, opportunities.</li> </ul> <p><b>Competencies in evaluation and diagnosis</b></p> <ul style="list-style-type: none"> <li>- Providing arguments of techniques, procedures, evaluation methods relevant for interpretation of specific organizational facts.</li> <li>- Method of psychological evaluation and organizational diagnosis selection and implementation, taking into account the situational characteristics and ascertained objectives.</li> <li>- Accommodation and optimization of the evaluation process and psycho-social diagnosis within the organizational context.</li> </ul> <p><b>Competencies in intervention design/instrument development</b></p> <ul style="list-style-type: none"> <li>- Description of relevant theoretical support for designing the intervention and the development of effective methodologies within organizational context.</li> <li>- Development of an intervention plan accommodated to the organizational characteristics.</li> <li>- Optimizing strategies, methods and techniques of intervention.</li> </ul> <p><b>Competencies in interventions</b></p> <ul style="list-style-type: none"> <li>- Implementation of organizational intervention methods, techniques and procedures in specific contexts</li> </ul> <p><b>Competencies in communication results</b></p> <ul style="list-style-type: none"> <li>- Formulating and communicating of professional information in a manner adjusted to the interlocutor.</li> <li>- Self-reflection of the communication style and capitalization of feedback from the beneficiary.</li> <li>- Optimizing manners of communicating professional information.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>- Professional personal autonomy, problem solving and decision making (personal development)</li> <li>- Respect and develop professional ethic and values.</li> </ul>

## 6. Objectives of discipline (emerged out of the specific built up competences grid)

7.1 General objective of the discipline	<ul style="list-style-type: none"> <li>✓ To appropriate main paradigms of cross-cultural psychology applied in organizations. The master students would be capable to elaborate explanatory models focused on organizational dynamics, grouping variables from the following registers: personality, organizational, structural-societal, cultural ones.</li> </ul>
7.2 Specific objectives	<ul style="list-style-type: none"> <li>✓ To appropriate the most important theoretical models related with cross-cultural approach of organizations</li> <li>✓ To operate with relevant instruments involved in cultural dimensions.</li> <li>✓ To elaborate a methodological design that includes instruments with cultural dimensions, personality traits, but also dimensions that assess organizational and structural variables.</li> <li>✓ To realize a research project in an interdisciplinary manner.</li> <li>✓ To formulate a set of specific interventions based on preliminary diagnosis.</li> </ul>

## 7. Content

8.1 Course	Teaching methods	Remarks
1. The stake of CCOP course. Theoretical references, key concepts, specific methodology. Relationship between personality-organization-societal level-culture (2 hours)	Lecture	Epistemological specific, structural stakes, referential concepts, operational definition of culture, methodological exigencies. For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/sinteza-aycan-ic-cc-psy.pdf">http://alingavreliuc.files.wordpress.com/2010/10/sinteza-aycan-ic-cc-psy.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/bond-smith-cross-cultural-organizational-psychology-1996.pdf">http://alingavreliuc.files.wordpress.com/2010/10/bond-smith-cross-cultural-organizational-psychology-1996.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/cross-cultural-psychology-industrial-development.pdf">http://alingavreliuc.files.wordpress.com/2010/10/cross-cultural-psychology-industrial-development.pdf</a>
2. Postulates of social psychology	Lecture, conversation,	Methodological ethnocentrism, normalization, mere exposure effect, social loafing

approached in a cross-cultural manner 1 (2 hours)	demonstration	For reading: Gavreliuc, A. (2011). <i>Psihologia interculturală. Repere teoretice și diagnoze românești</i> . Iași: Polirom, pp. 65-81.
3. Postulates of social psychology approached in a cross-cultural manner 2 (2 hours)	Lecture, conversation, demonstration	Conformism, obedience, deviance, leadership, group decision, group polarization, inter-group conflict. For reading: Gavreliuc, A. (2011). <i>Psihologia interculturală. Repere teoretice și diagnoze românești</i> . Iași: Polirom, pp. 65-81.
4. Defining national cultures. Approaching social values in organizations (2 hours)	Lecture, conversation	Mental "Softul" mental, cultural intimacy, cultural exchange. For reading: Gavreliuc, A. (2011). <i>Psihologia interculturală. Repere teoretice și diagnoze românești</i> . Iași: Polirom, pp. 20-64.
5. The reference point of cross-cultural organizational psychology – the research conducted by G. Hofstede (2 hours)	Lecture, conversation, demonstration	Description of multidimensional model. For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/geert-hofstede-cultural-dimensions-web1.pdf">http://alingavreliuc.files.wordpress.com/2010/10/geert-hofstede-cultural-dimensions-web1.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/hofstede-the-cultural-relativity-of-organisational-practices-and-theories1.pdf">http://alingavreliuc.files.wordpress.com/2010/10/hofstede-the-cultural-relativity-of-organisational-practices-and-theories1.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/hofstede-romania-2010-cultsocrates.pdf">http://alingavreliuc.files.wordpress.com/2010/10/hofstede-romania-2010-cultsocrates.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/hofstede-romania-comparativ.pdf">http://alingavreliuc.files.wordpress.com/2010/10/hofstede-romania-comparativ.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/the-cultural-relativity-of-organisational-practices-and-theories.pdf">http://alingavreliuc.files.wordpress.com/2010/10/the-cultural-relativity-of-organisational-practices-and-theories.pdf</a>
6. Further researches starting from the G. Hofstede model (Bond, Schwartz, Trompenaars) (2 hours)	Lecture, conversation, demonstration	Schwartz Values Survey and the corresponding models. For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/schwartz1.pdf">http://alingavreliuc.files.wordpress.com/2010/10/schwartz1.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/schwartz2.pdf">http://alingavreliuc.files.wordpress.com/2010/10/schwartz2.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/schwartz-et-al-2000-political-psychology-values.pdf">http://alingavreliuc.files.wordpress.com/2010/10/schwartz-et-al-2000-political-psychology-values.pdf</a>
7. Individualism-collectivism dimension studied in organizational environment through a cross-cultural perspective (2 hours)	Lecture, conversation, demonstration	Relationship between Hofstede model dimensions and the personality/structural-societal variables. For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/globe-research-project-on-leadership-worldwide.pdf">http://alingavreliuc.files.wordpress.com/2010/10/globe-research-project-on-leadership-worldwide.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/a-fiske-human-sociality.pdf">http://alingavreliuc.files.wordpress.com/2010/10/a-fiske-human-sociality.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/a-fiske-relational-models-theory.pdf">http://alingavreliuc.files.wordpress.com/2010/10/a-fiske-relational-models-theory.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/trompenaars-2.pdf">http://alingavreliuc.files.wordpress.com/2010/10/trompenaars-2.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/trompenaars-transcultural-competence-1.pdf">http://alingavreliuc.files.wordpress.com/2010/10/trompenaars-transcultural-competence-1.pdf</a>
8. Interferences between individualism-collectivism and another psycho-sociological variables (2 hours)	Lecture, conversation, demonstration	Relationship between Hofstede model dimensions and the personality/structural-societal variables. For reading: Gavreliuc, A. (2011). <i>Psihologia interculturală. Repere teoretice și diagnoze românești</i> . Iași: Polirom, pp. 184-227.
9. Modelul lui S. Schwartz evaluat intercultural în mediul organizațional. (2 hours)	Lecture, conversation, demonstration	Modelul lui Schwartz la nivel cultural-societal și la nivel individual For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/values-us-japan.pdf">http://alingavreliuc.files.wordpress.com/2010/10/values-us-japan.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/values-young-work.pdf">http://alingavreliuc.files.wordpress.com/2010/10/values-young-work.pdf</a>
10. Relevant cross-cultural organizational researches organized in Central and South-Eastern Europe, Western Europe and United States. (2 hours)	Lecture, conversation, demonstration	Operationization of cultural dimensions models in Central and South-Eastern Europe, Western Europe and United States For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/spector-et-al-2001.pdf">http://alingavreliuc.files.wordpress.com/2010/10/spector-et-al-2001.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/commentary-of-hofstede-to-spector-et-al-study-about-psychometric-properties-of-vsm94.pdf">http://alingavreliuc.files.wordpress.com/2010/10/commentary-of-hofstede-to-spector-et-al-study-about-psychometric-properties-of-vsm94.pdf</a>
11. Relevant cross-cultural organizational researches organized in Romania (2 hours)	Lecture, conversation, demonstration	Operationization of cultural dimensions models in Romania. For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/frostfrost-2000-romanian-and-american-life-aspirations-in-relation-to-psychological-well-being.pdf">http://alingavreliuc.files.wordpress.com/2010/10/frostfrost-2000-romanian-and-american-life-aspirations-in-relation-to-psychological-well-being.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/schwartz-et-al-2000-political-psychology-values.pdf">http://alingavreliuc.files.wordpress.com/2010/10/schwartz-et-al-2000-political-psychology-values.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/spector-et-al-2001.pdf">http://alingavreliuc.files.wordpress.com/2010/10/spector-et-al-2001.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/hofstede-romania-2010-cultsocrates.pdf">http://alingavreliuc.files.wordpress.com/2010/10/hofstede-romania-2010-cultsocrates.pdf</a>
12. Transcultural competence and the	Lecture, conversation,	Transcultural competence – operationalization, social axioms – generalized beliefs.

leadership in XXI century. Contribution of F. Trompenaars. Social axioms model. World Values Survey model. (2 hours)	demonstration	For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/trompenaars-transcultural-competence-1.pdf">http://alingavreliuc.files.wordpress.com/2010/10/trompenaars-transcultural-competence-1.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/social-axioms-project.pdf">http://alingavreliuc.files.wordpress.com/2010/10/social-axioms-project.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/social-axioms-among-romanians-structure-and-demographical-differences-submission.pdf">http://alingavreliuc.files.wordpress.com/2010/10/social-axioms-among-romanians-structure-and-demographical-differences-submission.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/combining-social-axioms-with-values.pdf">http://alingavreliuc.files.wordpress.com/2010/10/combining-social-axioms-with-values.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/beyond-self-esteem-predict-life-satisfaction1.pdf">http://alingavreliuc.files.wordpress.com/2010/10/beyond-self-esteem-predict-life-satisfaction1.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/cwvc.pptx">http://alingavreliuc.files.wordpress.com/2010/10/cwvc.pptx</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/happiness-pss.pdf">http://alingavreliuc.files.wordpress.com/2010/10/happiness-pss.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/trends-hapinness.pdf">http://alingavreliuc.files.wordpress.com/2010/10/trends-hapinness.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/wvs-2010.pdf">http://alingavreliuc.files.wordpress.com/2010/10/wvs-2010.pdf</a>
13. Structured exercise / personal development - Solving conflicts in organizations – a cross-cultural approach. Social capital as a organizational resource. Social dilemmas in multicultural organizations (2 hours)	Lecture, conversation, problematization.	Structuring roles in multicultural organizations, pressure of time, role ambiguity, social capital. For reading: <a href="http://alingavreliuc.files.wordpress.com/2010/10/duffy-et-al-trust-strangers-social-norms-2009.pdf">http://alingavreliuc.files.wordpress.com/2010/10/duffy-et-al-trust-strangers-social-norms-2009.pdf</a> <a href="http://alingavreliuc.files.wordpress.com/2010/10/prisoner-dilemma-organization.pdf">http://alingavreliuc.files.wordpress.com/2010/10/prisoner-dilemma-organization.pdf</a>
14. Ethical reference-points in cross-cultural research (2 hours)	Lecture, conversation.	Deontological issues in cross-cultural research in organizations. De citit: Gavreliuc, A. (2011). <i>Psihologia interculturală. Repere teoretice și diagnoze românești</i> . Iași: Polirom, pp. 33-50.

### Selected references (main)

8.2 Seminar / laboratory	Teaching methods	Remarks
1. Operationalization of cultural dimensions in organizational contexts - structured exercise (4 hours)	Case study, exercise	Associated to courses number 1-3.
2. The functionality of cultural dimensions – structured exercise (4 hours)	Case study, exercise	Associated to course number 4.
3. Applying Schwartz model at de organizational diagnosis (4 hours)	Case study, exercise	Associated to course number 6.
4. Case study – diagnosis of individualism-collectivism in a multicultural environment (4 hours)	Case study, exercise	Associated to course number 7.
5. Case study – diagnosis of an organizational environment based on social axioms model (4 hours)	Case study, exercise	Associated to course number 12 – 1.
6. Applying World Values Survey model in structural-societal analysis (4 hours)	Case study, exercise	Associated to course number 12 – 2.
7. Exercise of organizational intervention based on diagnosis provided in seminars no. 4, 5, 6 (4 hours)	Case study, exercise	Associated to course number 7-11.

### References (main):

Gavreliuc, A. (2011). *Psihologia interculturală. Repere teoretice și diagnoze românești*. Iași: Polirom.

Hofstede, G., Hofstede, J. G., Minkov, H. (2012). *Culturi și organizații. Softul mental*. București: Humanitas.

### Secondary references:

Berry, J. W., Poortinga, Y. H., Pandey, J., Dasen, P. R., Saraswathi, T. S., Segall, M. H., Kagitcibasi, C. (eds.). (1997). *Handbook of cross-cultural psychology*, 2<sup>nd</sup> ed. Boston: Allyn&Bacon.

Berry, J. W., Poortinga, Segall, M. H., Dasen, P. R. (1992). *Cross-cultural psychology: Research and application*. New York, Cambridge: Cambridge University Press.

Berry, J. W., Segall, M. H., Kagitcibasi, C. (1997). *Handbook of cross-cultural psychology: vol. 3. Social behavior and application*. Boston: Allyn&Bacon.

Camilleri, C. (1999). La psychologie interculturelle. In E. Drozda-Senkowska (ed.). *Psychologie sociale*. Paris : Les Editions d'Organization, 93-119.

Cuceș, C. (2000). *Educația. Dimensiuni culturale și interculturale*. Iași: Polirom.

Dasen, P., Perregaux, C., Rey, M. (eds.). (1999). *Educația interculturală*. Iași: Polirom.

Gavreliuc, A. (2013). *Cross-Cultural Organizational Psychology*. <http://alingavreliuc.wordpress.com/master/>

Hofstede, G. (1991/1996). *Managementul structurilor multiculturale. Software-ul gândirii*. București: Editura Economică.

Iacob, L., Lungu, O. (1999). *Imagini identitare*. Iași: Eurocart.

Ladmiral, J. R., Lipiansky, E. M. (1989/1991). *La communication interculturelle*. Paris: Armand Colin.

Segall, H. M., Dasen, P., Berry, J. W., Poortinga, Y. H. (1999). *Human behavior in global perspective. An introduction in Cross-Cultural Psychology*. Boston: Allyn&Bacon.

Shirayev, E., Levy, D. (2004). *Cross-cultural psychology. Critical thinking and contemporary applications*. Boston: Allyn&Bacon.

Smith, E. R., Mackie, D. (2000). *Social psychology*. Philadelphia, Levittown: Taylor&Francis.  
 Smith, P. B., Bond, M. H., & Kağıtçıbaşı, Ç. (2006). *Understanding social psychology across cultures: Living and working in a changing world* (3rd rev. ed.). London, UK: Sage.  
 Triandis, H. C. (1995). *Individualism – collectivism*. Boulder, CO: Westview.

**8. Corroboration of discipline’s content with the expectations of the scientific community, professional associations and representative employers within the field of the study program**

The discipline is conceived for answering to specific requests and expectation of Romanian Psychological Collegium, Applicative Commission for Work, Organization and Transport Psychology. At the same time, the selection of applied topics has been realized through a consultation process of work market in the area o Human Resources and Management.

**9. Evaluation**

Type of activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Per cent of the final mark
10.4 Course		<p>The task consists in a progressive realization (in each week) of a research project in group (a group is formed by maximum 4-5 students) on an issue selected at the third meeting, together with the coordinator of the course. The group task should generate a methodological design realized based on a specific exigencies (identification of the problem, argumentation of stake of research, narrative description, concepts operationalization, assuming theoretical perspectives, objectives/hypothesis/specific instruments for applying, expected results, limits/future directions of research), grouped in a portfolio:</p> <ul style="list-style-type: none"> <li>- Power-point presentation of research;</li> <li>- Folder with all the studies collected (as a full text files, selected from a relevant data-bases);</li> <li>- Instruments applied (standardized ones and sui-generic ones, elaborated in the process of research);</li> <li>- Abstract (concise resumes, necessary for a literature review).</li> </ul> <p>The grade accorded to the group will be accorded to each member of the group.</p>	50%
10.5 Seminar / laboratory		<p>The grade accorded to the student will assess the involvement in individual tasks realisation distributed inside of work-groups, and will represent a mean of assessment to each didactical meeting among the semester, in preparation the group-project.</p>	50%
<b>10.6 Minimal standards of performance</b>			
Assessment with minimum 5 of the final evaluation (50% from the final grade), in the period of session, conjugated with assessment with minimum 5 of the seminar activities (50% from the final grade), corresponding to competent approaching of 50% of the requested group (for course)/individual (for seminar) tasks.			

Date of completion

Signature of the course coordinator

Signature of the seminar coordinator

Professor PhD,

Professor PhD,

Alin Gavreliuc

Alin Gavreliuc

Date of department approval

Signature of the director of the department