Managerial intentionality has been assumed to be the most differentiating, but also the most neglected factor influencing internationalization. Although various scholars have emphasized its relevance, the key question still remains unanswered: What is managerial intentionality and why and how does it matter? Researchers share the view that internationalization paths are a joint outcome of environmental factors, path dependence and learning, and managerial intentionality. However, although managerial intentionality is argued to be an important factor, it is rather taken as a “given.” Therefore, we step back and take a closer look at its very nature and relevance for international business research.
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