

**Cross-Cultural Organizational Psychology**  
**1<sup>st</sup> year, 1<sup>st</sup> semester**

**Teacher:** Associate Professor, Alin Gavreliuc, PhD

<b>Type of discipline:</b>	Compulsory
<b>Number of hours allocated:</b>	28 hours/courses; 14 hours/seminars (realized in a modular way). 2C+1S
<b>Number of credits</b>	8
<b>Web resource:</b>	<a href="http://alingavreliuc.wordpress.com">http://alingavreliuc.wordpress.com</a>

***Briefly description of discipline***

*The course provides an interdisciplinary approach focused on organizational dynamics, integrating the psychological, anthropological and sociological perspective in dealing with cultural dimensions in organizational area. The main applicability of this course are: studying cultural and historical variations of social behaviors and their postulates, diagnosis and intervention in cross-cultural organizations, but also the construction of concrete abilities in cross-cultural management, increasing efficacy of organization climate, intercultural communication.*

**1. Course/seminar/laboratory/practical activity's objectives**

1	Examination of rapport between personality – structural – organizational and cultural registers
2	Assuming of cross-cultural perspective in psychological approaches of organizations
3	Studying the cultural variability of psychological postulates in the diverse organizational contexts

**2. Specific competencies** (general competencies are presented in the **specialization form**)

<b>Specific competencies for the subject</b>	<p><b>1. Knowledge and understanding</b></p> <ul style="list-style-type: none"> <li>- following the main topics from the evolution of cross-cultural organizational psychology (CCOP);</li> <li>- examination of semantic and operational evolution of the “organizational culture” concept;</li> <li>- appropriation of explicative paradigms in the study of “cultural dimensions”.</li> </ul>
	<p><b>2. Explanation and interpretation</b></p> <ul style="list-style-type: none"> <li>- elaboration of interpretative competence in judgment of psychological research findings provided by specific national culture;</li> <li>- appropriation of relativist sensitivity in relation with specific theoretical paradigms in the area of CCOP.</li> </ul>

**3. Instrumental and applicative**

- availability for entertaining a methodological dialogue between qualitative and quantitative instruments;
- realizing a translation of a relevant article from the CCOP area;
- building of thematic synthesis, through following a set of studies from influent scientific revues;
- capacity of transferring psychological tests from an origin culture to destination culture;
- ability of operation with diverse intercultural communication codes;
- capacity of semantic and operational administration of psychological concepts, in relation with a specific cultural belonging.
- practicing of some social-psychology postulates inside of particular organizational contexts.

**4. Attitudinal**

- acquiring a critical thinking concerning epistemological and ethical consequences of the CCOP studies;
- articulation of epistemological discernment in topic selection for realizing the translations and synthesis requested;
- realizing a positive attitudes towards necessity of studying Romanian social reality from the cross-cultural perspective.

**Thematic content of the discipline:**

Period	Thematic issues and references
<b>Module 1</b>	<p><b>Course module 1: The stake of CCOP course. Theoretical references, key concepts, specific methodology. Relationship between personality-organization-societal level-culture</b>  <b>&lt;4 hours&gt;</b></p> <p>References:  <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></p>
<b>Module 2</b>	<p><b>Course module 2: Defining national cultures. Approaching of social values in organizations</b>  <b>The main-known and applied model for studying organizational area: Hofstede's model</b>  <b>&lt;4 hours&gt;</b></p> <p>References:  <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></p>

	<p><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></p> <p><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></p> <p><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></p> <p><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></p> <p><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></p>
<b>Module 3</b>	<p><b>Application module 1:</b>  <b>Social trust and social dilemmas in organization. The role of social capital in dynamics of organization. Strategies of interaction and strategies for solving specific tasks in organization related with cultural dimensions. Structured exercise: resolving conflicts in uncertainty situations – cross-cultural approach</b>  <b>&lt;4 hours&gt;</b></p>
	<p><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></p> <p><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></p>
<b>Module 4</b>	<p><b>Course module 3: Social values surveys in organization. Schwartz's model in social diagnosis</b>  <b>&lt;4 hours&gt;</b></p>
	<p>References:  <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>  <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></p>
<b>Module 5</b>	<p><b>Application module 2: Organizational imagery and leadership</b>  <b>&lt;4 hours&gt;</b></p>
	<p>References:  <a href="http://alingavreliuc.files.wordpress.com/2010/10/1999-2004-romanians-vs-foreigners-survey.pdf">http://alingavreliuc.files.wordpress.com/2010/10/1999-2004-romanians-vs-foreigners-survey.pdf</a>  <a href="http://alingavreliuc.files.wordpress.com/2010/10/cultural-variation-of-leadership-prototypes-across-22-european-countries-pdf.pdf">http://alingavreliuc.files.wordpress.com/2010/10/cultural-variation-of-leadership-prototypes-across-22-european-countries-pdf.pdf</a></p>
<b>Module 6</b>	<p><b>Course module 4:</b>  <b>Further researches starting from the G. Hofstede model (Bond, Schwartz, Trompenaars)</b>  <b>Anthropological approach of cultural dimensions – A. Fiske.</b>  <b>World-wide project of leadership – GLOBE</b>  <b>&lt;4 hours&gt;</b></p>
	<p>References:  <a href="http://alingavreliuc.files.wordpress.com/2010/10/globe-research-project-on-">http://alingavreliuc.files.wordpress.com/2010/10/globe-research-project-on-</a></p>

	<p> <a href="#">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> </p>
<b>Module 7</b>	<p> <b>Course module 5:</b>  <b>Social axioms – the systematic study of the social implicit presupposition</b>  <b>The structural approach of social values: World Values Surveys (R. Inglehart)</b>  <b>&lt;4 hours&gt;</b> </p> <p>           References:  <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> </p>
<b>Module 8</b>	<p> <b>Application module 3:</b>  <b>&lt;6 hours&gt;</b>            Relevant researches of CCOP in the Eastern and Central Europe, Western Europe and USA            Relevant researches in the Romanian organizational field from the cross-cultural perspective            Presentation of the final project of group-researches         </p> <p>           References:  <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> </p>

<b>References</b>	<p>Berry, J. W., Poortinga, Y. H., Pandey, J., Dasen, P. R., Saraswathi, T. S., Segall, M. H., Kagitcibasi, C. (eds.). (1997). <i>Handbook of cross-cultural psychology</i>, 2<sup>nd</sup> ed. Boston: Allyn&amp;Bacon.</p> <p>Berry, J. W., Poortinga, Segall, M. H., Dasen, P. R. (1992). <i>Cross-cultural psychology: Research and application</i>. New York, Cambridge: Cambridge University Press.</p> <p>Berry, J. W., Segall, M. H., Kagitcibasi, C. (1997). <i>Handbook of cross-cultural psychology: vol. 3. Social behavior and application</i>. Boston: Allyn&amp;Bacon.</p> <p>Camilleri, C. (1999). La psychologie interculturelle. In E. Drozda-Senkowska (ed.). <i>Psychologie sociale</i>. Paris : Les Editions d'Organization, 93-119.</p> <p>Cucoș, C. (2000). <i>Educația. Dimensiuni culturale și interculturale</i>. Iași: Polirom.</p> <p>Dasen, P., Perregaux, C., Rey, M. (eds.). (1999). <i>Educația interculturală</i>. Iași: Polirom.</p> <p>Gavreliuc, A. (2010). <i>Cross-Cultural Organizational Psychology</i>. <a href="http://alingavreliuc.wordpress.com/master/">http://alingavreliuc.wordpress.com/master/</a></p> <p>Hofstede, G. (1991/1996). <i>Managementul structurilor multiculturale. Software-ul gândirii</i>. București: Editura Economică.</p> <p>Iacob, L., Lungu, O. (1999). <i>Imagini identitare</i>. Iași: Eurocart.</p> <p>Ladmiral, J. R., Lipiansky, E. M. (1989/1991). <i>La communication interculturelle</i>. Paris: Armand Colin.</p> <p>Segall, H. M., Dasen, P., Berry, J. W., Poortinga, Y. H. (1999). <i>Human behavior in global perspective. An introduction in Cross-Cultural Psychology</i>. Boston: Allyn&amp;Bacon.</p> <p>Shirayev, E., Levy, D. (2004). <i>Cross-cultural psychology. Critical thinking and contemporary applications</i>. Boston: Allyn&amp;Bacon.</p> <p>Smith, E. R., Mackie, D. (2000). <i>Social psychology</i>. Philadelphia, Levittown: Taylor&amp;Francis.</p> <p>Smith, P. B., Bond, M. H., &amp; Kağıtçıbaşı, Ç. (2006). <i>Understanding social psychology across cultures: Living and working in a changing world</i> (3rd rev. ed.). London, UK: Sage.</p> <p>Triandis, H. C. (1995). <i>Individualism – collectivism</i>. Boulder, CO: Westview.</p>
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**Assessment system:**

For the final mark it will be taken into consideration the following:	Distribution of tasks in assessment % {Total=100% }
- responses in final evaluation	30 %
- continuous evaluation during the semester through evaluation papers	20 %
- evaluation activities like essays/projects etc	50 %

Describe the practical final evaluation (for example: written exam (descriptive and/or grid and/or problems etc.); oral exam, individual or group colloquia, project etc. - Partial evaluation of a specific issue from the content of the course; - Realization of a research group-project, on the theme established at the beginning of the semester with the coordinator of the course.	
Minimum requirements for the mark 5	Requirements for mark 10
<ul style="list-style-type: none"> <li>• Assessment with the 5 grade of partial evaluation, of the research group-project and the final exams (corresponding of 50% correct deal with the content of the project / course requested).</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment with the maximal grade (5) of partial evaluation, of the research group-project and the final exams (corresponding of 100% correct deal with the content of the project / course requested).</li> </ul>

**Evaluation system in another session:**

In the further semester, the specific requirements for evaluation are similar. All the tasks already realized will be counted in the future assessment.