



1 • Exam map

COURSE.JSON · OFFICIAL

Staffing 30%	Country 30%	Final 40%
ASSESSMENT	WEIGHT	FORMAT
Staffing International Operations	30%	Individual written assignment
Cross Country Analysis	30%	Group comparative report + interactive workshop
Final Examination	40%	Restricted open book; one double-sided A4 memory aid

"This course has a **RESTRICTED OPEN BOOK** examination." · "The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination." *University of Newcastle 2026 Handbook, IBUS3001*

2 • Integration response

C1 • USE: TRANSFER

★ *Global integration* seeks common capability, risk control and organisational identity. *Local responsiveness* adapts implementation to labour markets, regulation, employee expectations and available institutions.



who decides the exception?
Integration Response map — shared purpose first; local evidence changes implementation.

EXAM MOVE
Specify what is fixed, what may vary, and who can justify a local exception. Apply: preserve the performance purpose; redesign consultation and feedback channels; retain the evidence standard.

BOUNDARY *Calling every local variation "resistance" hides whether the global rule is poorly specified.*

3 • Distance inquiry

C1 • USE: COMPARE

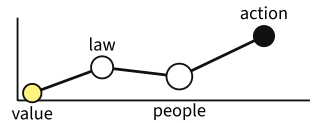
Cultural frameworks describe **aggregate tendencies**: use them to form questions about authority, uncertainty and group obligation—not to predict an individual. Test with within-country variation, occupation, generation, organisational culture, education, bargaining and legal enforcement.

DO	DO NOT
Indicator → question → role/institution evidence → channels for disagreement	Country score → assumed personality → universal policy

4 • Combination due diligence

C2 • USE: M&A

★ *Strategic fit*: do acquired capabilities support the buyer's intended source of value—not merely headcount? *Institutional fit*: map bargaining, licences, dismissal protections and consultation duties. *Cultural fit*: identify routines whose loss would damage knowledge, trust or customer relationships; it is not a similarity contest.



Due-diligence map — capability and institutional constraints precede integration.

EVIDENCE	QUESTION	CONSEQUENCE
Capability	Where does client/tacit knowledge sit?	Protect pivotal holders and routines.
Institution	What is mandatory?	Separate legal continuity from negotiable routines.
Relationship	What creates trust?	Phase change around the value thesis.

SEQUENCE
Value thesis → capability location → mandatory continuity → negotiable routines → pivotal holders → phased integration.

BOUNDARY *Turnover after completion is a lagging signal: the most valuable knowledge may already have left.*

5 • Transfer test

C1-C2 • ESSAY LIMIT

- Name the headquarters assumption.
- Identify the role, law, labour-market and organisational evidence it suppresses.
- Preserve the policy purpose, then vary the operating mechanism.
- State the condition that would narrow, reverse or preserve the action.

Strong comparison = mechanism + consequence, not two country descriptions placed side by side.

ACQUISITION APPLICATION

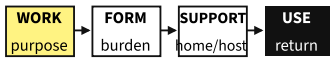
Where a specialist overseas business holds client knowledge in a small autonomous team, immediate centralisation threatens the capability that made the purchase valuable. Protect pivotal holders, preserve the routines that sustain trust and sequence change only after mandatory legal continuity is distinguished from negotiable operating practice.

Counterfactual: if the claimed value does not depend on that team's relationships, autonomy or tacit knowledge, the case for slower integration weakens. A boundary earns its place only when changing it changes the recommendation.

6 • Mobility purpose

C3 • USE: ASSIGNMENTS

Begin with the work: control, knowledge transfer, leadership development, coordination or market entry. Then decide duration, assignee profile, household movement, support, success evidence and return role. Choose the **lowest-burden form that still builds local ownership**.



Mobility Purpose map — duration and movement follow the capability or control objective.

FORM	VALUE	LIMIT TO TEST
Long-term	Leadership + tacit transfer	High cost; family disruption; repatriation exposure
Short-term / commuter / rotational	Less relocation	Travel fatigue; tax complexity; fragmented relationships
Virtual	Broader participation	Coordination; time-zone fairness; informal contact

TRAP *Starting with the available employee makes an expensive package look inevitable.*

7 • Purpose-to-purpose rule

C3 • APPLICATION

DECISION CHAIN
Purpose → transfer milestones → relationship need → duration/location → household effects → support → success evidence → return role.

If technical transfer ends before the proposed relocation, compare staged short-term work with later remote monitoring. Do not equate longer duration with stronger transfer.

MOBILITY DECISION QUESTIONS

- Purpose**: which capability, control or relationship must move?
- Milestone**: what evidence shows transfer rather than continued dependence?
- Presence**: which work truly requires co-location, and for how long?
- Burden**: what cost, household disruption, fatigue, tax complexity or time-zone unfairness does the form create?
- Ownership**: when does the host unit carry the work without the mobile employee?
- Return**: which role and sponsor will use the acquired knowledge?

MEMORY AID

8 • Staffing orientation

C3 • USE: CONTROL

Orientation is a **distribution of authority**, not a maturity ladder. Different roles may require different control patterns.



Orientation Control countercheck — match each role to the control and knowledge it needs.

ORIENTATION	CORE VALUE	RISK / CONSTRAINT
Ethnocentric	Parent-country nationals; fast headquarters control	Narrows local promotion
Polycentric	Host-country managers; local legitimacy	Weak cross-unit careers / exchange
Regiocentric	Authority/careers within a region	Regional boundaries can persist
Geocentric	Best candidate regardless of nationality	Immigration, cost, unequal mobility access

Application: for regulatory credibility plus proprietary headquarters knowledge, combine a locally credible role holder with a time-bounded transfer mandate; state which decisions remain global, regional and local.

9 • Selection + support

C3 • USE: READINESS

Person: role competence, cultural openness, relationship skill, ambiguity tolerance, learning orientation. **Household**: partner career, schooling, health, security, willingness to move. **System**: realistic preview, language preparation, host mentor, home sponsor, clear expectations and evidence.

RULE
Select capability + test household readiness + prepare host unit + name home/host sponsors + agree evidence before departure.

BOUNDARY *Early return may expose weak role design, family support or host preparation—not individual failure.*

EARLY-RETURN DIAGNOSIS

Trace failure across four levels before attributing it: **role** (purpose, authority, evidence); **person** (competence and adjustment capacity); **household** (career, schooling, health, security, willingness); and **system** (realistic preview, host preparation, language support, mentors and sponsors). The highest domestic performer may still be a poor choice if the transition is unsupported.

10 • Context appraisal

C4 • USE: PERFORMANCE

Headquarters measures aid comparison, but host conditions alter resource access, sales cycles and stakeholder constraints. Host managers see local execution and relationships; home managers see enterprise priorities. **Neither view is complete alone.**



Context Appraisal map — interpret results, behaviour and learning against mandate and constraints.

SEPARATE	EVIDENCE	QUESTION
Result	Comparable target	What was delivered?
Contribution	Behaviour / execution	What was controllable?
Context	Regulation / access / cycle	What altered opportunity?
Asset	Relationships / learning	Does it serve the mandate?

DECISION
Separate controllable contribution from external constraint → triangulate home/host evidence → assess relationship assets against the assignment mandate.

BOUNDARY *Vague praise is as weak as ignoring the regulatory cause; retain objective evidence.*

11 • Career transfer

C4 • USE: DEVELOPMENT

Development spans language, cultural sensemaking, technical transfer and networks. Pre-departure work builds expectations; in-country coaching handles critical incidents. A visible post-assignment role and sponsor retain the employee and place acquired knowledge where colleagues can use it.

ACTION
Capture regulatory + relationship knowledge → place returnee in work that uses it → make dissemination part of the career agreement.

STAGE	DEVELOPMENT JOB	FAILURE SIGNAL
Before departure	Build realistic expectations; prepare language, technical and cultural sensemaking	One awareness seminar carries every need
In country	Coach critical incidents; extend local networks; review milestones	No host evidence or sponsor access
Before return	Confirm next role; identify knowledge and relationships to transfer	Old job restored without a use mandate

12 • Reward legitimacy

C5 • USE: PAY

★ *Home-based balance-sheet* approaches protect purchasing power through allowances and equalisation, but can create visible gaps beside host colleagues. *Host-based pay* improves local comparison and may suit permanent transfer, but reduces continuity with home benefits and future mobility.



duration + review
Reward map — a difference is defensible only when purpose, duration and review are visible.

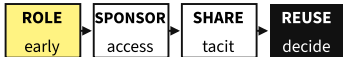
CHECKPOINT	ASK
Mobility cost	Which documented cost or responsibility explains it?
Local comparison	How will adjacent host roles read the difference?
Voice	Which bargaining, legal and representation routes apply?
Review	Does the need continue; when is it tested?

BOUNDARY *Equal cash is not automatically equitable; unexplained differences quickly become an organisational-justice problem.*

13 • Return continuity + risk

C6 • USE: REPATRIATION

Return is a second cross-cultural transition: role loss, reduced autonomy and reverse culture shock can follow success. Knowledge moves through relationships, demonstrations and decision access—not a final report alone.



Return map — role, sponsor and use carry international learning home.

Technology audit: system purpose · inputs · affected groups · jurisdiction · consent · bias risk · data location · worker voice · human review/appeal. Compare the automated output with the employment decision it influences.

A consistent score can still be unfair when performance data come from incomparable assignments; test input comparability before trusting the rank.

BOUNDARY *Travel administration alone discards the employee relationship and organisational learning investment.*



14 · Universal answer frame

ALL CHAPTERS · FINAL

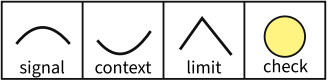
E-M-A-B

Evidence: identify the institutional, role and stakeholder facts.

Mechanism: explain how those facts change authority, capability, legitimacy, burden or fairness.

Action: make one specific people-policy decision.

Boundary: name the changed condition that would narrow, reverse or preserve it.



Distance Inquiry countercheck — a country indicator starts inquiry; it does not finish the inference.

IF ASKED TO...	BUILD THE ANSWER AROUND...
Compare countries	Institution → mechanism → employment consequence → within-country limit
Recommend staffing	Purpose → authority/knowledge need → orientation/form → support → return
Evaluate performance	Mandate → result → controllable contribution → host/home evidence → context
Judge reward	Differential → documented purpose → affected groups → voice → review
Diagnose failure	Role design + household + host unit + system; avoid blaming the person first

15 · Cross-country paragraph

C1 · REUSABLE

Claim: name the shared HR purpose. **Compare:** identify the different legal, bargaining, labour-market, professional or organisational mechanism.

Consequence: show how it changes consultation, feedback, voice, reward or authority. **Design:** preserve the purpose while adapting the channel. **Limit:** cultural tendency is aggregate; test within-country variation.

WHAT EARNS ANALYTICAL WEIGHT

Define through use: do not stop at a label; state the decision the framework changes. **Attribute evidence:** distinguish country tendency, legal requirement, professional norm, organisational routine and stakeholder account. **Expose the link:** use “because” to connect evidence to mechanism, then mechanism to action. **Qualify precisely:** identify the maintained condition, change it, and say whether the recommendation *narrows, reverses or survives*. A generic “it depends” is not a boundary.

16 · Application 1 – global form

C1 · WORKED

Situation: one multinational introduces one performance form in two subsidiaries; one expects collective consultation, the other direct manager feedback.

E	Shared performance purpose; different employment systems and feedback expectations.
M	A single channel changes legitimacy and whether employees can contest evidence safely.
A	Preserve the purpose and evidence standard; redesign consultation and feedback channels in each subsidiary.
B	Do not label all variation resistance; first test whether the global rule is poorly specified.

FINISHED LINE

“Consistency sits in the evidence standard, not necessarily in an identical form: local consultation changes how the shared purpose operates, not the purpose itself.”

Countercase: a high power-distance country score does not prove employees will not challenge an expatriate manager where the local engineering profession rewards technical challenge. Use the score as a prompt; seek role and institutional evidence; provide several safe disagreement channels.

Evidence challenge: ask the people who experience or administer consultation and feedback—not only the headquarters team that designed the form. Their accounts reveal whether a local channel supports the common performance purpose or merely protects an inherited routine. If the shared evidence standard itself lacks validity, preserving it is no longer justified.

signal

system

limit

aggregate ≠ person

Countercheck — test the institution carrying the mechanism before transferring the rule.

17 · Country-comparison traps

C1 · FINAL

- **Traits without institutions:** replace “people are...” with law, bargaining, occupation, organisation and evidence.
- **Difference without consequence:** state how the difference changes a people decision.
- **Adaptation without control:** specify what remains global and who authorises an exception.
- **One channel:** design more than one safe route for disagreement.

18 · Application 2 – acquisition

C2 · WORKED

Situation: a larger firm plans immediate centralisation after buying a specialist overseas business whose client knowledge sits in a small autonomous team.

E	The value thesis depends on specialist client knowledge held in an autonomous team.
M	Immediate centralisation may remove routines, identity and trust that keep the capability usable.
A	Separate mandatory legal continuity from negotiable routines; identify pivotal knowledge holders; phase integration around the value thesis.
B	Turnover after completion is too late as the first people signal; capability may already have left.

capability

institution

integration

continuity before synergy

Continuity check — value can leave before post-completion turnover reveals it.

DUE-DILIGENCE QUESTIONS

Where does client/tacit knowledge sit? Which licences, consultation duties or bargaining arrangements constrain change? Which routines sustain trust? Who can leave before integration begins?

CONDITION CHANGES THE ANSWER

If the capability does not depend on the autonomous team’s relationships or routines, faster centralisation may survive the boundary test. State the changed evidence; do not merely repeat the recommendation.

Before completion: record where client knowledge sits, who holds critical licences, which employees can leave, which consultation duties apply and which routines sustain trust. Link each item to the value thesis. **After completion:** monitor continuity against those leading indicators; do not wait for aggregate turnover to reveal an irreversible loss.

19 · M&A failure modes

C2 · QUICK SCAN

WEAK MOVE	REPAIR
Headcount = capability	Locate knowledge holders and routines.
Cultural fit = similarity	Ask what loss damages value.
Generic synergy clock	Phase around the value thesis.
Post-deal turnover only	Use leading continuity evidence.

Treat capability continuity as the early test: the integration timetable is justified only when the people, licences, routines and relationships that carry value remain usable.

20 · Application 3 – mobility form

C3 · WORKED

Situation: a firm proposes a **three-year relocation** to install a process requiring **six months of technical transfer** and later remote monitoring.

E	Intensive transfer lasts six months; later work is monitoring.
M	A three-year move adds cost, family disruption and repatriation exposure beyond the relationship need.
A	Define transfer milestones; compare long-term with staged short-term work followed by remote monitoring; choose the lowest-burden form that builds local ownership.
B	If tacit transfer or leadership presence genuinely requires sustained co-location, a longer assignment may survive.

NUMBERS CARRIED THROUGH

Proposed duration = 3 years; intensive transfer = 6 months. The gap is not itself proof, but it triggers a form-versus-purpose comparison.

local role

CONTROL choice

HQ know.

time-bound transfer

Orientation countercheck — combine local credibility with time-bounded knowledge transfer where both are required.

21 · Selection diagnosis

C3 · FAILURE CASE

Case: a top domestic manager accepts; the partner receives no career information; the host team receives only an arrival date. Do not infer low adaptability from early return.

LAYER	EVIDENCE TO TEST
Role	Purpose, authority, success evidence
Person	Competence, openness, learning, ambiguity tolerance
Household	Partner, schooling, health, security, willingness
Host/home	Preparation, mentor, sponsor, expectations

CONCLUSION *Selection predicts adjustment only with support; domestic performance is incomplete evidence for living and leading across borders.*

COMBINED STAFFING RECOMMENDATION

Where a regional unit needs local regulatory credibility and proprietary headquarters knowledge, pair a locally credible role holder with a time-bounded transfer mandate. State which decisions remain global, regional and local; attach realistic preview, host mentor, home sponsor and agreed success evidence. This avoids treating orientations as a maturity ladder.

22 · Application 4 – performance

C4 · WORKED

Situation: an assignee misses a revenue target after a regulatory delay but builds government relationships needed for market approval.

E	Missed result; regulatory constraint; relationship asset linked to approval.
M	The delay changes opportunity and timing; relationship-building may still serve the assignment mandate.
A	Separate controllable contribution from external constraint; triangulate home/host evidence; assess the asset against the mandate.
B	Do not replace the target with vague praise: retain objective milestones and test attribution.

new know.

next role

ORGANISATIONAL CAPABILITY

Career Transfer countercheck — experience becomes capability only when the next role uses and shares it.

RETURN EXTENSION

If a returning leader knows how a regional regulator evaluates risk but receives the former domestic job with no sharing mandate, capture the knowledge, place the returnee in work that uses it and make dissemination part of the career agreement.

TRAP *Celebrating the experience while restoring the old job signals that international learning has little career value.*

23 · Evidence reconciliation

C4 · EXAMINER MOVE

VOICE	PROPER EVIDENTIARY ROLE
Host manager	Local execution, relationships, resource and stakeholder constraints
Home manager	Enterprise priorities, mandate and longer-term transfer
Assignee	Critical incidents, access and learning; corroborate attribution

Reconcile against agreed objectives, milestone reviews, controllable contribution and documented context—not an **unexamined average** of ratings.

PERFORMANCE WRITING TRAPS

Target only: ignores whether regulation changed the opportunity to perform. **Context only:** replaces evidence with excuse. **Home view only:** misses local execution and relationship work. **Host view only:** may miss enterprise priorities and the transfer mandate. Repair all four by separating result, controllable contribution, context and asset, then explaining the evidentiary role of each evaluator.

26 · Return + algorithm diagnosis

C6 · FINAL

Situation: a returnee with scarce market knowledge has no confirmed role; an automated system ranks them against domestic peers using incomparable performance data.

PROBLEM	MECHANISM	ACTION
Role loss / reverse adjustment	Reduced autonomy and uncertain career value	Confirm the return role early; name a sponsor.
Knowledge loss	Tacit learning does not move through a final report	Use relationships, demonstrations and decision access.
Algorithmic bias	Incomparable inputs produce a consistent but unfair ranking	Audit purpose, data, groups; retain human review and appeal.

inputs

purpose

compare

appeal

Bias check — technically consistent scores can be unfair when assignments are not comparable.

FINISHED ACTION

Confirm role → sponsor structured exchange → place knowledge in decisions → audit system purpose, inputs, affected groups, jurisdiction and appeal route.

27 · Common traps

C1-C6 · REPAIR

TRAP	REPAIR SENTENCE
Country score = person	“This aggregate indicator forms a question; role and institutional evidence decide.”
Orientation = ladder	“Roles distribute control differently; test legitimacy, knowledge and constraints.”
Early return = individual failure	“Test role, household, host preparation and sponsors before attribution.”
Missed target = poor performance	“Separate contribution and constraint; keep the mandate visible.”
Same cash = fair	“Explain purpose, duration, comparison group, voice and review.”
Return = travel admin	“Design career continuity and knowledge reuse before departure.”

28 · Final five-minute scan

EXAM MORNING

1. Underline the people decision and stakeholder groups.
2. Write E-M-A-B in the margin.
3. Use one named framework; define it through its decision consequence.
4. Make the application specific: who changes what, when and why.