



**UNIVERSITI KUALA LUMPUR  
BUSINESS SCHOOL**

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**FINAL EXAMINATION  
JULY 2025 SEMESTER**

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| <b>COURSE CODE</b>    | <b>:</b> | <b>EEB10203</b>                                                                 |
| <b>COURSE NAME</b>    | <b>:</b> | <b>INTERNATIONAL MANAGEMENT</b>                                                 |
| <b>PROGRAMME NAME</b> | <b>:</b> | <b>BACHELOR OF BUSINESS ADMINISTRATION (HONS)<br/>IN INTERNATIONAL BUSINESS</b> |
| <b>DATE</b>           | <b>:</b> | <b>19 SEPTEMBER 2025</b>                                                        |
| <b>TIME</b>           | <b>:</b> | <b>3.00 PM – 6.00 PM</b>                                                        |
| <b>DURATION</b>       | <b>:</b> | <b>3 HOURS</b>                                                                  |

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**INSTRUCTIONS TO CANDIDATES**

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1. Please **CAREFULLY** read the instructions given in the question paper.
  2. This question paper has information printed on both sides of the paper.
  3. This question paper consists of **ONE (1)** section **ONLY**.
  4. Answer **ALL** questions.
  5. Please write your answers on the answer booklet provided.
  6. All questions must be answered in **English** (any other language is not allowed).
  7. This question paper must not be removed from the examination hall.
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**THERE ARE TWO (2) PAGES OF QUESTIONS EXCLUDING THIS PAGE.**

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## CONFIDENTIAL

**INSTRUCTION: Answer ALL questions. (100 MARKS)**

**Please use the answer booklet provided.**

### Question 1

In international management, a firm's structure must match its global strategy while adapting to factors like geography, culture, time zones, and business practices often making design harder than strategy. For example, Unilever and Siemens balance global consistency with local adaptation across diverse markets.

Describe **TWO (2)** organizational structure that consider international involvement. Provide the sketch and possible element in the chart.

(20 marks)

### Question 2

Organizational change and redesign are crucial in international business when existing structures or strategies become ineffective. These changes address misalignment or poor performance to improve efficiency, coordination, and success.

Discuss **FIVE (5)** key indicators that may suggest the need for organizational change in an international company.

(20 marks)

### Question 3

Hofstede's model is often applied in international management as it outlines the main ways cultures differ. It helps to understand how people from different nations approach authority, teamwork, uncertainty, and the balance between individual needs and collective priorities.

Discuss **FIVE (5)** elements in this theory.

(20 marks)

**Question 4**

Many multinational companies encounter challenges in recruiting and developing enough local managers in fast-growing economies such as Vietnam, Indonesia, Nigeria, and Mexico, where the demand for skilled leaders is rising more quickly than the talent pool can meet.

- a) State **FOUR (4)** elements of integrating training with global orientation.  
(10 marks)
- b) Explain with example **FOUR (4)** components of the compensation package that must be considered in the light of both home and host-country legalities and practices.  
(20 marks)

**Question 5**

The creation of a capable global management team depends greatly on the success of expatriate assignments, which is influenced by how well transitions are handled for the expatriate and accompanying family members. Managing a company's international talent network continues beyond the overseas role and is only complete when repatriation is achieved successfully.

Describe **FOUR (4)** elements in essentials of international human resource management.

(10 marks)

**END OF QUESTION PAPER**