

# The Global Mindset of Entrepreneurs and International performance of StartUps

## A systematic literature review

Author: D.J.T. Becker s1178555  
University of Twente  
P.O. Box 217, 7500AE Enschede

**The Netherlands**

**Abstract:** Today the need to sustain competitive conditions for companies together with the increasing complexity of the global market and a rise in the interconnectivity among individuals as well as organizations are known factors contributing to the high importance of a global mindset (GM). As defined by Gupta and Govindarajan (2002) a “Global mindset combines an openness to and awareness of diversity across cultures and markets with a propensity and ability to synthesize across this diversity.” This paper aims to provide a full systematic review of the global mindset of an individual outlining the relevant concepts and addressing the following research question. “*How does the global mindset of an entrepreneur affect the international performance of a starting company?*” This literature review identifies a positive relationship between the global mindset of an entrepreneur and the international performance of a small firm respectively a startup.

**Supervisor: Dr. R. Harms  
Dr. I. Hatak**

### **Keywords**

Global mindset, entrepreneur, performance, startup, systematic literature review

Permission to make digital or hard copies of all or part of this work for personal or classroom use is granted without fee provided that copies are not made or distributed for profit or commercial advantage and that copies bear this notice and the full citation on the first page. To copy otherwise, or republish, to post on servers or to redistribute to lists, requires prior specific permission and/or a fee.

9th IBA Bachelor Thesis Conference, July 5th, 2017, Enschede, The Netherlands. Copyright 2017, University of Twente, The Faculty of Behavioural, Management and Social sciences.

## Table of Contents

<b>1. Introduction</b>	<b>3</b>
1.1 Research Problem and contribution	3
<b>2. Theoretical Background</b>	<b>4</b>
2.1 The Global Mindset IGM and CGM	4
2.2 Global Competency	4
2.3 The Entrepreneur	4
2.4 Performance	5
<b>3. Methodology</b>	<b>5</b>
3.1 Data collection	5
3.2 Data extraction And Analysis	6
3.3 Results	7
<b>4. Discussion</b>	<b>12</b>
<b>5. Limitations and suggestions for future research</b>	<b>12</b>
<b>6. Conclusion</b>	<b>13</b>
<b>7. Acknowledgement</b>	<b>13</b>
<b>8. References</b>	<b>13</b>

## 1.Introduction

The need to sustain competitive conditions for companies together with the increasing complexity of the global market and a rise in the interconnectivity among individuals as well as organizations are known factors contributing to the high importance of a global mindset (GM) (Felicio et al., 2013). As defined by Gupta and Govindarajan (2002) a “Global mindset combines an openness to and awareness of diversity across cultures and markets with a propensity and ability to synthesize across this diversity.”( p.120). Aforementioned challenges which companies and global managers see themselves confronted with are no longer effectively addressed by standardized approaches but rather demand a cultural specific solution. Moreover professionals and academics are agreeing that solely a complex human mind and behavior is capable of taking on the complex business environment of today (Ashkenas et al., 2002) and Andresen & Bergdolt (2016) go a step further suggesting that practitioners with cross-cultural competencies are equally important to a company's success nationally as they are to international organizations.

As shown in a study by Caligiuri (2006) a firm's performance is positively influenced by the development of global competences. But until today fairly little research has been done concerning the impact of GM on small enterprises respectively the role of entrepreneurs and their mindset Felicio et al., 2012)

### 1.1 Research Problem and contribution

Based on the aforementioned perceived literature gap concerning the impact of global mindsets on the performance of small firms or startups, this paper strives to add to the efforts of Felicio et al. (2016) by proposing the following research question:

***“How does the global mindset of an entrepreneur affect the international performance of a starting company?”***

This paper aims to provide a full systematic review of the global mindset of an individual outlining the concept of the IGM and CGM (Felicio et al., 2015)

Secondly term entrepreneur will be explained and a firm's performance with focus on starting companies will be assessed by addressing performance indicators laid out in the literature. In attempt to answer the research question a connection between the most relevant concepts will be examined.

The paper is structured in the following way. First the theoretical background of the concepts will be discussed on what exactly GM, IGM and CGM entail and on how a firm's performance can be defined and be assessed.

Secondly the methodology of the literature review will be intensively explained, the data collection analysis the potential bias and lack of quality and the methodology of analysis.

Before drawing a conclusion a discussion of the findings as well as the limitations to this study will be provided.

## 2. Theoretical Background

In the upcoming section the reader will be introduced to the relevant concepts and definitions concerning the systematic literature review. This is necessary so “the reader can construct an appropriate frame of reference for evaluating the effort” (Cooper, 2003, p.5).

### 2.1 The Global Mindset IGM and CGM

The Global Mindset (GM) as agreed upon by Levy et al. 2007 is a complex and multidimensional phenomenon that determines global organizations success in the international market.

As professionals and practitioners examine (e.g. Arora et al.,2004; Smith & Victorson ,2012) it applies to organizations named corporate global mindset(CGM), as well individuals named individual global mindset (IGM).

IGM the cognitive structure which according to Bowen et al. (2009) is a predisposition toward adopting understand and linking multiple cultures and strategic realities at the global and local level. Moreover IGM is found to have a close association with actions and choices made by an individual as well as a strong incorporation with a firm's attitude and strategic position in relation to the global market. Plus IGM empowers opportunity recognition by the acceptance of different cultures and markets (Evans et al., 2002; Lee et al., 2007).

In comparison to IGM - CGM displays the extent to which a firm learns to act, operate and think in accordance to their structure (Beechler et al., 2004). Within the organization's internal environment participants interact and exchange their mindsets creating a shared identity which ultimately encourages shared work behaviors and performance improvement (Paul, 2000).

### 2.2 Global Competency

Despite different approaches to define a global competencies, there are a certain characteristics agreed upon (Olson & Kroeger, 2001): Profound knowledge, intuitive understanding and cross cultural know-how to collaborate effectively in a globalized environment. Based on this a global competence enterprise, employs a satisfactory number of people with the aforementioned skillset ( Olson & Kroeger, 2001 ; Wilson, 1996). Moreover an expertise about cultures, world issues and languages are considered inevitable, but Stohl (1996) argues that the amount of cultures and languages and the extent to which they have to be acquired is still under discussion.

### 2.3 The Entrepreneur

The occupational definition shared by Hopp & Stephan (2012) defines an entrepreneur as an individual who works for their own benefit and risk. In addition they also adopt the perspective on entrepreneurship defined by Baron (2007) as a process in for example the creation of a business over a longer time span. Being an Entrepreneur starts with the decision to become one and ends either with a successful business

creation or the destroying of a created venture (Hopp & Stephan, 2012).

## 2.4 Performance

As described by Eveleens et al. (2016) the performance of a firm is one of the most applied dependent variable in the business and management literature. This variable has eight commonly used dimensions for measurement (Richard et al., 2009): Efficiency, growth, profit, liquidity, leverage, success versus failure and market share. In regard to the performance measurement of a startup additional dimensions like cost control, business volume, survival and goal achievement are used (Baron et al., 2016). When it comes to measuring the performance of a startup, Garnsey et al. (2006) points out those different challenges have to be taken under consideration: The difficulty to gather helpful data, the high unpredictability, the variability of the entrepreneur's ambition and the industry.

## 3. Methodology

In order to address the aforementioned research goal, this study applies a systematic literature review (Hanafizadeh et al., 2014). Executed in the appropriate way, a literature review has the ability to create a solid base for advancing knowledge, fostering the development of new and existing theories and detect research areas where further research could be needed (Webster & Watson 2002). According to Kitchenham & Charters (2007) a systematic review is a process involving the identification, evaluation and interpretation of the entire research available on a particular subject in

order to examine a question, area of study, rising phenomenon or interest. The motivation for this systematic review is to summarize evidence about the relationship of the global mindset towards a company's international performance in order to identify potential research gaps and conclude future research advice. To achieve the best possible outcome of the systematic review, Baumeister (2013) suggest "adopting the mindset of a judge and jury, rather than a lawyer" (p.128).

### 3.1 Data collection

For the data collection of this review the following electronic databases are searched for suitable papers: ACM Digital Library, Directory of Open Access Journals, Science Direct, SpringerLink, Wiley Online Library and WorldCat.org. These databases are chosen due to the assumption that the keywords global mindset, entrepreneur, startup and international performance are mainly embedded in management literature; hence they are considered the most promising in the attempt to accomplish the research objective (Andresen & Bergdolt, 2017). The next step is to determine inclusion and exclusion criteria to ensure that the selected studies are both relevant and related to the intended research (Busalim & Hussin, 2016).

In order to gain the most current impression of the literature, this paper only considers studies published between 2005 and 2017. In attempt to answer the research question, the following inclusion and exclusion criteria have been identified.

Table1

Inclusion/exclusion criteria

	Type	Description	Number
1	Inclusion	Full Text	
2	Inclusion	Published 2005 - 2017	
3	Inclusion	English language	
4	Exclusion	Duplicated studies	

The literature search process for ‘global mindset’, ‘entrepreneur’, ‘international performance’ and ‘startup’ was executed by using the following search string: (*"Global mindset"*) AND (*"international success" OR "success" OR "startup" OR "startup" OR "international performance" OR "performance"*) AND (*"entrepreneur"*). The initial search identified 127 articles in the chosen databases. In the next step the inclusion criteria were applied, resulting in 87 articles. After applying the exclusion criteria 42 articles were left. The last step was to scan the abstracts of the residual articles and after analyzing those, the approved articles are considered for the analysis (Tenorio et al. 2016). The result of this detailed screening process consisted of 12 studies to be used in this systematic literature review.

### 3.2 Data extraction And Analysis

As part of the data extraction the quality of the paper, meaning the extent to which a certain study uses measurements to deal with bias and error in its design (Khan et al. 2011), has to be checked. Since peer-reviewed journals with a good reputation do not automatically transfer that quality on to their publications (Pallotta, 2015), the following assessment steps are necessary: First of all - checking for the existence of quality indicators in the methodology section of the studies and secondly - confirming the fit between methodology applied and research question (Tranfield et al 2003).

After the identification of the most relevant studies for the literature review, a structural overview has to be composed synthesizing the articles for the upcoming analysis (Brillert, 2015).

First of all the relevant literature is summarized in auto-centric matrices (Table 2). Then additional matrices (Table 3) will be introduced

in order to ensure a transition from author-centric to concept-centric to support a suitable analysis. The second matrices is called the concept-centric matrices, here seven concepts are identified for analyzing the data. The concept of small firms and startups has been pool in these matrices, due to the relatively low appearance rate of the two concepts individually.

### 3.3 Results

The following section covers the literature for this review in the aforementioned author centric matrices and concept-centric matrices. The author-centric metrics (Table 2.) visualizes the title of the paper in question and their key concepts, the main methods for data collection and the primary findings of the studies

examined. The concept-centric matrices help identifying related concepts in regard to global mindset and firm's performance. The purpose of the matrices is to give the reader a clear outline of the data in question and communicate major findings and insights effectively (Webster & Watson, 2002).

Subsequently to the author- and concept-centric matrices, the findings concerning the relationship of global mindset and a firm's international performance will be discussed. More specifically the research question of how a global mindset of an entrepreneur affects the international success of a startup or in our case also under consideration a new venture or a small company, will be addressed.

Table 2. The author-centric matrix

Nr	Author and title (alphabetically ordered)	Main Topic / Concept	Data collection Method	Main findings
1	Andersson et al., 2015: International opportunity recognition in international new ventures - a dynamic managerial capabilities perspective	entrepreneur's dynamic managerial capabilities and actions for international opportunity identification for international firm growth	Conceptual article	study reveals that different attributes of dynamic managerial capabilities are more or less stable and influence firms' internationalization processes
2	Felício et al., 2013: Cross-cultural analysis of the global mindset and	Global mindset of international entrepreneurs	confirmatory analysis method based on structural equation modeling	behavior of entrepreneurs and the collective attitude of the company have the

	the internationalization behavior of small firms			greatest influence on the internationalization behavior of small firms operating in the international market
3	Felício et al., 2012: Global mindset and the internationalization of small firms:	factors that constitute the global mindset and their influence	survey- based study and Structural Equation Modeling	entrepreneur's level of education, their satisfaction with company performance in the domestic market and the potential for growth in the domestic market all affect the global mindset model
4	Felício et al., 2015: Global mindset and SME internationalization	how individual global mindset (IGM) and corporate global mindset (CGM) relate to SMEs' internationalization behavior	online survey during the first Quarter of 2014. The sample of 11,462 Portuguese SMEs	(IGM) and (CGM) attributes are intrinsic to firms and that these attributes combine to yield multiple solutions.
5	Frank et al. 2007: The significance of personality in business start-up intentions	relationships of personality factors with business start-up intentions and business success	comparison of four conceptually similar studies	significance of personality traits among (potential) business founders decreases in the course of start-up/new business development
6	Gaffney et al., 2013: Institutional transitions, global mindset, and EMNE internationalization	dynamic multilevel conceptual framework examines the influences of mindsets	integrating conceptualizations of national culture with the informal and formal institutions offered by institutional theory	EMNEs are dealing with changing rules to competition at home (i.e., institutional transitions) and are being forced to adapt in order to survive

7	Hopp & Stephan 2012: The influence of socio-cultural environments on the performance of nascent entrepreneurs	indirect effects of cultural norms on venture emergence	standard probit model alongside an instrumental variable probit model to analyze the effect	Entrepreneurs and their personal characteristics differ widely across sub-national, community cultural contexts.
8	Kyvik et al., 2013: The internationalization of small firms:	The relationship between the global mindset and firms' internationalization behavior	empirical data from cross-sectional samples of small firms	a strong causal relationship between the global mindset and firms' internationalization behavior
9	Le & Kroll 2017: CEO international experience: Effects on strategic change and firm performance  Son	framework for measuring IE including three components:	employ cross-sectional data analysis	time abroad had a positive effect on strategic change and firm performance, while number of countries and cultural distance positively moderated these relationships
10	Muñoz-Bullón et al. 2013: Nascent entrepreneurs' personality attributes and the international dimension of new ventures	dimensions reflecting entrepreneurial orientation - important determinants -nascent entrepreneur's entry into foreign markets	logistic regression techniques to a sample of nascent entrepreneurs	nascent entrepreneur's propensity to export is positively associated with both their pro-activeness and their new venture's innovativeness
11	Nadkarni et al., 2011: Domestic mindsets and early international performance	sensemaking model of early internationalization that ties domestic mindsets to international industry conditions	conceptual or thematic analysis	highlight the role of domestic mindsets in the early phases of internationalization

12	Raman et al. 2013: Effects of Partnership Quality, Talent Management, and Global Mindset on Performance	Effects of Partnership Quality, Talent Management, and Global Mindset on Performance	Random sample questionnaire	partnership quality has partial and strong mediation effects on the impact of talent management and global mindset
----	--	--	-----------------------------	--

Table 3. Concept-centric matrix

Article Nr.	Concepts						
	GM	IGM	CGM	ENTR	FPER	IPER	SF&S
1	X					X	
2	X	X		X	X	X	X
3	X	X		X	X	X	X
4	X	X	X		X	X	X
5				X			X
6	X	X	X	X		X	X
7				X	X		X
8	X	X	X	X	X	X	X
9					X	X	X
10				X	X	X	X

11	X	X	X		X	X	X
12	X				X	X	X

Number of articles per indicated concept

8 (66,6%)      6 (50%)      5 (41,6%)      7 (58,3%)      9 (75%)      10 (83,3%)      11 (91,6%)

Note:

■ = Studies that connects all relevant concepts (GM, IGM, ENTR, IPER, SF&R) = 4 (33, 3%)

■ = Studies that connects at least two of the relevant concepts (GM, IPER) = 4 (33, 3%)

■ = Studies that insufficiently connects relevant concept = 4 (33, 3%)

Table 4. Legend

GM = Global Mindset	IGM = Individual Global Mindset	CGM = Corporate Global Mindset
ENTR = Entrepreneur	FPER = Firm Performance	IPER = International Performance
SF&S = Small Firms & Startups		

The concept-centric table shows in the first column the number of the article based on table 1. The first row shows the related concepts. The purpose is to assess the connection between the relevant concepts as discussed in the articles. The X's indicate whether a certain concept is picked up in the article, allowing the researcher to get an overview of what connections have been made within the study. The results indicate that 33, 3% (Art. 2, 3, 6&8) of the selected studies associate at the concept of a global

mindset with entrepreneurship as well as international performance and small firms or startups. In the concept-centric matrices, those are highlighted in green. Another 33, 3% (Art.1, 4, 11&12) of the studies suggest a connection between global mindset and international performance, identified in the matrices by a grey color. The last third (Art. 5, 7, 9 & 10) of the examined studies, indicated in red, connects no relevant concepts in respect to global mindset.

## 4. Discussion

In regard to the overall research question, the discussion of the findings will focus mainly on the first category of results which matched all relevant concepts.

The identified literature in this regard suggests that in small firms entrepreneurs with a global mindset contribute to the development of an international network and can also be associated with positive influence on financial results and business growth (Felicio et al., 2012). Furthermore as pointed out by Gaffney et al. (2014) the advantage of entrepreneurs linkage to a global mindset constitutes also the influences the strategic scope of a firm as well as the drive for innovation within the organization (Certo et al., 2006). Additionally the global mindset can be seen as a tool for the entrepreneur helping to cope with the dynamic complexity of the global market (Felicio et al., 2013) and ultimately resulting in significant impact on the small firm when it comes to economic development and conducting business in the international market. But even with a focus on a global mindset driven performance in small firms, often is the success limited to the domestic market and not applied to the exploration of international opportunities, which is likely due to “satisficing” as stated by Minkes and Foxall (2003). When CEOs are solely concerned with their national market and are not on alert when it comes to internationalization and potential business opportunities in foreign markets, researcher talk about a “cognitive blind spot” (Kyvik et al., 2013, Shane & Eckhard, 2003).

In summation, global mindset can be considered the component explaining international success, but nevertheless it is necessary to recognize the limitations of the impact significance of global mindset (Bowen & Inkpen, 2009).

## 5. Limitations and suggestions for future research

Even though this study was carried out in the most replicable and transparent way in line with the capabilities of the researcher, as not atypical for a bachelor thesis or a systematic literature review in general, this study has limitations which have to be recognized.

First of all in the best practice guidelines for a systematic literature review, it is suggested to work with at least two independent reviewers to achieve the best result. Due to the individuality of this particular thesis, a collaboration was not an option. Furthermore the definition of the search strings for the data collection, is subjective and therefore does the possibility exist that different approaches by different researcher foster also alternative results to the same research setting.

Part of the nature of a literature reviews is the limitation to the interpretation of existing literature in comparison to the empirical testing of a suspected phenomenon.

Given the aforementioned limitation and the shortcomings uncovered in the discussion section, fellow researcher are encouraged to

pursue empirical research on the impact of a global mind set on organizational effectiveness with special regard to the startup sector.

## 6. Conclusion

The main objective of this research was to approach the concept of a global mindset in relation to international performance of a particular venture. This literature review identifies a relationship between the global mindset of an entrepreneur and the international performance of a small firm respectively a startup. As shown in the results of the analysis a positive relationship between the two variables is agreed upon by four different researchers. Moreover, this study concludes that even though the impact of an international minded entrepreneur is usually beneficial to the global efforts of an organization, when the need for change is not recognized by those in power, a domestic focus can decrease the valuable impact of the global mindset.

## 7. Acknowledgement

Making this bachelor thesis possible I want to thank first of all Dr. Harms, for his support, feedback and high flexibility. Secondly Sanne Spuls the best study advisor there is. Sanne supported me over the whole course of the study, She managed to always foster my motivation, readjust my focus and point me in the right direction during difficult times. Lastly a special thanks to @bayoumi.bikes, a promising startup from Enschede which supported me with equipment for the research and provided moral support the entire time.

## 8. References

- Andresen, M., & Bergdolt, F. (2016). International Business Travelling as an Alternative Avenue for Global Mindset Development. Paper presented at the Academy of Management Proceedings.
- Andresen, M., & Bergdolt, F. (2017). A systematic literature review on the definitions of global mindset and cultural intelligence—merging two different research streams. *The International Journal of Human Resource Management*, 28(1), 170-195.
- Ashkenas, R., Ulrich, D., Jick, T., & Kerr, S. (2002). The boundaryless organization. *Facilities*, 20(10), 350-350.
- Baron, R. A., Mueller, B. A., & Wolfe, M. T. (2016). Self-efficacy and entrepreneurs' adoption of unattainable goals: The restraining effects of self-control. *Journal of Business Venturing*, 31(1), 55-71.
- Bowen, D. E., & Inkpen, A. C. (2009). Exploring the role of “global mindset” in leading change in international contexts. *The Journal of applied Behavioral science*, 45(2), 239-260.
- Boyacigiller, N., Beechler, S., Taylor, S., Levy, O., Lane, H., & Maznevski, M. (2004). The crucial yet elusive global mindset. *The Blackwell handbook of global management: A guide to managing complexity*, 81-93.
- Brillert, L. (2015). Antecedents of idiosyncratic deals' acceptance by co-workers - A structured literature review.
- Budgen, D., Kitchenham, B., Charters, S. M., Turner, M., Brereton, P., & Linkman, S. G. (2007). Preliminary results of a study of the

completeness and clarity of structured abstracts. Paper presented at the EASE.

Busalim, A. H. (2016). Understanding social commerce: A systematic literature review and directions for further research. *International Journal of Information Management*, 36(6), 1075-1088.

Caligiuri, P. (2006). Developing global leaders. *Human Resource Management Review*, 16(2), 219-228.

Cappellen, T., & Janssens, M. (2010). Characteristics of international work: Narratives of the global manager. *Thunderbird International Business Review*, 52(4), 337-348.

Chandwani, R., Agrawal, N. M., & Kedia, B. L. (2016). Mindfulness: Nurturing Global Mind-set and Leadership. *Thunderbird International Business Review*, 58(6), 617-625.

Conn, V. S., Valentine, J. C., Cooper, H. M., & Rantz, M. J. (2003). Grey literature in meta-analyses. *Nursing research*, 52(4), 256-261.

Evans, P., Pucik, V., & Barsoux, J.-L. (2002). *The global challenge*: McGraw-Hill Publishing Company.

Eveleens, C. P., van Rijnsoever, F. J., & Niesten, E. M. (2017). How network-based incubation helps start-up performance: a systematic review against the background of management theories. *The Journal of Technology Transfer*, 42(3), 676-713.

Felício, J. A., Caldeirinha, V. R., & Rodrigues, R. (2012). Global mindset and the internationalization of small firms: The importance of the characteristics of

entrepreneurs. *International Entrepreneurship and Management Journal*, 8(4), 467-485.

Felício, J. A., Caldeirinha, V. R., Rodrigues, R., & Kyvik, O. (2013). Cross-cultural analysis of the global mindset and the internationalization behavior of small firms. *International Entrepreneurship and Management Journal*, 9(4), 641-654.

Felício, J. A., Duarte, M., & Rodrigues, R. (2016). Global mindset and SME internationalization: A fuzzy-set QCA approach. *Journal of Business Research*, 69(4), 1372-1378.

Frank, H., Lueger, M., & Korunka, C. (2007). The significance of personality in business start-up intentions, start-up realization and business success. *Entrepreneurship & Regional Development*, 19(3), 227-251.

Gaffney, N., Cooper, D., Kedia, B., & Clampit, J. (2014). Institutional transitions, global mindset, and EMNE internationalization. *European Management Journal*, 32(3), 383-391.

Gupta, A. K., & Govindarajan, V. (2002). Cultivating a global mindset. *The Academy of Management Executive*, 16(1), 116-126.

Hanafizadeh, P., Keating, B. W., & Khedmatgozar, H. R. (2014). A systematic review of Internet banking adoption. *Telematics and informatics*, 31(3), 492-510.

Hopp, C., & Stephan, U. (2012). The influence of socio-cultural environments on the performance of nascent entrepreneurs: Community culture, motivation, self-efficacy and start-up success. *Entrepreneurship & Regional Development*, 24(9-10), 917-945.

- Javidan, M., & Bowen, D. (2013). The 'global mindset' of managers. *Organizational dynamics*, 42(2), 145-155.
- Kyvik, O., Saris, W., Bonet, E., & Felício, J. A. (2013). The internationalization of small firms: The relationship between the global mindset and firms' internationalization behavior. *Journal of International Entrepreneurship*, 11(2), 172-195.
- Levy, O., Beechler, S., Taylor, S., & Boyacigiller, N. A. (2007). What we talk about when we talk about 'global mindset': Managerial cognition in multinational corporations. *Journal of International Business Studies*, 38(2), 231-258.
- Minkes, A., & Foxall, G. R. (2003). Herbert Simon and the concept of dispersed entrepreneurship. *Journal of Economic Psychology*, 24(2), 221-228.
- Muñoz-Bullón, F., Sánchez-Bueno, M. J., & Vos-Saz, A. (2015). Nascent entrepreneurs' personality attributes and the international dimension of new ventures. *International Entrepreneurship and Management Journal*, 11(3), 473-492.
- Olson, C. I., & Kroeger, K. R. (2001). Global Competency and Intercultural Sensitivity. *Journal of Studies in International Education*, 5(2), 116-137.  
doi:doi:10.1177/102831530152003
- Pallotta, N. (2015). Communities and entrepreneurial activity : a systematic literature review.
- Paul, H. (2000). Creating a global mindset. *Thunderbird International Business Review*, 42(2), 187-200.
- Raman, R., Chadee, D., Roxas, B., & Michailova, S. (2013). Effects of partnership quality, talent management, and global mindset on performance of offshore IT service providers in India. *Journal of International Management*, 19(4), 333-346.
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of management*, 35(3), 718-804.
- Smith, M. C., & Victorson, J. (2012). Developing a global mindset: Cross-cultural challenges and best practices for assessing and grooming high potentials for global leadership. *People and Strategy*, 35(2), 42.
- Staniewski, M., & Awruk, K. (2016). Start-up intentions of potential entrepreneurs—the contribution of hope to success. *Economic research-Ekonomska istraživanja*, 29(1), 233-249.
- Stohl, M. (1996). Global competence and the training of area studies and international relations specialists. *Educational exchange and global competence*. New York: Council on International Educational Exchange.
- Webster, J., & Watson, R. T. (2002). Analyzing the Past to Prepare for the Future: Writing a Literature Review. *MIS Quarterly*, 26(2), xiii-xxiii.
- Wilson, A. (1996). The attributes and tasks of global competence. *Educational exchange and global competence*. New York: Council on International Educational Exchange.