



UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL

FINAL EXAMINATION
MARCH 2026 SEMESTER

COURSE CODE : EEB10203
COURSE TITLE : INTERNATIONAL MANAGEMENT
PROGRAMME NAME : BACHELOR OF BUSINESS ADMINISTRATION (HONS)
INTERNATIONAL BUSINESS
DATE : 20 JUNE 2026
TIME : 9:00AM - 12:00PM
DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consist of ONE sections.
4. Section A consist of five questions. Answer FOUR (4) questions only.
5. Please write your answer on the answer booklet provided.
6. Please answer all questions in English only.
7. Refer to the attached Formula/ Appendies. ☐ Tick if applicable

THERE ARE 4 PAGES OF QUESTIONS INCLUDING THIS PAGE

SECTION A (Total: 100 marks)

Answer FOUR (4) questions.

Please use the answer booklet provided.

Question 1

In today's modern business world, organizational structure is more flexible, dynamic, and less hierarchical compared to traditional models. Companies often adopt flatter structures, cross-functional teams, and digital communication systems to respond quickly to market changes and innovation demands. This allows employees to collaborate more effectively across departments and locations, improving efficiency, creativity, and decision-making in a fast-paced global environment.

Describe organizational structure and interpret **FOUR (4)** types of organizational structure in international management.

(25 marks)

Question 2

International Human Resource Management (IHRM) in today's challenging world focuses on managing a diverse global workforce across different countries, cultures, and legal systems. It involves recruiting, training, and retaining talent while adapting to rapid changes such as digital transformation, global competition, and remote work. IHRM plays a crucial role in helping multinational companies remain competitive by ensuring employees are skilled, culturally aware, and aligned with the organization's global strategy.

Explain International Human Resource Management (IHRM) and describe **FIVE (5)** roles of IHRM in global strategy implementation.

(25 marks)

Question 3

As multinational companies expand across countries, managers are often use global management teams to coordinate projects, share expertise and solve business issues across countries. These teams usually involve members from different subsidiaries, functions, and cultural backgrounds. **Orion Appliances Ltd.** is a German multinational company with operations in Malaysia, India, China, and the United States. The company forms a global management team to improve product development and customer service. However, the team faces challenges such as time zone differences, cultural differences, communication problems, lack of trust and unclear responsibilities.

Based on the scenario, explain global management teams and discuss **FOUR (4)** important factors in managing effective global management teams.

(25 marks)

Question 4

In today's challenging global business world, contingency leadership is critical because companies operate in fast-changing and uncertain environments where flexibility and quick decision-making are essential. Leaders must adjust their style based on factors such as employee behavior, market conditions, and cultural differences. Leaders who can adapt their approach are more likely to manage diverse teams successfully and ensure the organization remains competitive across different international markets.

Describe contingency leadership in international management and explain **FIVE (5)** characteristics of contingency leadership.

(25 marks)

Question 5

Cross-cultural research on motivation in today's business world focuses on understanding how employees from different cultural backgrounds are driven by different needs, values, and expectations at work. For example, some cultures are more motivated by financial rewards and personal achievement, while others value teamwork, job security, and respect. In a global workplace, this research helps managers design motivation strategies that are flexible and inclusive, ensuring employees in different countries remain engaged and productive.

Describe the cross-cultural research on motivation and interpret **FIVE (5)** theories of motivation in international management

(25 marks)

END OF EXAMINATION PAPER