

Introducing the Importance of Establishing Alternative Global Supply Chain Management and Sustainability as Critical Topics in the Business Student Classroom: A Case Study

James Sanford, Catherine Jones-Rikkers

Seidman College of Business, Grand Valley State University

sanfordj@gvsu.edu; jones-rc@gvsu.edu

Abstract—Supply chain management and sustainability are critical topics for today’s business students. Current events in the world alert businesses that establishing alternative supply chains are critical for business survival where it is important not to rely on only one supplier chain. Today’s business student needs to be introduced to these basic concepts in early courses prior to more advanced business courses where students learn in detail how supply chain management covers all the activities that go into creating a product or service, ensuring those activities generate maximum value for customers at minimum cost to the company, its partners, and the environment. To get students interested, introduction to business courses should discuss these basic current, relevant business topics that are featured in this paper.

Keywords—AACSB Standard 9, supply chain and alternative supply chain management, sustainability, stakeholder v stockholder capitalization, corporate social responsibility (CSR), 3BL, and business as a force for good in our community and the world.

I. INTRODUCTION

This case study discusses the development and success of supply chain management and sustainability as part of a BUS 201 (Legal Environment of Business) course at the Seidman College of Business (SCB), Grand Valley State University (GVSU), Grand Rapids, Michigan [1].

BUS 201 is primarily taught to freshman and sophomore students who want to learn the “language of business.” This course explores how business acts as a source for good in society through the legal, regulatory, and ethical environment in which business operates. Emphasis is placed on the regulation of business, ethics and the political and critical topics include basic concepts of supply chain management, sustainability, entrepreneurial thinking, international law, and the challenges businesses face in a dynamic global business environment.

The authors believe that the topics of alternative supply chain management and sustainability are basic concepts students need to be aware of early in their business education, not just in the more advanced business courses. The accelerating complexity of global commerce, combined with mounting environmental, social, and regulatory pressures, has elevated the strategic importance of alternative global supply chain management. This paper examines why business students must be educated in sustainable and alternative supply chain models, drawing exclusively on institutional, pedagogical, and sustainability-focused literature provided in the accompanying documents. The authors hope the discussion of the following basic, relevant business concepts will serve as a roadmap or blueprint for business educators to consider in any introduction to business course.

A. Standard 9 Background

When discussing business as a force for good and the importance of sustainability related material, AACSB Standard 9 is important since it provides the underlying rationale to discuss topics such as supply chain management (SCM).

The Association to Advance Collegiate Schools of Business (AACSB), is a global nonprofit association [2]. According to its website, the AACSB seeks “...to connect educators, students, and business to achieve a common goal: to create the next generation of great leaders.” Established in 1916, the AACSB provides quality assurance, business education intelligence, and learning and development services to over 1,700 member organizations and more than 900 accredited business schools worldwide [2]. The AACSB’s mission is to foster engagement, accelerate innovation, and amplify impact in business education.

In late July of 2020, the AACSB announced a renewed commitment and focus on creating positive societal change. Their new standards, which were updated in the summer of 2021, emphasize that AACSB accredited schools should be a force for good in society [2]. This ideal was included as a core component in the new Standard 9 of the AACSB’s Business Accreditation Standards.

The AACSB has issued interpretive guidance as to how business schools might address this standard. The overall goal is to show how the activities of the business school make a difference in helping business be a force for good and have societal impact in the external world. Business schools need to articulate the impact of the school’s activities and describe aspirations and plans for the future.

“The emphasis in this standard is on engagement by schools with external stakeholders that lead to societal impact” [2]. The scope of a school’s activities can be divided into internal and external. For example, internal activities might include the business school having solar panels or a green certified building. External activities include all activities where the school engages with external stakeholders in a way that makes a positive societal impact. For example, student projects that undertake social or environmental service roles with external stakeholders that lead to positive societal impact thus helping the school achieve the standard.

In the opinion of the authors, educating business students regarding supply chain management and sustainability will have a positive societal impact. This occurs when students begin serving as future business leaders. These individuals will support and promote the goal of business as a force for good in the world.

In addition, the AACSB Standards make it clear that business education must equip students with the knowledge, analytical skills, and ethical frameworks necessary to design supply chains that support environmental health, social equity, and economic resilience [2]. This includes integrating alternative supply chain management into the curriculum so that students are prepared to address global challenges and contribute to sustainable economic development.

The future of global commerce depends on supply chains that are sustainable, adaptable, and aligned with societal needs. Business students must be prepared to lead in this environment, and business schools must embrace their role in shaping the next generation of supply chain professionals. Alternative global supply chain management is therefore not only a strategic necessity for organizations but also a pedagogical imperative for institutions committed to positive societal impact and long-term global well-being.

II. INTRODUCTION OF SUPPLY CHAIN AND ALTERNATIVE SUPPLY CHAIN MANAGEMENT

Pick up any issue of the Wall Street Journal and you will read headlines on prices, production, and trade. But dig just below the headlines and you will encounter discussions of supply chain management (herein after referred to as SCM). Take for example the 2026 trade tensions between the United States and China regarding rare earth minerals. These minerals constitute critical elements needed for everything from our national defense to our personal cell phones. China cornered the market on this supply and later threatened to cut off the supply of this product due to President Trump imposing tariffs on Chinese goods [3]. Unfortunately, the United States had no alternative suppliers of “rare earths”. Headlines typically highlight the political dimensions of tariff negotiations. However, underlying these negotiations, is the fundamental fact that the supply chains that link producers and consumers have become far more globally integrated over the last several decades.

To begin to explore this complex topic, students must first address the fundamental question of “What is Supply Chain Management?” Before defining SCM, we first need

to define a supply chain. A supply chain is a set of three or more entities linked by the flow of goods, services, information, and funds [4]. By this definition, a clothing manufacturer selling its products in a retail store to customers represents a supply chain. Materials and services flow “downstream” from the manufacturer and retailer to the consumer and funds flow “upstream” from the consumer to the retailer and manufacturer. While this type of “goods dominant” supply chain offers a ready example, it is critical to note that many supply chains are “service dominant.” Thus, a university where faculty and staff provide educational services to students can equally be represented as a supply chain. The critical aspect of a supply chain is that there are flows of goods, services, information, and funds across multiple entities, typically suppliers, producers, and consumers.

SCM, then, is the process of proactively managing this flow of goods, services, information, and funds between suppliers, producers, and consumers [4]. Given this definition, it is clear that SCM encompasses a wide range of activities. Let’s start with the three areas that traditionally make up the core of SCM: purchasing, operations, and logistics. Purchasing involves all those activities involved in acquiring the input goods and services an organization needs to produce the output goods and services it provides customers. Operations are all the activities involved in creating those output goods and services an organization provides customers. Logistics involves all those activities related to the storage and shipment of goods inbound from suppliers to an organization, across organizational units, and outbound to customers. In other words, SCM has traditionally focused on proactively managing flows related to buying things, making things, and moving things. While this traditional view of SCM still holds for many organizations, especially in manufacturing, substantial growth in the services sector (e.g., consulting, education, healthcare), underpinned by rapid technological advances, suggests that data analysis and customer service are current trends that might also be included as core supply chain activities. However, we choose to define core supply chain activities, it is clear that SCM encompasses a wide array of decisions and processes. Some best practice examples might help to illustrate what is meant by the term.

Perhaps the most famous example of a SCM company in action is Amazon. Amazon transformed itself from a simple online bookseller to an ecommerce giant by combining cutting edge data analytics with outstanding logistical services. Using sophisticated forecasting techniques, Amazon is able to appropriately position products in over 175 fulfillment centers (warehouses) worldwide [5]. Fulfillment center employees then use advanced automation to pull together customer orders at record speed and with astonishing accuracy. Finally, orders are delivered by a fleet of Amazon trucks or through a third-party logistics provider (e.g., FedEx) to customers all over the world, in many cases within 24 hours of the customer order.

Another impressive example is the drug maker Merck. Nearly every supply chain runs on forecasts that try to predict the level of inputs needed to meet customer demand. Merck, by contrast, uses integrated planning technologies that allow production facility managers to

adjust how much they order based on actual customer demand and thereby provide suppliers with up-to-date requirements for material volumes and delivery schedules [6]. The result is a far more accurate flow of materials across the supply chain and ultimately more timely delivery of medicines to consumers.

Amazon and Merck give us some idea of the activities that fall under the term SCM. These activities can include collecting and analyzing information, managing orders from suppliers, producing goods and services, and managing the warehousing and distribution services that get products to customers. In fact, this is only a small subset of all the various activities that companies engage in as they attempt to manage their supply chains. Given the complexity involved, it may be reasonable to ask – why do companies even attempt to manage their supply chains? As we discuss in the next section, SCM produces multiple benefits.

The next question to ask students is “What is the Impact of Supply Chain Management?” Most companies tend to begin their journey on the road to SCM for strictly economic reasons. Companies that manage how goods, services, information, and funds “flow along a supply chain” tend to be far more efficient in utilizing resources and far more effective in delivering value to customers. It is no accident, for example, that Amazon has grown from a market capitalization of roughly \$20 billion in 2006 to over \$1 trillion in 2020, and \$2.47 trillion in 2025 [7]. Nor is it surprising that after Apple founder Steve Jobs passed away, the man responsible for creating and managing Apple’s global supply chain, Tim Cook, was promoted to CEO [8].

By managing their supply chains, companies can lower costs while increasing customer value, which means they tend to be more profitable. Economics is not the only reason to engage in SCM. SCM also impacts some of the most pressing social and environmental issues facing companies today. Consider just a few examples:

Companies produce millions of tons of landfill waste each year, but it doesn’t have to be this way. Consumer goods producer, Unilever, sends zero waste to landfills across more than 600 sites, in 70 countries, including factories, warehouses, distribution centers, and offices [9]. How? By integrating sustainability across its entire supply chain: from the raw materials it buys to how it manufactures products on through to how it packages and delivers goods for customers [9].

Supply chain management also has the potential to transform healthcare. According to a recent survey, over 80% of healthcare executives said supply chain management could improve their hospital’s quality of care and profitability [10]. Indeed, estimates suggest that US hospitals could save as much as \$25.4 billion annually by streamlining their supply chain practices [11].

Supply chain management plays a critical role in promoting women and minority owned small businesses. By implementing supplier diversity programs, companies build a supply base that reflects their employees, customers, and communities [12]. Such programs help buying companies engage a diverse pool of often overlooked

innovators and entrepreneurs while at the same time helping supplier companies grow their businesses.

Supply chain management is central to maintaining the safety of food supplies. Traceability technologies originally designed to help warehouse managers protect against counterfeit products are now being used to track foods as they travel across the globe. These technologies allow regulators to quickly identify where a food came from and where it went in case of contamination [13]. Beyond implementing traceability technologies, supply chain managers have also helped to shape food safety policies.

There are numerous ways that instructors can integrate SCM into their classrooms. For introductory undergraduate courses, instructors may wish to assign readings or videos that explain basic concepts in advance of a class discussion on the how’s and why’s of SCM.

It is important that students understand that SCM is an increasingly prominent feature of company growth strategies. At the same time, the previous generation of supply chain managers continues to retire, and the skills needed to manage today’s digitized supply chains continue to shift [14]. The result is a substantial labor gap in the field that has left companies scrambling to find the right talent. For students, this leads to abundant opportunities in the supply chain field. They can enter the field knowing they will be well compensated for their talent, have opportunities for advancement, and will play an important role in driving outcomes for their company and beyond. Overall, the dynamism and diversity of SCM make it an exciting field for students to explore.

Overall, the goal in an introduction to business course is to raise student awareness, in a short period of time, that SCM is a dynamic and fast-growing field directly impacting a broad range of economic and social outcomes generates this awareness. Supply chain managers play a vital role in the profitability of a business enterprise and lead efforts to create more sustainable business practices. Employees specializing in SCM contribute to everything from reducing waste sent to landfills, managing health care costs, and improving the safety of food supplies, to promoting women and minority owned businesses [15]. Not surprisingly, then, students seeking careers in supply chain management are in great demand.

Introduction to business students should understand that SCM is far more than shipping a package from Point A to Point B. Rather the SCM business leader is challenged daily to fundamentally rethink how a company manages every step of the value creation process so as to maximize the economic, social, and environmental benefit of its goods and services. Students who are creative thinkers, like challenges, and want to make the world a better place will enjoy a career in SCM. Instructors who discuss this classroom topic will provide valuable information that was previously unknown to many students. By raising SCM awareness, students will better understand why SCM is a fast-growing field that directly impacts a broad range of social and economic outcomes for business to be a force for good in the world in the spirit of AACSB Standard 9.

III. INTRODUCTION OF SUSTAINABILITY AND THE LINK TO SCM

In an introduction to business course, it is also important for business students to be introduced to the topic of sustainability and understand the link between sustainability and SCM. Many students do not learn about this topic until taking upper-level courses. Students should learn that sustainability is a fundamental and underlying driving force for the discussion of SCM and other current and critical business topics.

There are many definitions of the term “sustainability.” A commonly accepted definition, derived from the World Commission on Environment and Development (a United Nations organization also known as the Brundtland Commission) defined “sustainable development” as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” [16]. Or in other words, “meeting the needs of today without compromising the ability of future generations to meet their own needs.”

In introducing this topic, students benefit from learning a brief history of the sustainability moment. Sustainability came to the attention of the world in 1992 when 172 countries met in Brazil for the first “Earth Summit” [17]. This conference, sponsored by the United Nations, was designed to discuss ways to limit the escalation of “global warming” and address issues of “climate change.” Before 1992, many environmentalist had a negative image and were often called “tree huggers” and even “environmental terrorist.”

Whether you believe in climate change or not, there is evidence that the earth is getting warmer and this could have major consequences. In March 2026, the United Nations issued a report that found that the climate is seriously off-kilter and this is the reason the last 11 years have been the hottest for the earth since record keeping began [18]. The United Nations has been warning the countries of the world of this for many years. For example, on August 9, 2021, the United Nations issued a “Code Red” warning the world that the climate is warming-up faster than previously expected due to humans driving-up greenhouse gas emissions causing climate change [19]. The “bottom line” to this report is that unless we do something to stop global warming, the world is going to suffer serious consequences that eventually will affect everyone.

The Triple Bottom Line (TBL) also requires discussion so that students are aware that companies today have expanded their traditional reporting framework to take into account, not only financial performance (profits), but also performance in the area of the environment (planet) and the social environment (people) [20]. The concept of the TBL demands that the company be responsible to “stakeholders” and not just shareholders. Stakeholders are those who are directly or indirectly influenced by the actions of the firm. The TBL is a way of reporting so that profit maximizing is integrated along with goals for protecting the planet and protecting the people. Being profitable and being sustainable go together.

Brewery Vivant, a West Michigan brewery/restaurant, and a B-Corp, requires that their supply chain support their

three pillars of sustainability: environmental integrity, social equity, and economic viability [21]. In addition, as part of Brewery Vivant’s commitment to be transparent with the public, a sustainability report is issued each year to show the public their progress toward various sustainability goals. The Brewery’s commitment to the planet is recognized, in part, by the following: They were awarded the first LEED certification for a production brewery in the United States in 2012. LEED certified buildings are resource efficient using less water and energy, and generating reduced greenhouse gas emissions. Emphasis is always given to reduce, reuse, and recycle materials. Brewery Vivant produces onsite renewable electricity to reduce their electric bill expenses, and they have a zero-landfill goal. Less than 4% of their waste is sent to the incinerator, and the rest is either composted, recycled or fed to cattle [21]. In addition, note the cumulative total of many “little things” that Brewery Vivant does to protect the environment. All rainwater run-off in their parking lot is recaptured in a large cistern and slowly released into the ground reducing pressure on the city’s wastewater treatment plant. The toilets and urinals are all low flow. The Brewery switched from waterless urinals to low flow since the technology has greatly improved. Comparatively, waterless toilets and urinals are a maintenance issue and produce more waste with the required cartridges. Other examples are included in the company’s sustainability report (www.breweryvivant.com/sustainability). In addition, Brewery Vivant’s commitment to people is recognized, in part, by their commitment to donate 1% of sales to local charity partners [21]. The Brewery has ‘Benefit Nights’ at the pub to support local organizations, and they regularly deliver food to those in need throughout the community. Finally, wherever possible, they use locally sourced ingredients and materials.

Another example, Apple Computers monitors how their suppliers treat employees who supply Apple components so that Apple is not profiting from exploiting labor in other countries [22]. This particular topic is very important because traditional microeconomic theory emphasized that businesses should strive for profit-maximization in decision making since this was the best way of allocating resources. Today’s enlightened businesses realize that for a sustainable world, business needs to consider more than profit maximization. Measuring the Triple Bottom Line through the Global Reporting Initiative (GRI) is a first step toward sustainability since it has been shown that being environmentally and socially responsible is long-run cost effective to the financial bottom line of enterprises [23].

Understanding sustainability issues helps prepare students for the realities of modern supply chain management that emphasizes long-term thinking, stakeholder engagement, environmental stewardship, and social justice—principles that should be embedded in every stage of supply chain operations, from sourcing and production to logistics and end-of-life management.

IV. STAKEHOLDER V STOCKHOLDER CAPITALIZATION

In the face of social and political unrest, climate change, and instability in supply chains and the economy in general,

it should come as no surprise that today's business students might need a better understanding of the distinctions between stockholder and stakeholder capitalism.

For over 80 years, the chief paradigm governing the purpose of corporate operations focused on profit maximization as the primary goal. In an academic treatise published in 1932 entitled, "The Modern Corporation and Private Property," Adolf Berle, Jr. and Gardiner Means wrote, "You cannot abandon emphasis on the view that business corporations exist for the sole purpose of making profits for their shareholders until such time as you are prepared to offer a clear and reasonably enforceable scheme of responsibilities to someone else" [24].

In 1970, Milton Friedman's article, "The Social Responsibility of Business is to Increase Profits," set the standard of profit maximization that has long been followed [25]. Friedman, an economist at the University of Chicago, preached the gospel of profits-as-purpose and derided anyone who thought businesses should exist for any other purpose. It should be noted that Friedman was recognized with the Nobel Prize in Economics in 1976 due, in part, to his 1962 book entitled, *Capitalism and Freedom*.

It is from Smith's early definition and emphasis on profit maximization that the theory of Stockholder capitalism began [26]. This form of capitalism promotes the viewpoint that maximizing shareholder value is good not just for the corporation, but for society as a whole. In theory, maximizing shareholder value promotes economic growth, which then allows economic growth to ultimately create benefits for all members of society through better products, job creation, and increased competition.

Many investors prefer the approach of stockholder capitalism with the idea that maximizing profits promotes shareholder value, high stock prices, and increases the return on investment for stockholders. In addition, the stockholder capitalism approach is an objective way to measure financial success and align management incentives to achieve further profitability.

Stakeholder capitalism promotes the viewpoint that a business has multiple constituencies to consider in making its decisions. In addition to the owners (stockholders), the business should consider employees, customers, suppliers, the environment, and society in general. The concept of Stakeholder capitalism has long loomed in the background of business economics, as there is work by the Stanford Research Institute and others that explored the concept as far back as the 1960's. However, the work of Professor R. Edward Freeman in the 1980s more fully developed the idea of business with responsibilities to more than stockholders into a practical management theory [27]. Stakeholder capitalism was further inspired by the Business Roundtable.

The Business Roundtable is an association of the largest businesses in America, serving primarily as a lobbying organization for business interests [28]. In 2019, the Business Roundtable, led by Jamie Dimon, the chief executive of JPMorgan Chase, proposed a philosophical shift in how a corporation should be managed. The proposed change emphasized that businesses should be managed not only to make a profit but also to consider

business stakeholders, such as employees, customers, and society at large. This change was inspired by public demands insisting that businesses do more to be responsible for social issues since government seems unable to meet many public interest challenges. The Roundtable acknowledged that business as usual was no longer acceptable. A business operating solely to maximize profits seemed to be insensitive to the many issues facing society. As stated by Jamie Dimon businesses needed to do more to protect the environment and the people of the world.

For example, businesses are being criticized for not paying employees greater wages compared to business executives, not doing anything about a new immigration policy, not paying their fair share of taxes, not doing enough to protect the environment, and for moving jobs overseas. Also, business is criticized for not doing enough on diversity in the workplace and not doing enough to quell the problem of gun violence in America. U.S Senators Bernie Sanders and Elizabeth Warren, have been two of the loudest voices calling on business to take more responsibility on social issues.

Clearly business has an opportunity to make a meaningful difference in our society since government does not seem to effectively meet many of these challenges. As Jamie Dimon said, "The American dream is alive, but fraying." Of course, there are critics of the Business Roundtable's change of philosophy. Michael Bordo, a Rutgers University economics professor and former student of Friedman, still believes that Friedman was right. Also, not all Roundtable members endorsed the new statement.

This shift away from profit maximization was further supported indirectly by the AACSB Standard #9 where business schools must demonstrate positive societal impact through both internal and external initiatives.

Stakeholder capitalism has been criticized as becoming a political issue by some who call it "woke capitalism." The term woke is defined as "aware of and actively attentive to important facts and issues (especially issues of racial and social justice). It originated in African American English and gained more widespread use beginning in 2014 as part of the Black Lives Matter movement. By the end of the decade, it was also being applied by some as a general pejorative for anyone who is or appears to be politically left leaning [29]. Critics imply that woke capitalism favors not the owners of the business (the stockholders) but a hazy community of stakeholders, and the net result is a threat to private property and the individual freedom of investors.

In an introduction to business class, students should understand the differences between stockholder and stakeholder capitalism, and how business must address these issues. The debate between the stockholder versus stakeholder capitalism will continue to grow, and students can contribute to this discussion.

V. CORPORATE SOCIAL RESPONSIBILITY (CSR) AND BUSINESS AS A FORCE FOR GOOD

Students need to understand the tension between CSR, business as a force for good (what stakeholders want), and, at the same time, being profitable for the shareholders. Essentially, CSR is the deliberate inclusion of public

interest into corporate decision-making, and the honoring of a triple bottom line: people, planet, profit.

Business as a force for good calls on corporations to become more socially responsible because their most important stakeholders expect them to understand and address the social and community issues that are relevant to them. Understanding what causes are important to employees is usually the first priority because of the many interrelated business benefits that can be derived from increased employee engagement (i.e. more loyalty, improved recruitment, increased retention, higher productivity, and so on). Key external stakeholders include customers, consumers, investors (particularly institutional investors), regulators, academics, and the media.

VI. CONCLUSION

Businesses face challenging times and introducing students to this topic early in their education is important. Students becoming aware in an introductory business course about issues of SCM, sustainability, and business as a force for good in society, are important for future business leaders. Hopefully, the awareness of these concepts as discussed in this article will inspire students to consider SCM issues knowing that they overlap with many of the basic concepts of business management.

REFERENCES

- [1] Grand Valley State University, "BUS 201: Legal environment for business." Available: <https://www.gvsu.edu/catalog/course/bus-201.htm>
- [2] AACSB International, 2020 Guiding Principles and Standards for Business Accreditation, 2021. Available: <https://www.aacsb.edu/accreditation/standards/business>
- [3] A. Ramkumar and L. Wei, "China's rare-earth escalation threatens trade talks—and the global economy," *The Wall Street Journal*, Oct. 10, 2025. Available: <https://www.wsj.com/world/china/china-trade-rare-earth-restrictions-ai-c2535244>
- [4] Association for Supply Chain Management, "Supply chain management." Available: <https://www.ascm.org>
- [5] Accio, "Amazon supply chain structure: How AI logistics drive global dominance." Available: <https://www.accio.com/blog/amazon-supply-chain-structure-how-ai-logistics-drive-global-dominance>
- [6] Merck & Co., Inc., "Merck." Available: <https://www.merck.com/>
- [7] University of Michigan, "The history of Amazon and its rise to success," May 1, 2023. Available: <https://sites.lsa.umich.edu/mje/2023/05/01/the-history-of-amazon-and-its-rise-to-success/>
- [8] CFI.co, "The iRenaissance: How Apple went from near-death to world domination," Apr. 10, 2025. Available: <https://cfi.co/northamerica/2025/04/the-irenaissance-how-apple-went-from-near-death-to-world-domination/>
- [9] Unilever, Global Unilever Food Waste Report 2021, 2021. Available: <https://www.unilever.com/files/7461b3c5-9095-49fc-b218-da8241c401b1/global-unilever-food-waste-report-2021.pdf>
- [10] HPN Online, "Nearly 80% of hospital leaders say supply chain optimization reduces costs and improves margins," Dec. 8, 2021. Available: <https://www.hponline.com/sourcing-logistics/supply-distribution-logistics/article/21249381/nearly-80-of-hospital-leaders-say-supply-chain-optimization-reduces-costs-and-improves-margins>
- [11] K. Boldt, "Healthcare supply chain management technology: Why hospitals should invest," *Medsphere*, Feb. 5, 2020. Available: <https://www.medsphere.com/blog/why-invest-in-healthcare-inventory-and-scm/>
- [12] NetSuite, "What is supplier diversity? Why your business needs it," Dec. 14, 2022. Available: <https://www.netsuite.com/portal/resource/articles/erp/supplier-diversity.shtml>
- [13] U.S. Food and Drug Administration, "Tracking and tracing of food," Mar. 5, 2024. Available: <https://www.fda.gov/food/new-era-smarter-food-safety/tracking-and-tracing-food>
- [14] W. Kenton, "Supply chain management (SCM)," Investopedia, Aug. 10, 2021. Available: <https://www.investopedia.com/terms/s/scm.asp>
- [15] S. Lee, "Corporate CSR in SCM: Shaping modern supply chains," *Number Analytics*, Apr. 13, 2025. Available: <https://www.numberanalytics.com/blog/corporate-csr-scm-shaping-supply-chains>
- [16] World Commission on Environment and Development, *Our Common Future*. Oxford: Oxford University Press, 1987.
- [17] United Nations, Report of the United Nations Conference on Environment and Development, 1992. Available: https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_CONF.151_26_Vol.I_Declaration.pdf
- [18] United Nations, "State of the global climate report," World Meteorological Organization, Mar. 2026. Available: <https://www.wmo.int>
- [19] United Nations, Climate Change 2021: The Physical Science Basis, Intergovernmental Panel on Climate Change, Aug. 9, 2021. Available: <https://www.ipcc.ch/report/ar6/wg1/>
- [20] W. Kenton, "Triple bottom line (TBL)," Investopedia, 2026. Available: <https://www.investopedia.com/terms/t/triple-bottom-line.asp>
- [21] Brewery Vivant, "Sustainability." Available: <https://www.breweryvivant.com/sustainability>
- [22] Apple Inc., Supplier Responsibility Progress Report, 2023. Available: <https://www.apple.com/supplier-responsibility/>
- [23] Global Reporting Initiative, "Global Reporting Initiative." Available: <https://www.globalreporting.org/>
- [24] A. A. Berle, Jr. and G. C. Means, *The Modern Corporation and Private Property*. New York: Macmillan, 1932.
- [25] M. Friedman, "The social responsibility of business is to increase its profits," *The New York Times Magazine*, Sept. 13, 1970, pp. 32-33, 122, 124, 126.
- [26] A. Smith, *An Inquiry into the Nature and Causes of the Wealth of Nations*. London: W. Strahan and T. Cadell, 1776.
- [27] R. E. Freeman, *Strategic Management: A Stakeholder Approach*. Boston, MA: Pitman, 1984.
- [28] Business Roundtable, "Statement on the purpose of a corporation," Aug. 19, 2019. Available: <https://www.businessroundtable.org/business-roundtable-redefines-the-purpose-of-a-corporation-to-promote-an-economy-that-serves-all-americans>
- [29] Merriam-Webster, "Woke." Available: <https://www.merriam-webster.com/dictionary/woke>