

# VU Research Portal

## Social Enterprises with Exceedingly Tight Resources

Glasbeek, L.

2020

### **document version**

Publisher's PDF, also known as Version of record

[Link to publication in VU Research Portal](#)

### **citation for published version (APA)**

Glasbeek, L. (2020). *Social Enterprises with Exceedingly Tight Resources: Implications for Work and Leadership*.

### **General rights**

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal ?

### **Take down policy**

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

### **E-mail address:**

[vuresearchportal.ub@vu.nl](mailto:vuresearchportal.ub@vu.nl)

## SOCIAL ENTERPRISES WITH EXCEEDINGLY TIGHT RESOURCES: Implications for Work and Leadership

This dissertation examines how social enterprises and their leaders function when they have extremely limited resources and the contextual circumstances are changing rapidly and radically. Greece was selected as the source of empirical data because this country was in a protracted economic recession during this research and, therefore, offered meaningful opportunities for studying social entrepreneurship under resource constraints.

This study first investigates the academic foundations of social entrepreneurship and subsequently considers how social enterprises function with scarce resources. Next, it examines the way in which social entrepreneurs, i.e., individuals, manage their businesses. It subsequently investigates the theme of uncertainty, focusing on tacit unknowns. Finally, this study produces practical advice for social entrepreneurs on such topics as building symbiotic relationships with regular businesses.

### About the author

Luc Glasbeek is an assistant professor in the Department of Management & Organization at the School of Business and Economics of the Vrije Universiteit Amsterdam. From 1995–2010, he held various professional roles in leading corporations in the areas of IT system development, project management, organizational learning, and business operations. During this time, he was mainly based in Saudi Arabia, the United States, and the United Kingdom. Subsequently, between 2010 and 2019, he worked as a Netherlands-based entrepreneur, focusing on professional services delivery in different industries. In 2015, Luc joined the ABRI Ph.D. Program at the School of Business and Economics of the Vrije Universiteit Amsterdam. He holds a master's degree (1993) in information systems and information management from the same faculty.



**SOCIAL ENTERPRISES WITH  
EXCEEDINGLY TIGHT RESOURCES:  
IMPLICATIONS FOR WORK AND LEADERSHIP**

**LUC GLASBEEK**

