

**INTERNATIONAL ENTREPRENEURSHIP AND GLOBAL MINDSET:  
A THEORETICAL DISCUSSION**Adriana Mirelly Silva Spindola Correia<sup>1</sup>  & Yákara Vasconcelos Pereira<sup>1\*</sup> <sup>1</sup>Universidade Federal de Pernambuco – Recife (PE), Brazil.**ARTICLE DETAILS****Article history:**

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Fernanda Cahen

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**ABSTRACT**

**Objective:** The purpose of this study was to analyze the relationship between the constructs of international entrepreneurship (IE) and global mindset (GM). **Method:** A bibliographic investigation was conducted in the journals of the Coordination for the Improvement of Higher Education Personnel (CAPES), Emerald Insight, Scopus, Spell, Springer and Web of Science. Descriptors (English and Portuguese) were used in the databases to search for scientific articles that related to the themes of IE and GM. **Main Results:** Convergences and divergences between the IE and GM constructs and contemporary trends were perceived. Regarding convergences, two important aspects were present in this discussion: the entrepreneur's behavior and its influence on the internationalization process. Entrepreneurial skills, international knowledge, and global orientation stand out in entrepreneurial behavior. In the internationalization process, the speed of internationalization is emphasized as part of the process. Regarding the differentiating characteristics between the IE and GM constructs, cosmopolitanism is present in the first and a combination of individual global mindset (IGM) and corporate global mindset (CGM) is present in the second. **Relevance / Originality:** This is a theme little discussed in the literature. This study highlights the influence of GM, its relationship with IE, and the factors that can jointly impact international networks. **Theoretical / Methodological Contributions:** This research clarifies that, although the GM can be expressed independently of IE, the performance of IE is related to the presence of GM.

**INTRODUCTION**

In the face of a competitive global arena, it is necessary to develop a global mindset (GM) (Magdaraog Júnior, 2015). This type of scenario requires a qualified profile of entrepreneurs to achieve positive results. Globally minded individuals perceive and decipher behaviors in diverse environments, facilitating cross-bor-

der connections between people and organizations from different cultures (Kaivo-oja & Lauraeus, 2018).

Developing a GM contributes to achieving above-average business performance, to the continuous improvement of organizations, and to taking advantage of opportunities in the global scenario. GM is a widely discussed topic in organizations (Mozzato & Grzybovski, 2018).

\*Corresponding author: [yakarav@gmail.com](mailto:yakarav@gmail.com)<https://doi.org/10.18568/internext.v18i2.718>

As well as the GM, there is an increasing interest in international entrepreneurship (IE). In academic research carried out in Brazil, this investigation field has shown modest growth, but has a high potential for expansion (Oliveira, Cabanne & Teixeira, 2020). In organizations, IE aids the internationalization process of companies and the entrepreneur can greatly contribute to the internationalization of enterprises (Silva, Chagas & Siqueira, 2012).

This internationalization process requires an assertive conduct by entrepreneurs, so that certain factors are taken into account in decision-making, such as: opportunity size, technological innovations, and competition (Ciravegna, Kuivalainen, Kundu & Lopez, 2018; Simões & Dominginhos, 2005). Studies such as those of Arora, Jaju, Kefalas and Perenich (2004) and Tseng, Tansuhaj and Rose (2004) show that GM influences internationalization. Thus, organizations involved in cross-border scenarios need managers and entrepreneurs with experience and knowledge of practices abroad, who are attentive to modern processes (Felício, Calderinha, Rodrigues & Kyvik, 2013; Reis, Fleury, Fleury & Zambaldi, 2018). Indeed, expanding abroad exposes entrepreneurs to operating with stakeholders from different cultures and nations with specific characteristics (Xue, Qian, Qian & Lee, 2021).

Despite advances in research on these topics, there are gaps in the literature addressing the relationship between GM and IE in organizations (Lin, Cao & Cottam, 2019). In this study, the authors discuss the influence level of GM on the entrepreneurial orientation of an international company, the relationship between leaders' GM and companies' international entrepreneurial orientation, as well as the impact of this relationship on international network activities.

Kyvik's (2018) research presents, through a systematic review, an analysis of GM and internationalization behavior, and their importance in the internationalization process of companies. Galhanone, Rocha, Spers and Rodrigues (2020) postulate that research on GM focuses more on companies located in developed countries. As a result, the authors show that both foreign and Brazilian franchise systems need specialized and qualified entrepreneurs and managers, endowed with attributes that contribute to the formation of a GM. Tabares, Chandra, Alvarez and Escobar-Sierra's work (2021) analyzes the

entrepreneurial behavior of international companies. Besides, it investigates the behavior of entrepreneurs in these companies and how such behavior influences their perception while identifying opportunities in the organizational environment.

Considering the theoretical contribution present in the topics discussed in the literature and their relevance, the following question arises: what is the relationship between the constructs of IE and GM? Thus, this research aims to fill the gap analyzed in the study by Lin et al. (2019).

The present theoretical discussion therefore aims to analyze the relationship between the constructs of IE and GM. To support this discussion, bibliographic research was conducted in the databases of the Coordination for the Improvement of Higher Education Personnel (CAPES), Emerald Insight, Scopus, Spell, Springer and Web of Science journals. The intention here is to unravel this relationship (IE and GM) so that other authors can analyze the topic in more depth, contributing not only to the academic sphere, but also to strategic business management.

## 1. THEORETICAL DEVELOPMENT

This study analyzes the relationship between the constructs of IE and GM. To achieve this, we first reveal how they are understood in their study fields. Considered a contemporary research area, IE completed 30 years in 2019 (Zucchella, 2021). The term was first mentioned in the article presented by Morrow in 1988, when the author emphasized that technological and economic advances allowed the opening of international markets for managers.

However, the concept's genesis on the topic is in the seminal 1989 study entitled "International versus domestic entrepreneurship: New venture strategic behavior and industry structure" by Patricia McDougall, in which she compared the difference between international and domestic ventures (Coviello, McDougall & Oviatt, 2011).

With the advancement of studies, understanding of the theme evolved (Wach & Wehrmann, 2014). The publications of McDougall and Oviatt (2000) and Oviatt and McDougall (1994) were the first to address the concept. In 1994, Oviatt and McDougall defined IE as a company with the goal of achieving competitive advantage through resources and commercializing its

production in other territories (Keupp & Gassmann, 2009). In 2000, the concept was redefined as a set of innovations, as anticipation in decision-making, and as a high level of risk tolerance concerning crossing borders (McDougall & Oviatt, 2000).

Dimitratos and Plakoyiannaki (2003, p. 189) defined IE as: “a process of the entire organization that is embedded in the company’s organizational culture and that seeks, through exploiting opportunities in the international market, to generate value”. In 2005, IE was understood in a more refined way, namely: “International entrepreneurship is the discovery, enactment, evaluation, and exploitation of opportunities — beyond national borders — to create future goods and services” (Oviatt & McDougall, 2005, p. 540). Due to its robustness, this definition was more suitable for the present investigation.

With the evolution of the concept of IE, research has revealed that the internationalization process can be fast, and that the size and age of organizations are not relevant factors for a favorable outcome (Oviatt & McDougall, 1994; Knight & Liesch, 2016). The above-average performance of companies is related to innovation as a differential factor in the products or services offered, as well as to focused managers (McDougall & Oviatt, 2000; Nurjaman, Marta, Eliyana, Kurniasari & Kurniasari, 2019; Samuel, Siagian & Octavia, 2017).

Several research efforts have been made in the development of this area of knowledge, including: the framework of a new international venture (Oviatt & McDougall, 1994), the motivations that interfere with the entrepreneurial culture and activities of the IE (Dimitratos & Plakoyiannaki, 2003), understanding of global start-ups (Knight & Cavusgil, 2004; Rennie, 1993), the application of IE in a cognitive perspective, the performance of entrepreneurs exploring opportunities in international environments (Zahra, Korri & Yu, 2005) and the role of IE in obtaining a competitive advantage in the internationalization process (Zahra & George, 2002), among other discussions that have been included in the theoretical body of IE.

GM comprises cultural, strategic, and psychological traits combined with knowledge and skills (Galhanone et al., 2020; Levy, Beechler, Taylor & Boyacigiller, 2007). Beechler and Javidan (2007) recognize that knowledge, cognition, and psychological factors influence the formation of a GM to perform in different cultures. In this

sense, Levy et al. (2007) present the concept of GM as: “A highly complex cognitive structure characterized by an opening and articulation of multiple cultural and strategic realities at the global and local levels, and the cognitive capacity to mediate and integrate this multiplicity” (Levy et al., 2007, p. 21).

Bao and Yin (2020) affirm that the GM is composed of three elements:

It is first a mindset that sees the world as an interconnected marketplace and encourages the willingness to actively explore it; and, second, it is the ability to manage complexity and diverse markets. Consequently, it contains three elements: global orientation, global knowledge, and global skills (Bao & Yin, 2020, p. 26).

The above-mentioned aspects of global orientation, global knowledge, and global skills are necessary for entrepreneurs to operate in a globalized environment. Due to this scenario, managers are required to have an active relationship with the international market, which makes it essential for entrepreneurs to develop a certain knowledge, skills and attitudes (Chandwani, Agrawal & Kedia, 2016). Entrepreneurs need to have a GM to contribute to performance, especially concerning decision-making in different situations (Aima, Wijaya, Carawangsa, & Ying, 2020; Magdaraog Júnior, 2015).

Global orientation, global knowledge, and global skills are necessary for entrepreneurs to perform in a globalized environment. Global orientation involves the responsibility to invest beyond borders, knowledge of international markets, and the establishment of a network with suppliers and customers (Arora et al., 2004; Bartlett & Ghoshal, 2000; Gupta & Govindarajan, 2002; Yoon & Kim, 2016). Global knowledge is related to understanding of other cultures, policies, laws and the particularities of nations to be conquered (Arora et al., 2004; Bartlett & Ghoshal, 2000; Harveston, Kedia & Davis, 2000). Global skills, on the other hand, encompass the ability to work across cultures, in complex environments, and manage relationships between organizations (Gupta & Govindarajan, 2002).

Such elements stand out in the set of competencies underlying the GM: global orientation, global knowledge, and global skills (Bao & Yin, 2020; Reis &

Borini, 2014). In view of this, GM is analyzed from the perspective of Bao and Yin (2020) and Reis and Borini (2014), as well as the concept defined by Andresen and Bergdolt (2017), who recognize it as a manager's competence to act effectively in complex business scenarios that expand beyond national borders.

In relation to GM, Perlmutter (1969) initially addressed the theme (Neves & Tomei, 2016), indicating the types of orientations that influence managers' decisions in the internationalization process of organizations, such as ethnocentric, polycentric, and geocentric. Among the types of orientations, that which most applies to GM is geocentric orientation, as it focuses on global orientation (Jayasuriya & Perera, 2021).

Sung and Goebel (2019) posit that geocentrically oriented organizations seek to adapt to the local market without imposing their domestic practices, and analyze the retailer Zara, which customizes collections to suit each region in a particular way.

Managers in geocentrically oriented companies are generally chosen for their ability to solve problems and not because of their origin, as they hold prominent positions (Gallon, Bitencourt, Bitencourt & Dalla Corte, 2017; Nogueira & Barreto, 2013).

Goxe and Belhoste (2019, p. 1) report that: "Global mindset is generally a positive skill or resource that helps individuals and companies succeed internationally". For Andresen and Bergdolt (2017), GM is important for strategic management at a global level.

GM enables managers to face challenges with a competitive differential, identifying opportunities, performing strategically, and positively impacting the internationalization process of organizations (Lazaris & Freeman, 2018; Levy et al., 2007; Torkkeli, Nummela & Saarenketo, 2018). Torkkeli et al. (2018) argue that a GM can help managers better understand the opportunity to turn uncertainty into opportunities.

The relationship between IE and GM is discussed in the literature (Galhanone et al., 2020; Gil-Pechuan, Exposito-Langa & Tomas-Miquel, 2013; Jantunen, Puumalainen, Saarenketo & Kyläheiko, 2005; Kollmann & Christofor, 2014; Kyvik, 2018; Kyvik, Saris, Bonet & Felício, 2013; Lazaris & Freeman, 2018; Tabares et al., 2021; Yao, Sun, Jannesari & Lai, 2020), and it is also the purpose of this study, which hopes to contribute both to academia and the market.

In order to carry out the theoretical discussion, precepts based on qualitative research were used.

For Denzin and Lincoln (2006), the researcher in qualitative research seeks to understand and clarify how phenomena occur in the environment in different ways. González (2020) complements this type of approach; the researcher is considered an important factor because, through their perceptions and feelings, they become responsible for expressing their motivations to address certain themes. The articles that supported this theoretical discussion were approached based on Bardin's content analysis (2016) and with the support of the ATLAS.ti software. Bardin (2016) describes her content analysis as being composed of three stages: pre-analysis (organization of the whole material), material exploration (coding and categorization process), and treatment of results (with the support of software ATLAS.ti.).

A bibliographic research was carried out to support this theoretical discussion. The present study was conducted on the portals of CAPES Periodicals, Emerald Insight, Scopus, Spell, Springer, and Web of Science. These databases are considered suitable for studies in the applied social sciences field, and only peer-reviewed articles were selected. The following descriptors were used: "international entrepreneurship" AND "global mindset"; and, "empreendedorismo internacional" AND "mentalidade global". The largest possible time frame allowed in the databases was defined to show variations in time intervals. The keywords were selected so that they were present in the title and abstract of the articles consulted, so the search returned a consistent selection. As a result of the search, 196 articles with descriptors in English and one article with descriptors in Portuguese were found, totaling 197 studies. Among them, 35 were considered valid since they relate IE to GM, and the bases that supported the search for articles and their respective results are described in Table 1.

Regarding the database searches, it is appropriate to explain the semantics of the numbers in each. The first analysis was done in Emerald Insight, and the period of time available for consultation was from 1900 to 2021. The research showed 92 articles, of which five were validated due to addressing the two themes, 87 were discarded due to not being related to the themes, and, finally, the consultation result presented zero repeated articles. The second database studied was Scopus, the period of time available for research was from 1960 to 2021, and 15 articles

**Table 1.** Accessed databases.

Databases	Descriptors	Available period	Number of articles relating IE and GM	Subtotal of articles
Emerald Insight	<i>“International entrepreneurship” and “global mindset”</i>  <i>“Empreendedorismo internacional” and “mentalidade global”</i>	1900 to 2021	- 92- descriptors in English (5 valid; 87 unrelated; 0 repetitions) - 0- descriptors in Portuguese	5
SCOPUS (Elsevier)		1960 to 2021	- 15- descriptors in English (8 valid; 7 unrelated; 0 repetitions) - 0- descriptors in Portuguese	8
Spell		0 to 2021	- 0- descriptors in English - 0- descriptors in Portuguese	0
Springer		1900 to 2021	- 77- descriptors in English (17 valid; 57 unrelated; 2 repetitions) - 1- descriptors in Portuguese	17
Web of Science		1945 to 2021	- 16- descriptors in English (5 valid; 6 unrelated; 5 repetitions) - 0- descriptors in Portuguese	5
<b>Total with no repetitions</b>				<b>35</b>

IE: international entrepreneurship; GM: global mindset.

were found, of which eight were considered valid, seven were discarded, and zero were repeated. In Spell, the search period comprised the years between 0 and 2021, but no articles were found.

In Springer, the search period was between 1900 and 2021, and 77 articles were located, 17 validated, 57 disregarded and two repeated. Finally, in the Web of Science, the available period was between 1945 and 2021, and 16 articles were located, five validated, six excluded and five repeated. Data were examined through content analysis with coding and categorization (Bardin, 2011) and using the ATLAS.ti software.

## 2. DISCUSSION

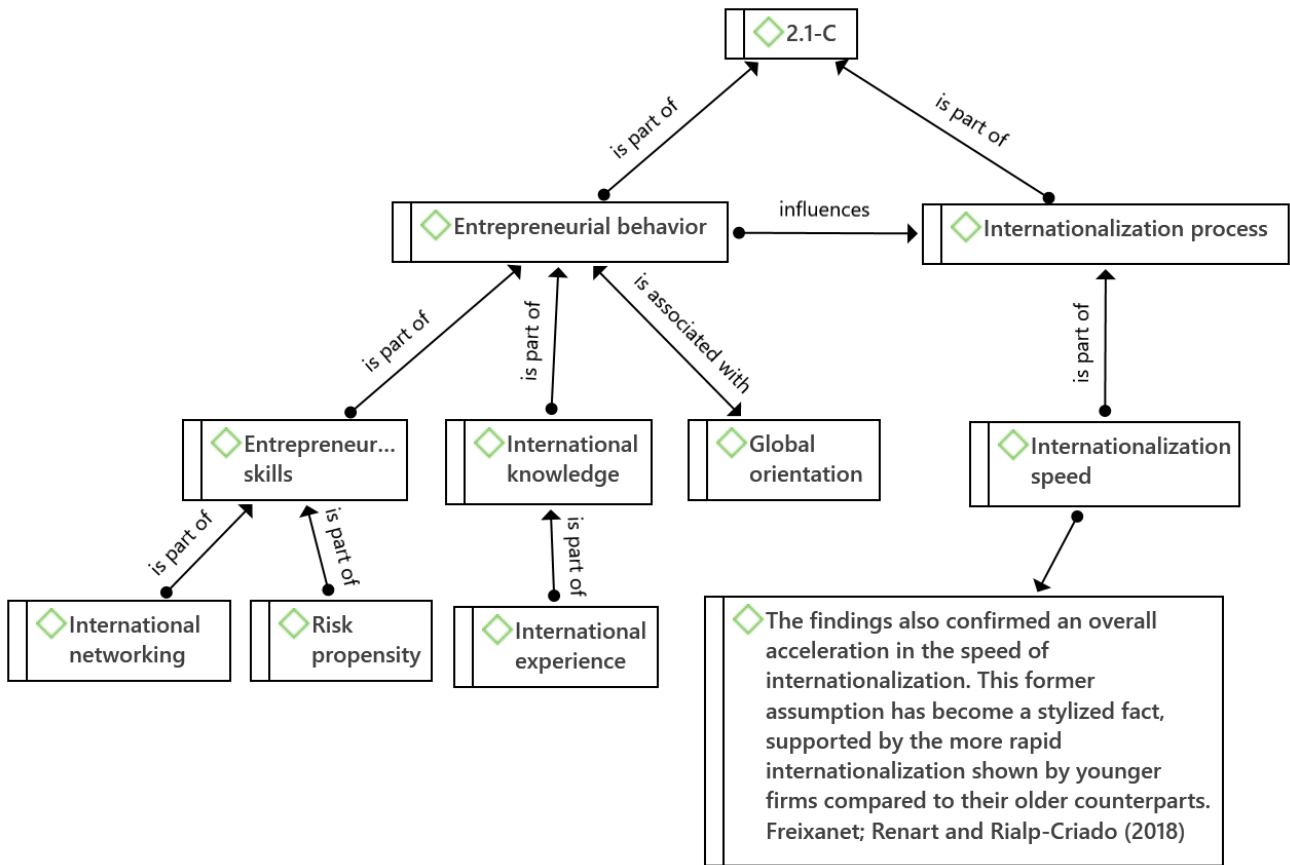
### 2.1. Convergences between international entrepreneurship and global mindset

When analyzing the 35 articles, it is possible to see convergences between IE and GM, represented in Figure 1. Entrepreneurial behavior and the internationalization process are the main convergences between IE and GM. Entrepreneurial behavior involves three elements that reinforce the validity of the GM construct and its relationship with IE: entrepreneurial skills, international knowledge, and global orienta-

tion. Regarding the internationalization process, it is perceived that the relationship between IE and GM provides internationalization speed, emphasizing the influence of entrepreneurial behavior on the internationalization process.

The formation of entrepreneurial behavior is based on identity construction and interaction with cognitive aspects (Coviello, 2015; Reuber, Knight, Liesch & Zhou, 2018). Each behavior is endowed with capabilities that collaborate in constructing the entrepreneur's profile and performance in international ventures. In Figure 1, entrepreneurial behavior is explained by three characteristics: entrepreneurial skills, international knowledge, and global orientation.

Thus, managers must develop entrepreneurial skills, such as international networking (Gil-Pechuan et al., 2013). The creation of networks contributes as an information source on competitive resources, political and financial systems, and possible business risks, besides offering possibilities for the development of organizations in the global environment (Kollmann & Christofor, 2014; Lien & Cao, 2014; Morrish & Earl, 2021; Santana, Monteiro, Lima & Falcão, 2020; Tabares et al., 2021; Tajeddini, Martin & Ali, 2020).



**Figure 1.** Convergences between international entrepreneurship and global mindset.

Achieving a prominent position requires adopting innovative and risk-taking behavior (Clercq, Sapienza & Crijns, 2005). Thus, risk propensity is a determining factor in the international environment, and market diversification expands the possibilities (Felício et al., 2013). Recent studies by Embi, Jaiyeoba and Yusso (2019), Herdjiono, Puspa, Maulany and Aldy (2017), Karabulut (2016), and Yu and Chen (2016) emphasize that risk-taking is considered one of the personality traits of people who cherish innovation and have entrepreneurial intentions. Managers with more risk propensity are willing to engage in international business, and this relationship is stronger when the entrepreneur has an accentuated GM (Yao et al., 2020).

International knowledge is another attribute that contributes to the formation of a GM and influences the internationalization process. Such knowledge is acquired through international experience (Gaffney, Cooper, Kedia & Clampit, 2014; Kyvik, 2018). This experience is developed by exposing managers to new contexts and international markets, and is considered

essential for the formation of knowledge, skills, and the ability to interpret cognitive aspects needed to operate in cross-border markets (Carstens Filho, Ploszaj, Ramos & Seleme, 2021; Da’as, Schechter & Qadach, 2020; Galhanone et al., 2020; He, Baranchenko, Lin, Szarucki & Yukhanaev, 2020; Jiang, Ananthram & Li, 2018; Kyvik et al., 2013).

Despite international experience being described in the literature as a driving force in the formation of GM in international entrepreneurs and as contributing to the internationalization process, authors such as Evers and O’Gorman (2011) and Miocevic and Crnjak-Karanovic (2012) argue that the GM is an independent process, not related to internationalization.

In Figure 1, global orientation is associated with entrepreneurial behavior. This association highlights the importance of global orientation as one of the distinguishing characteristics of entrepreneurs with a positive performance in international operations (Covin & Miller, 2014; Jantunen et al., 2005; Story & Barbuto, 2011; Yao et al., 2020). Kyvik et al. (2013) pres-

ent indicators that make up the entrepreneur’s global orientation, such as seeking development in the international market, having a global vision, not being limited to the local market, being open to knowledge of new cultures and new international experiences. These indicators shape entrepreneurial behavior and entrepreneurs’ choices regarding expansion across national borders (Clercq et al., 2005).

The behavior of the international entrepreneur is associated with both global orientation and international experience, which provide him with insights to advance in the internationalization process (Felício et al., 2013; Goxe & Belhoste, 2019).

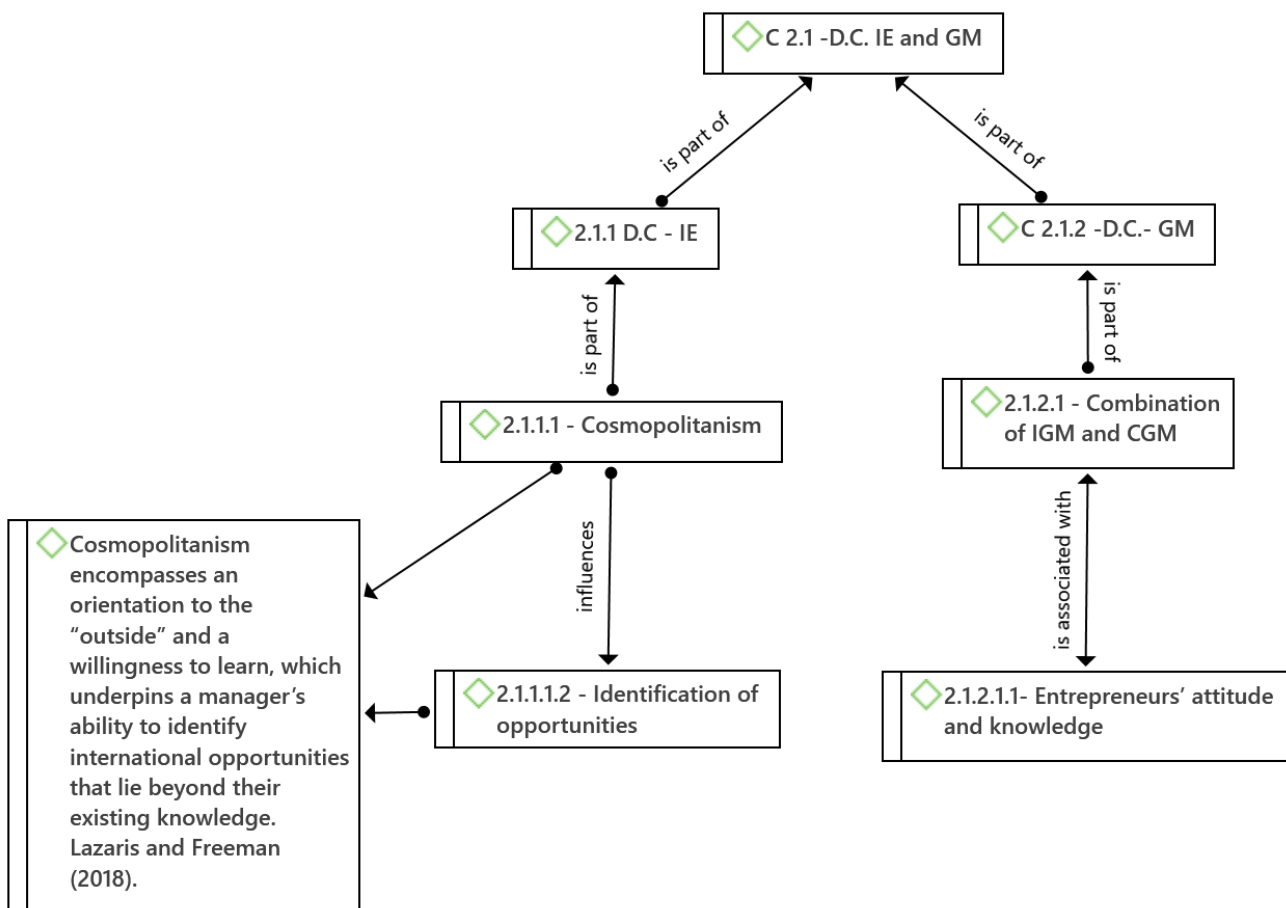
According to Torkkeli et al. (2018), for the internationalization process to be successful, managers with a GM are required, since this is considered a determinant factor in the decision-making process. Teams need training so that communication flows between suppliers and consumers in the international environment, and they are able to make decisions in uncer-

tain scenarios (Gaffney et al., 2014; Ismail, Mohamad & Ahamat, 2020; Stergiou & Farmaki, 2021). The shorter physical distance of globally oriented managers tends to influence the speed of internationalization, as they establish more partnerships, stand out in exports and contribute to increased profitability (Cerrato & Piva, 2015; Freixanet, Renart & Rialp-Criado, 2018).

As we conclude the presentation of convergences, the differentiating characteristics found between IE and GM in the literature are presented and represented in Figure 2.

**2.2. Differentiating characteristics of international entrepreneurship and global mindset**

Differentiating characteristics are understood as the factors that present the particularities of a given construct. In this case, cosmopolitanism is discussed as it applies to the themes of IE and GM, the latter



**Figure 2.** Differentiating characteristics of international entrepreneurship and global mindset.

of which deals with the relationship between individual global mindset (IGM) and corporate global mindset (CGM).

Levy et al. (2007) state that cosmopolitanism is understood as a relevant factor that helps to identify opportunities and boosts the internationalization process, but disregards previous international experiences. The term suggests learning in order for managers to encounter possibilities beyond their current understanding (Lazaris & Freeman, 2018).

Goxe, Mayrhofer and Kuivalainen (2022) add that cosmopolitanism is understood as a global “habitus”, where the entrepreneur is inserted in a transnational space. In that way, cosmopolitan entrepreneurs, also known as “global argonauts”, constantly seek knowledge and recognition in international arenas.

Regarding the GM, the combination of IGM and CGM is observed. Despite the synergy effects between them, the attributes identified in the literature are presented.

IGM is intrinsic, has a relationship with managers’ decisions and involves the organization’s positioning in the international scenario (Felício, Duarte & Rodrigues, 2016a; Jneid, 2021; Kyvik et al., 2013). IGM comprises three attributes: cognition, knowledge, and behavior (Felício, Meiduté & Kyvik, 2016b).

CGM is related to the organization’s system, in which managers seek to develop their mindset according to the market, which can be analytical, risk-prone, aggressive, situational or strategic (Felício et al., 2016a; Felício et al., 2016b). Therefore, the combination of IGM and CGM attributes is associated with the entrepreneur’s attitude and knowledge. Reis and Borini (2014) state that this combination affects the process of developing IGM and CGM, promoting expansion in the global market and increasing resource investment abroad.

As we discussing divergences, a certain trend is perceived in the studies that deal simultaneously with IE and GM. Research on entrepreneurship has frequently shown psychological capital as one attribute that allows the entrepreneur to stand out in the business environment (Lux, Macau & Brown, 2020). This construct corroborates the findings of psychology, being considered a driving force in the managers’ behavior through the combination of conscious factors (personal goals/expectations) and unconscious factors (needs to be met/obstacles to be overcome), also

known as explicit and implicit motives, respectively (Xue et al., 2021). Therefore, for Yao et al. (2020), psychological traits impact entrepreneurial intention, on the individual’s level of GM and, consequently, on the relationship with the international market.

## CONCLUSION

This theoretical discussion analyzed the relationship between IE and GM. Regarding convergences, two important aspects can be noted: entrepreneurial behavior and its influence on the internationalization process. Entrepreneurial behavior highlights entrepreneurial skills, international knowledge, and global orientation. In the internationalization process, the speed of internationalization is emphasized as part of the process. Regarding the differentiating characteristics between the IE and GM constructs, the relationship between IGM and CGM is present in GM, while cosmopolitanism is in IE.

This research aimed to clarify the relationship between GM and IE. The following scientific implications can be pointed out: first, although GM can be expressed independently of IE, the performance of IE is related to the presence of GM. Second, the effects of GM on international organizations are highlighted by entrepreneurial behavior that can strategically influence internationalization activities.

As a suggestion for a research agenda, it is recommended that scientific academic circles and researchers in the field of IE investigate, through empirical theoretical studies, the role of GM in the most diverse contexts and organizational segments. For organizations, it is suggested that governments and business leaders can use the results of this study to foster capabilities and develop skills in international entrepreneurs, enabling them in team areas, to prepare them to face crises, to optimize the use of resources and to take advantage of opportunities. In the hotel industry, for example, there are international certifications such as Bureau Veritas. Certifications of this magnitude can promote changes, qualifying service provision.

Finally, we highlight the trend of studies related to the IE and GM constructs when the issue of psychological capital is discussed as a relevant aspect of managers’ behavior in the internationalization process. Thus, a deeper analysis of entrepreneurs’ psy-



chological capital is also indicated for future research, as well as which aspects of this trait can contribute to the development of entrepreneurs' GM in international organizations.

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## EMPREENDEDORISMO INTERNACIONAL E MENTALIDADE GLOBAL: UMA DISCUSSÃO TEÓRICA

Adriana Mirelly Silva Spindola Correia<sup>1</sup>  & Yákara Vasconcelos Pereira<sup>1\*</sup> 

<sup>1</sup>Universidade Federal de Pernambuco – Recife (PE), Brasil.

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### RESUMO

**Objetivo:** O objetivo deste estudo foi analisar a relação entre o empreendedorismo internacional (EI) e a mentalidade global (MG). **Método:** Uma investigação bibliográfica foi realizada nos periódicos da Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES), Emerald Insight, Scopus, Spell, Springer e Web of Science. Os descritores (inglês e português) foram usados nos bancos de dados para identificar artigos científicos relacionados aos temas de EI e MG. **Principais Resultados:** Foram identificadas convergências e divergências entre os construtos IE e GM, bem como tendências contemporâneas. Com relação às convergências, dois aspectos importantes estão presentes, a saber: o comportamento do empreendedor e sua influência no processo de internacionalização. O comportamento empreendedor, as habilidades empresariais, o conhecimento internacional e a orientação global destacam-se na literatura acadêmica. No processo de internacionalização, a velocidade da internacionalização é enfatizada como parte relevante. Quanto às características diferenciadoras entre IE e GM, o cosmopolitismo está presente no IE, e a combinação de mentalidade global individual (MGI) e mentalidade global corporativa (MGC) está presente na MG. **Relevância / Originalidade:** São incipientes as pesquisas que relacionam EI e MGI. Dessa forma, este estudo destaca a influência da MG e sua relação com o empreendedorismo internacional, bem como os fatores que podem influenciar as redes internacionais. **Contribuições teóricas / metodológicas:** Esta pesquisa esclarece que, embora a mentalidade global possa ser expressada independentemente do empreendedorismo internacional, o desempenho do IE está relacionado à presença da GM.

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