

**What Every Executive Needs to Know About Sustainability:
Insights from Human and Artificial Experts**

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Abstract:

As sustainability becomes an increasingly critical issue for businesses and society, executives need reliable, current resources to understand the issues and adopt sustainable business practices. Unfortunately, existing sustainability-related literature reviews normally cater to academics rather than executives. This forces executives to understand the impact of sustainability on and by their business, and their business response to it, on their own. This domain is often unfamiliar, and one in which they normally have but limited expertise.

This study bridges the gap and informs executives by leveraging both human expertise and artificial intelligence to identify key sustainability readings appropriate for executives at different stages in their sustainability journeys. I surveyed sustainability scholars from AACSB-accredited institutions and the Academy of Management to gather their literature recommendations. Additionally, I tested the ability of ChatGPT to generate reading recommendations and compared its selections to those of the human experts.

While the human experts provided a wide range of recommendations with limited consensus on specific readings (only 9 books or articles were recommended more than once), several central themes emerged. In contrast, ChatGPT's recommendations, while sometimes insightful, included instances of hallucination and citations to apparently non-existent sources. This study emphasizes the importance of human expertise while exploring the potential use and limitations of AI-generated recommendations. Ultimately, the results offer guidance for business leaders seeking to deepen their sustainability knowledge while cautioning against the validity and reliability of Artificial Intelligence. (233 words)

Keywords: Sustainability, executives, recommended reading, artificial intelligence

Introduction

In recent years, the landscape of sustainability has evolved significantly. A 2024 Deloitte report¹ claimed that climate change is a “top 3 issue” for executives. Numerous literature reviews have explored aspects of business sustainability from an academic perspective (see, for example Saulick, Bokhoree, & Bekaroo, 2023; Savaget, Geissdoerfer, Kharrazi, & Evans, 2019; and Zaman, Tanewski, & Ekanayake, 2025). However, because they primarily serve an academic audience, they have not been designed specifically to identify sustainability readings appropriate for executives. The most notable exception, *Harvard Business Review*’s “The Future Economy Project: Reading List” (Ignatius, 2017), was intended to provide executives a list of *Harvard Business Review* articles related to sustainability. As I will discuss in depth later, this list relies heavily on articles published before 2015.

Since Ignatius's (2017) article was published, the climate crisis has worsened (IPCC, 2024) and our understanding of how to respond has become more sophisticated, including newer concepts such as the circular economy (Ellen MacArthur Foundation, 2013) and circular business models (Frishammar & Parida, 2018; Ludeke-Freund, Gold, and Bocken, 2018). My study updates and broadens Ignatius's insights by leveraging both human expertise and artificial intelligence to identify critical sustainability readings for business executives. Because traditional academic literature reviews are oriented primarily to an academic rather than a practitioner audience, my research takes a novel approach by surveying sustainability academics to determine their top reading recommendations *for executive practitioners*. I asked individuals who teach and/or research sustainability for their literature recommendations appropriate for either managers just starting their sustainability journey or for those whose firms already have an

¹ <https://www.deloitte.com/global/en/issues/climate/cxo-sustainability-report.html>

established sustainability program. Additionally, this paper evaluates the potential of artificial intelligence (AI), specifically ChatGPT, to provide recommendations and evaluate their similarity to or difference from those generated by human experts, offering insights into its potential role as a knowledge resource in this domain.

Why should executives care about sustainability?

According to the *Guardian*², 2024 was the first year on record where the average global temperature exceeded the 1.5°C limit agreed upon at the 2015 United Nations Paris Agreement. Crossing the 1.5°C threshold is expected to have widespread and negative consequences for the world as a whole (IPCC, 2024). While businesses have begun to respond to this emerging crisis (about 45% of S&P 500 firms have a commitment to become "net zero" - S&P Global, 2024, and 60% of small businesses have plans to reduce their carbon impact - SME Climate Hub, 2022), clearly a stronger response is needed. *Harvard Business Review*'s article "7 Ways Climate Change Affects Global Businesses" describes just how detrimental these environmental changes are to organizations, especially those in the agricultural, energy, and commercial fishing sectors (Boyles, 2022). Due to this ongoing environmental degradation, executives should prioritize learning about and implementing sustainable business practices to enhance their personal³ and corporate commitments to reducing their firm's carbon impact.

Embracing sustainability is especially important for American executives because a 2024 Datafisher article⁴ showed that, in terms of ESG regulations, the European Union (EU) is ahead

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<https://www.theguardian.com/environment/2025/jan/10/world-temperature-in-2024-exceeded-15c-for-first-time>

³ The literature on SMEs and adopting sustainability is pretty definitive that the personal values of the owner/manager are a critical driver of having their firm adopt sustainability measures (see Cantele and Zardini, 2019, as an example).

⁴ <https://datafisher.com/news/esg-regulations-between-the-eu-and-the-us/>

of North America, particularly the US. The EU has taken a clear leadership role by implementing robust regulations such as the European Green Deal, which mandates greater corporate transparency regarding environmental impact (Datafisher, 2024). These policies have solidified the EU's position as the global leader in ESG governance (Mariani, 2025). In contrast, the United States has lagged behind due to deep political divisions, resulting in a fragmented approach where some states advance ESG initiatives while others actively resist them (Datafisher, 2024). This disparity further emphasizes Europe's action on long-term climate policy, positioning it well ahead of the U.S. in addressing environmental challenges.

While some executives may still view sustainability as “another box to check” (Laszlo, and Zhexembayeva, 2017) it is likely a significant source of competitive advantage for firms (Cantele & Zardini, 2018; Gupta & Benson, 2011; Laszlo & Zhexembayeva, 2017; Rodriguez, Ricart, & Sanchez, 2002). For example, businesses can leverage environmental sustainability to enhance efficiencies, attract customers, and improve overall business performance (Walsh & Dodds, 2017). Beyond industry-specific strategies, firms can further enhance their competitive edge by adopting comprehensive sustainability reporting frameworks (Rabaya & Saleh, 2022). By embedding sustainability within their business models, companies can access new customer segments and markets, gain greater stakeholder support, and enhance their reputation (Laszlo & Zhexembayeva, 2017). This underscores the strategic importance of not just implementing sustainability initiatives but also effectively reporting them to maximize their business impact.

What the prior research tells us

While there have been multiple literature *reviews* published about business sustainability (Saulick, Bokhoree, & Bekaroo, 2023; Stål, Riumkin, & Bengtsson, 2023; Trizotto et al, 2024), I

found only one literature *compilation* aimed specifically toward meeting the needs of executives: In 2017, the *Harvard Business Review* published “*The Future Economy Project: Reading List*,”⁵ a compilation of articles recommended to top managers to help them understand and implement sustainability practices (Ignatius, 2017). While this list offered valuable insights at the time, it has now become dated because the landscape of business sustainability has changed greatly. A recent EBSCO Business Source Premier search⁶ identified almost 24,000 articles containing “Sustainability” in the title, making it overwhelming for managers to identify the critical readings and prioritize them as they begin their sustainability journey. Additionally, Ignatius's list included only articles previously published in *Harvard Business Review*, which limits the breadth of useful information. Understanding and acceptance of sustainable practices has grown, with new concepts like the circular economy (Ellen MacArthur Foundation, 2013; McKinsey & Company, 2024), net zero (Zipse, Oliver, et al., 2024), and circular business models (Frishammar & Parida, 2018; Ludeke-Freund, Gold, and Bocken, 2018) now becoming mainstream. Therefore, we need to develop a new, updated list that reflects recent developments.

How I conducted my study

Executives looking to understand sustainability may find traditional academic literature reviews unhelpful, as they are primarily aimed at academic audiences and focus on summarizing past research and directing future research (Snyder, 2019) rather than offering managerial guidance. However, academics stay current in their fields to meet AACSB requirements⁷ so they can be valuable *sources* of information. With this in mind, I surveyed academic experts (faculty

⁵ <https://hbr.org/2017/11/the-future-economy-project-reading-list>

⁶ EBSCO search performed on February 24th, 2025

⁷ <https://www.aacsb.edu/educators/accreditation/business-accreditation/aacsb-business-accreditation-standards>

members who study and/or teach business sustainability) to identify their suggested readings essential for executives.

As I reflected further, I also decided to ask ChatGPT for *its* “thoughts” on this issue, because opinions about its “expertise” vary widely, with some people supporting it (Baidoo-Anu & Ansah, 2023; Chu, 2023; Rice, Crouse, Winter & Rice, 2024) and others questioning the validity and reliability of its recommendations (Alibrahim, 2024; Bannigan & Watson, 2009; Chelli et al., 2024; Emsley, 2023; Küchemann, Rau, Schmidt, & Kuhn, 2024). Therefore, I decided to test it in this circumstance by asking it questions similar to those asked of the human academic experts so I could compare answers. Because of concerns about ChatGPT “hallucinating” (Ahmad, Kaiser, & Rahim, 2023), I compared the results it generated for me to a Google Scholar search. I searched for each article or book it recommended using the title of the article or book and the author(s) provided by ChatGPT.

I began my study by determining the key questions to ask my respondents (see Appendix A for a summary of the questions). These questions formed the foundation of my survey, which I created in Qualtrics. I allowed participants to submit up to five recommended readings for both novice and advanced sustainability managers. After finalizing my survey, I received approval from the University of Minnesota Institutional Review Board (IRB) to distribute it. Since my study focused solely on literature recommendations rather than sensitive or personal questions, the IRB ruled that my research did not constitute “research with human subjects”. Once I was approved to begin, my mentor selected a pretest group of UMD business faculty that he knew had taught or are currently teaching business-related sustainability courses to take our survey and give feedback. I did not receive any feedback from the pilot respondents indicating that I needed to modify my survey, so I sent it to the first round of survey respondents.

The respondents consisted of three groups. The first included faculty members from AACSB-accredited colleges and universities. Using a list from AACSB of the top 40 business schools with sustainability programs,⁸ I randomly selected two faculty members per school who appeared to teach sustainability-related courses. I sent the survey via email to 80 professors from these schools. The second group comprised more faculty members from other highly recognized business schools that were not mentioned in the original top 40. Our last group consisted of members of the Academy of Management in the Strategic Management (STR), Organizations and the Natural Environment (ONE), and Social Issues in Management (SIM) divisions. I cannot specifically identify possible overlap between respondents who are members of these Academy of Management listservs and also members of the targeted institutions, as I did not ask them to identify themselves. My advisor, who is a member of the Academy of Management, sent an email to the listservs through these divisions asking for their participation in the survey. The initial requests were sent in early November 2024, followed by reminders in late November and mid-January 2025.

In total I received 44 responses. Twenty-five of those were complete responses that provided literature recommendations. I organized the recommended materials into three sections based on type of recommended reading: articles, trade press books, and textbooks, so executives can easily choose the type of literature that best suits their preferences and needs before exploring the available options. Once I gathered the data, I further organized the recommended literature thematically to help readers quickly find the information most relevant to their interests and needs. My faculty advisor and I created these themes by independently reviewing the article abstracts, assigning keywords, and then developed our own categories based on themes that emerged organically rather than relying on a predefined list. By independently categorizing the

⁸ This list was provided to me by the Labovitz School of Business and Economics' Chief Administrative Officer.

articles and books into categories, we were able to triangulate our perspectives and reconcile our differences rather than relying on a single perspective. After categorizing the articles we compared our lists and combined them into a single comprehensive table. We followed the same process for the trade press books and textbooks, but instead of abstracts, we reviewed book summaries.

For the Artificial Intelligence (AI) portion of this paper, I asked ChatGPT two questions using two different prompts. The first prompt was: *“If you were consulting a manager who was thinking about having their firm become more sustainable, what would you recommend the manager read, and why?”* This allowed me to gather ChatGPT’s recommendations for executives new to sustainability, along with its rationale. In Table 4a, I condensed this to *“What should a CEO of a novice firm read?”* The second prompt was: *“Now, think about the CEO of a firm that is very advanced in its sustainability practices. What would you recommend that the CEO read to ensure their firm stays on the leading edge of sustainability practice?”* This provided recommendations for more advanced sustainability literature, again with ChatGPT’s rationale. In Table 4b, I simplified this to *“What should a CEO of an advanced firm read?”*

What my experts recommended

What my human experts recommended

Table 1 displays the articles and books recommended by my human expert panel. When I began this project, I expected to see consensus amongst the experts about their recommended reading. Clearly, as shown in Table 1, this is *not* the case. In fact, of the 96 total recommended readings, only *nine* were recommended by more than one expert (Table 1a). Of these nine recommendations, eight were books and only a single article was recommended more than once.

This seems to suggest that books have a bigger impact than articles. Additionally, it's worthwhile to mention that over half of survey respondents indicated they would recommend the same readings to all executives, regardless of their progress in the sustainability journey.

(Insert Table 1 about here)

To better organize the wide range of articles and books recommended by experts, I categorized them into a more manageable set of themes. Given that executives have limited time to read through an extensive list of recommendations, separating by themes allows them to quickly identify the categories most relevant to their needs. As mentioned above, to do this, I enlisted the assistance of my Advisor, and he and I individually assigned each of the recommended readings into categories. We then met and reconciled our categories and reading assigned to each category. The results of this are presented in Table 2. Part A categorizes the articles, Part B categorizes the trade press books, and Part C categorizes the textbooks.

(Insert Table 2 about here.)

This process condensed the extensive list of 96 readings into a more manageable set of 20 categories. Considering books and articles together, the categories with the highest number of recommendations (20 or more) included Systems (26), Climate Change (25), Planetary Boundaries (23), Stakeholders (22), Business Models/Strategies (21), and Corporate Social Responsibility (20). Among the articles, the most frequently cited categories were Corporate Social Responsibility (15), Systems (12), Stakeholders (11), Profit/Performance (9), and Climate Change (9). However, the book recommendations showed a different pattern, overlapping with only two of the same categories, Systems and Climate Change. The top five categories for books were Planet (15), Business Models/Strategies (14), Systems (13), Climate Change (12), Innovation/Design (11), and Rethinking Capitalism (10).

What artificial intelligence (ChatGPT) recommended

While my 25 human experts combined to recommend nearly 100 distinct readings, ChatGPT only generated 22. I verified the recommended books and articles by searching Google Scholar to confirm that articles with identical titles, authors, and years of publication corresponded with the data provided by ChatGPT. I found that 9 of the articles recommended by ChatGPT were either attributed to the incorrect authors, the years of publication differed from those arising from my Google Scholar search, or simply did not exist at all. I did not include in my analysis cites that could not be verified and confirmed in my Google Scholar search. Of the 13 that appeared to be accurate, they mainly fit into 6 of our categories: Circular Economy, Corporate Social Responsibility (CSR), Innovation, Systems Thinking, Corporate Value Creation, and Business Models/Strategies.

Comparing human and artificial expertise

In total, our human experts generated 35 recommendations tailored to executives with novice sustainability programs and 59 for those with more advanced initiatives.

(Insert table 3 about here)

For executives new to sustainability, the most commonly recommended topics include integrating sustainability into core business practices, understanding tools such as the triple bottom line and CSR, and recognizing the broader impact of business on climate change and the environment. Many resources also emphasized the importance of systems thinking to help navigate complex challenges and identify effective, long-term solutions. Managers just starting their sustainability journey were also encouraged to explore sustainable innovation, such as circular economy business models and green product design, as well as to adopt a stakeholder-focused mindset that balances environmental, social, and financial responsibilities.

For executives whose firms have sustainability programs already in place, recommendations similarly included the use of systems thinking, embracing circular economy principles, and implementing sustainable design to drive innovation while reducing waste and resource use. Additionally, the literature advised executives to refine their corporate sustainability strategies by aligning them with frameworks that incorporate risk management, performance metrics, and governance models. The books and articles also emphasized a strong focus on stakeholder engagement and ESG performance, ensuring accountability and transparency. Lastly, the works had a common theme of encouraging executives to shift from traditional profit-driven models to purpose-led strategies that prioritize equity, resilience, and alignment within planetary boundaries.

ChatGPT on the other hand produced only 3 distinct recommendations for novice firms and 8 for those with more developed sustainability programs (see table 3). While fewer in number, these AI-generated insights did show some alignment with the human-generated expertise. Notably, there was a point of convergence between human and AI recommendations for each firm type. In terms of resource suggestions, both ChatGPT and the human experts recommended the same two books, *Natural Capitalism: Creating the Next Industrial Revolution* by Hawken, Lovins, and Lovins, and *Cradle to Cradle: Remaking the Way We Make Things* by McDonough and Baumgart.

(Insert table 3 about here)

These two books share a strong thematic focus on transitioning from linear systems to more circular and regenerative approaches. Both emphasize the importance of designing materials and products to be infinitely recyclable, aiming to reduce waste and improve resource efficiency. This overlap suggests that AI tools like ChatGPT can sometimes align with

expert-curated guidance but it should not be used as a sole source for academic citations without human verification. AI appears to perform best as a supplementary tool for idea generation or category alignment, while humans remain essential for ensuring accuracy.

Discussing my results

I was surprised by the diversity of recommendations I received. I had anticipated greater consensus among the human experts and more overlap between their suggestions and those generated by ChatGPT. Nevertheless, certain works emerged as particularly influential based on the frequency with which they were recommended: *Natural Capitalism: Creating the Next Industrial Revolution* (Lovins, Lovins & Hawken, 1999), *The Web of Life: A New Scientific Understanding of Living Systems* (Capra, 1997), and *The Fifth Discipline: The Art and Practice of the Learning Organization* (Senge, 1990).

Surprisingly, when I categorized the books, I found that each of these influential titles emphasized different core themes within the selected categories. This thematic diversity seems to suggest that experts tend to value—perhaps inadvertently— a broad, integrative understanding of sustainability for executives, rather than a narrowly focused approach. This is especially important for executives newer to sustainability who need to quickly develop a broad understanding of a complex and multifaceted issue. To further illustrate this point, the most commonly represented categories across all book recommendations were Planetary Boundaries (15), Business Models/Strategies (14), Systems (13), Climate Change (12), Innovation/Design (11), and Rethinking Capitalism (10). The prominence of these topics reflects an emphasis on both the environmental foundations of sustainability and the strategic, systemic thinking necessary to transform the “business as usual” mindset. Also, as I mentioned earlier, many respondents noted that they would recommend the same readings to both executives just

beginning their sustainability journey and those with established programs, implying that they see little need for distinction in the literature based on the stage of sustainability development.

Another interesting discovery was that eight of our nine most recommended readings were books. This could be because books are more comprehensive and all-encompassing, while articles are more targeted or simply because books leave a greater impression upon readers. However, for more current or emerging important topics like circular business models and net zero, executives may find they *must* rely on articles because the topic is new enough that books have yet to be published on these subjects.

If executives are looking for a well-rounded introduction to sustainability concepts that span multiple key themes, I recommend the following eight articles (see list below). Each of these selections covers at least four or more of the topic areas categorized in Table 2 making them especially valuable for those seeking a broad and comprehensive understanding. These articles not only offer practical insights but also provide a strong conceptual foundation to help executives more effectively integrate sustainability into their organizations.

- “The Circular Business Model” by Atasu, Dumas, and Van Wassenhove (2021)
 - Topics: Circularity, Profit/Performance, Resource Efficiency/Waste Reduction, and Systems
- “Common Good HRM: A Paradigm Shift in Sustainable HRM” by Aust and Muller-Camen (2020)
 - Topics: CSR, Ethics, HRM, Stakeholders, and Sustainable Development
- “Green and Competitive: Ending the Stalemate” by Porter and van Der Linde (1995)
 - Topics: Green⁹, Innovation/Design, Profit/Performance, and Resource Efficiency/Waste Reduction

⁹ “Green” is a category term that was used by the book or article's author(s) in the title or abstract

- “How lack of knowledge on emissions and psychological biases deter consumers from taking effective action to mitigate climate change” by Winterich, Reczek, and Makov (2023)
 - Topics: Climate Change, Green, Psychology, and Sustainable marketing
- “How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework” by White, Habib, and Hardisty (2019)
 - Topics: Climate Change, CSR, Psychology, and Sustainable Marketing
- “The Next Phase of Business Sustainability” by Hoffman (2018)
 - Topics: Circularity, CSR, Innovation/Design, Stakeholders, and Systems
- “Unchaining Supply Chains: Transformative Leaps Toward Regenerating Social–Ecological Systems” by Gualandris et al. (2023)
 - Topics: Climate Change, Planetary Boundaries, Stakeholders, Supply/Value Chain Management, and Systems
- “What Role Should Business Play in Society?” by Mazzucato (2022)
 - Topics: CSR, Ethics, Profit/Performance, and Stakeholders

Similarly, for those seeking a deeper and more comprehensive understanding of sustainability, I recommend the following six books. Each one addresses at least five or more of the key topic areas outlined in Table 2, ranging from circular economy and systems thinking to innovation, corporate value creation, and strategic business models. These books are especially valuable for leaders who want to connect the dots across multiple dimensions of sustainability and apply those insights in a practical, integrated way within their firms.

- *Business, Power & Sustainability in a World of Global Value Chains* by Ponte (2019)

- Topics: ESG, Planetary Boundaries, Profit/Performance, Rethinking Capitalism, Risk, and Supply/Value Chain Management
- *The Circular Economy Handbook: Realizing the Circular Advantage* by Lacy, Long, and Spindler (2019)
 - Topics: Business Models/Strategies, Circularity, Climate Change, Innovation/Design, Planetary Boundaries, Resource Efficiency/Waste Reduction, and Systems
- *Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage* by Esty and Winston (2006)
 - Topics: Business Models/Strategies, Green, Profit/Performance, Risk, and Stakeholders
- *Stakeholder Theory: The State of the Art* by Freeman (2010)
 - Topics: Business Models/Strategies, CSR, Ethics, Rethinking Capitalism, and Stakeholders
- *Sustainable Product Innovation: Entrepreneurship for Human Well-being* by Rafinejad (2017)
 - Topics: Innovation/Design, Profit/Performance, Resource Efficiency/Waste Reduction, Stakeholders, and Systems
- *The Upcycle: Beyond Sustainability—Designing for Abundance* by McDonough and Braungart (2013)
 - Topics: Circularity, Green, Innovation/Design, Planetary Boundaries, and Resource Efficiency/Waste Reduction

“But I don’t have time!”: Finding other ways to “read” critical works

The books and articles listed above appear to offer comprehensive coverage of relevant topics, excluding the textbooks, which tend to be used by executives for environmental scanning but not for detailed knowledge acquisition (Choo, 1994). Another option for busy executives is the use of audiobooks, which have grown in popularity¹⁰. According to a 2018 survey, 18 percent of American adults reported listening to an audiobook in the past 12 months, up four percentage points since 2016 (Perrin, 2019). Given that “digital audiobooks are dominating circulation in those libraries, both for adult and younger patrons” (Anderson, 2025), incorporating audiobook formats into executive education resources could enhance accessibility and engagement, particularly for those seeking to learn on the go without sacrificing productivity.

Of the 44 trade press books recommended by human experts, 23 are available in audiobook format, enhancing accessibility for busy executives. Notably, 5 of the 9 most frequently recommended titles are among those with audio versions, suggesting that many of the most impactful and widely endorsed resources are indeed accessible in this format. Additionally, *Cradle to Cradle: Remaking the Way We Make Things*, one of only two titles recommended by both human and AI experts, is also available as an audiobook. This overlap between top-tier recommendations and audio availability reinforces the usefulness of these titles for executive audiences, making it easier to engage with key sustainability concepts while managing demanding schedules. Table 5 presents a full list of the recommended books available in audio format on Audible.

(Insert Table 5 about here)

¹⁰

<https://www.edisonresearch.com/audiobook-revenue-and-the-number-of-listeners-continue-to-grow/#:~:text=Audiobooks%20are%20becoming%20more%20mainstream,in%20overall%20consumption%20as%20well.>

Conclusion

Sustainability remains a rapidly evolving and increasingly nuanced field, making it difficult (particularly for newer or time-constrained executives) to identify trustworthy and relevant resources. To address this challenge, I conducted a survey of faculty members who actively teach and research business sustainability, resulting in a curated list of foundational readings. This list provides a reliable starting point for understanding the key issues and developments within the field. However, given the speed at which sustainability knowledge and best practices continue to evolve, it is essential that such a resource be reviewed and updated regularly to ensure it remains both accurate and useful over time.

While busy executives may be drawn to the perceived convenience of using ChatGPT or similar AI tools to generate reading lists on complex topics like sustainability, my findings suggest a need for caution. In my research I found that 9 out of 22 book and article recommendations generated by ChatGPT appeared to be fabricated. This raises two significant concerns. First, relying on AI-generated lists instead of those curated by qualified human experts can lead to frustration, whether due to the inclusion of entirely fictitious sources or the challenge of tracking down vague or inaccurately cited materials. Additionally, because of the limitations and questionable reliability of current AI outputs in this context, such recommendations should be approached with a healthy dose of skepticism.

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Appendix A

Survey respondent questions:

- 1.) Do you teach and/or research sustainability? (If no, respondents were sent to the end of the survey)

Recommendations for Executives with limited sustainability experience:

- 2.) Imagine you have been approached by a senior manager of a company that is just starting its sustainability journey. They have requested a short list of essential readings (articles or books) to familiarize themselves with the topic. What reading would you first recommend to the manager, and why? Please include the title, author, and year if possible. (What is your second, third, fourth, and fifth recommendation?)
- 3.) Do you have any other recommendations for managers at the beginning of their sustainability journey?

Same or different recommendations

- 4.) Now, assume that you have been approached by a top manager of a firm that has a well developed sustainability program. Again, the manager has asked you for readings to assist them in more deeply understanding sustainability. Would you recommend the same readings as before?

Recommendations for Executives with advanced sustainability experience:

- 5.) What is the first book or article you would recommend to a manager whose company already has a well-established sustainability program? Why would you choose this reading? (What is your second, third, fourth, and fifth recommendation?)

- a.) Note: This section was presented to respondents only if they responded that their recommended readings would differ based on whether the manager was new to or experienced in sustainability.
- 6.) Do you have any other recommendations for managers on their sustainability journey?

Appendix B

ChatGPT Prompts:

Recommendations for Executives with limited sustainability experience:

- 1.) If you were consulting a manager who was thinking about having their firm become more sustainable, what would you recommend the manager read, and why?

Recommendations for Executives with advanced sustainability experience:

- 2.) Now, think about the CEO of a firm that is very advanced in its sustainability practices. What would you recommend that the CEO read to ensure their firm stays on the leading edge of sustainability practice?

Table 1a: Books and articles recommended multiple times

Book or article	Number of recommendations
Lovins, Lovins & Hawken, <i>Natural Capitalism: Creating the Next Industrial Revolution</i>	5
Capra, F., <i>The Web of Life: A New Scientific Understanding of Living Systems</i>	3
Senge, <i>The Fifth Discipline: The Art and Practice of the Learning Organization</i>	3
Chouinard & Klein, <i>Let My People Go Surfing: The Education of a Reluctant Businessman</i>	2
Hahn & Tampe, “Strategies for Regenerative Business”	2
Hawken, <i>Drawdown: The Most Comprehensive Plan Ever Proposed to Reverse Global Warming</i>	2
Hawken, <i>The Ecology of Commerce: A Declaration of Sustainability</i>	2
Hoffman & Ehrenfeld, <i>Flourishing: A Frank Conversation About Sustainability</i>	2
McDonough and Baumgart, <i>Cradle to Cradle: Remaking the Way We Make Things</i>	2

Table 1b: Books and articles recommended once

Book or article
Adedamola A. Omotoso, S. Musa, M. Sadiku, "Green Supply Chain Management: A Primer"
Anderson, R., <i>Mid-Course Correction: Toward a Sustainable Enterprise: The Interface Model</i>
Apte, A., & Sheth, J., <i>The Sustainability Edge: How to Drive Top-Line Growth with Triple-Bottom-Line Thinking</i>
Atasu, A., Dumas, C., & Van Wassenhove, L. N., "The Circular Business Model"
Aust, I., Matthews, B., & Muller-Camen, M., "Common Good HRM: A Paradigm Shift in Sustainable HRM"
Banerjee, S. B., "Corporate Social Responsibility: The Good, the Bad and the Ugly"
Bansal, P., & Roth, K., "Why Companies Go Green: A Model of Ecological Responsiveness"
Bansal, T., & Song, H.-C., "Similar But Not the Same: Differentiating Corporate Sustainability from Corporate Responsibility"
Barnett, M. L., Henriques, I., & Husted, B. W., "Beyond Good Intentions: Designing CSR Initiatives for Greater Social Impact"
Boddy, C., & Baxter, T., <i>The Importance of Psychopathic Leadership for Citizenship and Sustainability</i>
Boddy, C.R., "Moving sustainability towards flourishing for all: The critical role of (toxic) leadership"
Bouchery, Y., Corbett, C., Fransoo, J. C., et al., <i>Sustainable Supply Chains</i>
Capra and Luisi, <i>The Systems View of Life: A Unifying Vision</i>
Capra, F., <i>The Web of Life: A New Scientific Understanding of Living Systems</i>
Carroll, A. B., "Carroll's Pyramid of CSR: Taking Another Look"
Carroll, A. B., & Brown, J. A., <i>Business & Society: Ethics, Sustainability, and Stakeholder Management (11th ed.)</i>
Carson, R., <i>The Sense of Wonder (2017 illustrated edition)</i>
Chavez, E., Ghil, M., & Rombouts, J., "Crossing Planetary Boundaries Could Lead to Hothouse Earth"
Chouinard, Yvon & Stanley, Vincent, <i>The Responsible Company: What We've Learned From Patagonia's First 40 Years</i>
Clayton, Tony Radcliffe, Nicholas, <i>Sustainability: A Systems Approach</i>
Connell, J., Agarwal, R., & Dhir, S. (Eds.), <i>Global Value Chains, Flexibility, and Sustainability</i>

Crane, A., Matten, D., et al., <i>Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization</i>
Daly, Herman and Cobb, John, <i>For The Common Good: Redirecting the Economy toward Community, the Environment, and a Sustainable Future</i>
Dyllick, T., & Muff, K., “Clarifying the Meaning of Sustainable Business”
Ehnert, I., <i>Sustainable Human Resource Management: A Conceptual and Exploratory Analysis from a Paradox Perspective</i>
Esty, Daniel Winston, Andrew, <i>Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage</i>
Freeman et al., <i>A New Approach to CSR: Company Stakeholder Responsibility</i>
Freeman, E., <i>Stakeholder Theory: The State of the Art</i>
Freeman, R. E., “Divergent Stakeholder Theory”
Gates, B., <i>How to Avoid a Climate Disaster: The Solutions We Have and the Breakthroughs We Need</i>
Gilbert Lensen, N. Craig Smith, <i>Managing Sustainable Business: An Executive Education Case and Textbook</i>
Gualandris, J., Branzei, O., Wilhelm, M., et al., “Unchaining Supply Chains: Transformative Leaps Toward Regenerating Social–Ecological Systems”
Hahn, R., <i>Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders</i>
Hart, S., <i>Beyond Shareholder Primacy</i>
Hartmann, T., <i>The Last Hours of Ancient Sunlight: The Fate of the World and What We Can Do Before It's Too Late</i>
Heal, G., “Reflections—Defining and Measuring Sustainability”
Henderson, R., <i>Reimagining Capitalism: How Business Can Save the World</i>
Hickel, J., <i>Less is More: How Degrowth Will Save the World</i>
Hoffman, A. J., “The Next Phase of Business Sustainability”
Hoffman, Andrew, <i>Climate Change: What's Your Business Strategy? (Memo to the CEO)</i>
Imbrogiano, J. P., “De-anthropocentrification now: A call for problematizing revisions of human-animal positions in social thought”
Imbrogiano, J. P., & Nichols, E., “How to Serve Sustainability Performance in Businesses?”
Jackson, T., “Prosperity without growth”

Johnson, A. E., <i>What If We Get It Right?: Visions of Climate Futures</i>
Johnson, A. E., & Wilkinson, K. (Eds.), <i>All We Can Save</i>
Jones, Van, <i>The Green Collar Economy: How One Solution Can Fix Our Two Biggest Problems</i>
Kemper, J., & Ballantine, P., “What Do We Mean by Sustainability Marketing?”
King, A., & Pucker, K., “The Dangerous Allure of Win-Win Strategies”
Klein, Naomi, <i>This Changes Everything: Capitalism vs. The Climate</i>
Kolbert, E., <i>The Sixth Extinction: An Unnatural History</i>
Kolbert, E., <i>Under a White Sky: The Nature of the Future</i>
Lacy, Paul Long, Jessica Spindler, Wesley, <i>The Circular Economy Handbook: Realizing the Circular Advantage</i>
Landrum, N., “We are prolonging unsustainability. Shouldn’t we save humanity instead?”
Landrum, N.E., “Stages of Corporate Sustainability: Integrating the Strong Sustainability Worldview”
Lenssen, J.-J., Dentchev, N. A., & Roger, L., “Sustainability, Risk Management, and Governance: Towards an Integrative Approach ”
Lovins, Hunter Stewart Wallis, Anders Wijkman, and John Fullerton <i>A Finer Future: Creating an Economy in Service to Life</i>
Malkan, S., <i>Not Just a Pretty Face</i>
Matthews, B., & Muller-Camen, M., <i>Sustainable HRM: A Critical and Commons-Centric Perspective</i>
Mazzocchi, F., “A deeper meaning of sustainability: Insights from indigenous knowledge”
Mazzucato, M., “What Role Should Business Play in Society?”
McDonough William & Braungart, Michael, <i>Cradle to Cradle: Remaking the Way We Make Things</i>
McDonough William & Braungart, Michael, <i>The Upcycle: Beyond Sustainability—Designing for Abundance</i>
Meadows, D. H., <i>Thinking in Systems: A Primer</i>
Nenkov, G. Y., “Shifting focus in the fight against core environmental challenges”
Omotoso, A. A., Musa, S., & Sadiku, M. N., “Green Supply Chain Management: A primer”
Pfeffer, J., “Building Sustainable Organizations: The Human Factor”
Ponte, S., <i>Business, Power & Sustainability in a World of Global Value Chains</i>

Porter, M. E., & van Der Linde, C., “Green and Competitive: Ending the Stalemate”
Qiu, L., Hu, D., & Wang, Y., “How do firms achieve sustainability through green innovation under external pressures of environmental regulation and market turbulence?”
Rafinejad, D., <i>Sustainable Product Innovation: Entrepreneurship for Human Well-being</i>
Rasche, A., et al., <i>Corporate Sustainability: Managing Responsible Business in a Globalised World</i>
Raworth, K., <i>Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist</i>
Ray, J. V., & Jones, S., “Self-Reported Psychopathic Traits and Environmental Offending”
Richardson, K., “Earth Beyond Six of Nine Planetary Boundaries”
Rockström, J., Gupta, J., Qin, D., et al., “Safe and Just Earth System Boundaries”
Savitz, Andrew, <i>The Triple Bottom Line: How Today's Best-Run Companies Are Achieving Economic, Social and Environmental Success -- and How You Can Too</i>
Shi, E., Montgomery, W., & Gualandris, J., “Charting a New Future for London Food Co-op”
Voulvoulis, N., Giakoumis, T., Hunt, C., Kioupi, V., Petrou, N., Souliotis, I., & Vaghela, C. J. G. E. C., “Systems thinking as a paradigm shift for sustainability transformation”
Waddock, S., <i>Catalyzing Transformation: Making System Change Happen</i>
Werbach, A., <i>Strategy for Sustainability: A Business Manifesto</i>
Wharton ESG Initiative, “Emerging Trends in Institutional Social Responsibility”
White, K., Habib, R., & Hardisty, D. J., “How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework”
Whiteman, G., Walker, B., & Perego, P., “Planetary Boundaries: Ecological Foundations for Corporate Sustainability”
Whiteside, & Herndon, J. M., “Disruption of Earth’s Atmospheric Flywheel: Hothouse-Earth Collapse of the Biosphere and the Sixth Great Extinction”
Willard, Bob, <i>The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line</i>
Winterich, K. P., Reczek, R. W., & Makov, T., “How lack of knowledge on emissions and psychological biases deter consumers from taking effective action to mitigate climate change.”
World Economic Forum, “The Global Risks Report”
Wright, C., & Nyberg, D., “An Inconvenient Truth: How Organizations Translate Climate Change into Business as Usual”
Wright, C., & Nyberg, D., “Climate change, capitalism, and corporations: Processes of creative

self-destruction”

Yilmaz, A.K., Flouris, T., “Managing corporate sustainability: Risk management process based perspective”

Zink, T., & Geyer, R., “There Is No Such Thing as a Green Product”

Table 2a: Article and Book Chapter Categorized List

Categories ¹¹																				
Articles/Book Chapters	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stake-holders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
A New Approach to CSR: Company Stakeholder Responsibility				X	X											X				
An Inconvenient Truth: How Organizations Translate Climate Change into Business as Usual			X																	
Beyond Good Intentions: Designing CSR Initiatives for Greater Social Impact				X												X				
Beyond								X			X									

¹¹ Full category names: Business models/strategies, Circularity, Climate Change, Corporate Social Responsibility (CSR), Environmental, Social, & Governance (ESG), Ethics, Green, Human Resources Management (HRM), Innovation & Design, Planetary Boundaries, Profit/Performance measurement, Psychology, Resource Efficiency/Waste Reduction, Rethinking Capitalism, Risk, Stakeholders, Supply/Value chain management, Sustainable Development, Sustainable Marketing, and Systems

Categories¹¹

Articles/Book Chapters	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
Strategic Human Resource Management: Is Sustainable HRM the Next Approach?																				
Building Sustainable Organizations: The Human Factor								X												
Carroll's Pyramid of CSR: Taking Another Look				X		X										X				
Charting a New Future for London Food Co-op	X																			X
Circular business model, The		X									X		X							X
Clarifying the Meaning of Sustainable Business										X	X							X		

Categories¹¹

Articles/Book Chapters	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
Climate change, capitalism, and corporations: Processes of creative self-destruction			X											X						
Common Good HRM: A Paradigm Shift in Sustainable HRM				X		X		X								X		X		
Corporate Social Responsibility: The Good, the Bad and the Ugly				X												X				
Crossing Planetary Boundaries Could Lead to Hothouse Earth			X							X										
Dangerous Allure of Win-Win Strategies, The	X															X				
De-anthropoc										X								X		

Categories¹¹

Articles/Book Chapters	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
Trifurcation Now																				
Differentiating Corporate Sustainability from Corporate Responsibility				X												X				X
Disruption of Earth's Atmospheric Flywheel: Hothouse-Earth Collapse of the Biosphere and the Sixth Great Extinction										X										
Divergent Stakeholder Theory						X										X				
Earth Beyond Six of Nine Planetary Boundaries										X										X
Emerging Trends in Institutional Social				X	X										X					

Categories ¹¹																				
Articles/Book Chapters	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
to mitigate climate change.																				
How to Serve Sustainability Performance in Businesses?											X									
How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework			X	X								X							X	
Importance of Psychopathic Leadership for Citizenship and Sustainability, The				X								X								
Managing corporate sustainability: Risk management process based perspective															X					X

Categories ¹¹																				
Articles/Book Chapters	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
Psychopathic Traits and Environmental Offending																				
Shifting focus in the fight against core environmental challenges.	X																			
Stages of Corporate Sustainability: Integrating the Strong Sustainability Worldview				X														X		
Strategies for Regenerative Business																				X
Sustainability, Risk Management, and Governance: Towards an Integrative Approach				X							X				X					
Systems																		X		X

Categories¹¹

Articles/Book Chapters	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
thinking as a paradigm shift for sustainability transformation																				
There Is No Such Thing as a Green Product		X					X												X	
Unchaining Supply Chains: Transformative Leaps Toward Regenerating Social–Ecological Systems			X							X						X	X			X
We are prolonging unsustainability. Shouldn't we save humanity instead?	X		X											X						
What Do We Mean by Sustainability Marketing?							X												X	
What Role				X		X					X					X				

Categories ¹¹																				
Articles/Book Chapters	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
Should Business Play in Society?																				
Why Companies Go Green: A Model of Ecological Responsiveness				X		X	X													
Totals:	4	3	9	15	2	5	7	3	3	8	9	5	2	2	4	11	2	7	4	12

Table 2b: Trade Press Books Categorized List

Categories ¹²																				
Trade Press Books	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
A Finer Future: Creating an Economy in Service to Life		X					X						X							X

¹² Full category names: Business models/strategies, Circularity, Climate Change, Corporate Social Responsibility (CSR), Environmental, Social, & Governance (ESG), Ethics, Green, Human Resources Management (HRM), Innovation & Design, Planetary Boundaries, Profit/Performance measurement, Psychology, Resource Efficiency/Waste Reduction, Rethinking Capitalism, Risk, Stakeholders, Supply/Value chain management, Sustainable Development, Sustainable Marketing, and Systems

Categories ¹²																				
Trade Press Books	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
All We Can Save			X							X										
Beyond Shareholder Primacy	X			X												X				
Business, Power & Sustainability in a World of Global Value Chains					X					X	X			X	X		X			
Catalyzing Transformation: Making System Change Happen	X									X						X				X
Circular Economy Handbook, The: Realizing the Circular Advantage	X	X	X							X	X		X							X
Climate Change: What's Your Business Strategy? (Memo to the CEO)	X		X																	
Cradle to		X							X				X							

Categories ¹²																				
Trade Press Books	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
Flourishing: A Frank Conversation About Sustainability							X							X				X		X
For The Common Good: Redirecting the Economy toward Community, the Environment, and a Sustainable Future										X	X			X				X		
Global Value Chains, Flexibility, and Sustainability	X							X									X			
Green Collar Economy, The: How One Solution Can Fix Our Two Biggest Problems			X				X		X				X							
Green to Gold: How Smart Companies Use	X						X				X				X	X				

Categories ¹²																				
Trade Press Books	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage																				
How to Avoid a Climate Disaster: The Solutions We Have and the Breakthroughs We Need			X						X											
Last Hours of Ancient Sunlight, The: The Fate of the World and What We Can Do Before It's Too Late			X							X			X							
Less is More: How Degrowth Will Save the World.			X							X				X						X
Let My People Go Surfing: The Education	X							X						X			X			

Categories ¹²																				
Trade Press Books	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
of a Reluctant Businessman																				
Mid-Course Correction: Toward a Sustainable Enterprise: The Interface Model										X								X		
Natural Capitalism: Creating the Next Industrial Revolution									X				X	X						
New Sustainability Advantage, The: Seven Business Case Benefits of a Triple Bottom Line	X										X				X					
Not Just a Pretty Face									X											
Reimagining Capitalism: How Business Can Save the World			X						X		X			X						

Categories ¹²																				
Trade Press Books	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
The: A New Scientific Understanding of Living Systems																				
What If We Get It Right?: Visions of Climate Futures			X																	
Totals:	14	5	12	3	1	1	5	3	11	15	9	0	9	10	3	7	4	2	1	13

Table 2c: Textbooks Categorized List

Categories ¹³																				
Textbooks	Business models / strategies	Circ.	Clim. Chng.	CSR	ESG	Ethics	Green	HRM	Inov/ Desi.	Planet	Profit/ Perform	Psych	Resor. effic./ waste reduce	Rethink Capital.	Risk	Stakeholders	Supply/ value chain mgmt.	Sust. devt.	Sust. mktg	Systems
Business & Society: Ethics, Sustainability, and Stakeholder Management (11th ed.)			X	X		X										X				

¹³ Full category names: Business models/strategies, Circularity, Climate Change, Corporate Social Responsibility (CSR), Environmental, Social, & Governance (ESG), Ethics, Green, Human Resources Management (HRM), Innovation & Design, Planetary Boundaries, Profit/Performance measurement, Psychology, Resource Efficiency/Waste Reduction, Rethinking Capitalism, Risk, Stakeholders, Supply/Value chain management, Sustainable Development, Sustainable Marketing, and Systems

Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization			X			X										X				
Corporate Sustainability: Managing Responsible Business in a Globalised World	X		X	X	X	X														
Managing Sustainable Business: An Executive Education Case and Textbook	X								X		X				X	X				X
Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders	X		X						X						X	X	X	X	X	
Totals:	3	0	4	2	1	3	0	0	2	0	1	0	0	0	2	4	1	1	1	1

Table 3: Human vs. Artificial Intelligence recommendations

	Novice Firms	Advanced Firms
# of Articles/Books recommended by human experts only	35	59
# of Articles/Books recommended by artificial intelligence only	3	8
# of Articles/Books recommended by both human experts and artificial intelligence	1	1

Table 4: Recommended readings identified by artificial intelligence (ChatGPT)**Table 4a: What should a CEO of a novice firm read?**

Recommended Reading	ChatGPT logic for selection
Porter & Kramer, 2011. "The Big Idea: Creating Shared Value"	Shows how sustainability initiatives can align with business strategy.
Porter & Kramer (2006). <i>Strategy and Society: The Link Between Competitive Advantage and CSR</i>	Demonstrates how CSR can contribute to business success.
Hawken, Lovins, & Lovins (1999). <i>Natural Capitalism: Creating the Next Industrial Revolution</i> ¹⁴	Highlights the importance of valuing natural resources and ecosystem services.
Esty & Simmons (2011). <i>The Green to Gold Business Playbook</i>	Provides practical frameworks and case studies for implementing sustainability.

Table 4b: What should a CEO of an advanced firm read?

Recommended Reading	ChatGPT logic for selection
McDonough & Baumgart (2002). <i>Cradle to Cradle: Remaking the Way We Make Things</i> ¹⁵	Challenges traditional recycling by promoting regenerative design.
Figures & Rivett-Carnac (2020). <i>The Future We Choose: Surviving the Climate Crisis</i>	Provides leadership strategies for addressing climate change.

¹⁴ Recommended by both Human Experts and ChatGPT¹⁵ Recommended by both Human Experts and ChatGPT

Elkington (2020) <i>Green Swans: The Coming Boom in Regenerative Capitalism</i>	Focuses on the future of capitalism in the context of environmental and social challenges. Elkington introduces the concept of "green swans" as transformative breakthroughs in business sustainability.
Christensen (1997). <i>The Innovator's Dilemma</i>	While not strictly about sustainability, this book addresses how companies can innovate and transform to meet new market demands, which can include sustainability challenges.
Webster (2015). <i>The Circular Economy: A Wealth of Flows</i>	Explores how companies can create value through a circular economy approach, where products are designed for reuse, repair, and recycling.
Polman & Winston (2021). <i>Net Positive: How Courageous Companies Thrive by Giving More Than They Take</i>	This book outlines how companies can go beyond sustainability to become net positive, creating lasting value for both business and society.
Ehrenfeld (2008). <i>Sustainability by Design</i>	Focuses on how to incorporate sustainability into business design, strategy, and operations, encouraging leaders to think beyond traditional approaches.
Whelan & Fink (2016). "The Comprehensive Business Case for Sustainability"	This article provides a strategic overview of why sustainability is essential for long-term business success and how CEOs can champion it within their organizations.
Nidumolu, Prahalad, Rangaswami (2009). "Why Sustainability Is Now the Key Driver of Innovation"	Examines how sustainability is pushing innovation in various industries and why it's critical for business growth and competitiveness.

Table 5: Books with Audio versions available

Book Title	Audio Book Length
<i>All We Can Save</i>	15 hours 5 minutes
<i>Cradle to Cradle: Remaking the Way We Make Things</i>	5 hours 19 minutes
<i>Doughnut Economics: Seven Ways to Think Like a 21st Century Economist</i>	10 hours 49 minutes
<i>Drawdown: The Most Comprehensive Plan Ever Proposed to Reverse Global Warming</i>	15 hours 11 minutes
<i>Fifth Discipline, The: The Art and Practice of the Learning Organization</i>	4 hours 18 minutes
<i>Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage</i>	10 hours 54 minutes
<i>How to Avoid a Climate Disaster: The Solutions We Have and the Breakthroughs We Need</i>	7 hours 11 minutes
<i>Last Hours of Ancient Sunlight, The</i>	18 hours 2 minutes
<i>Less is More: How Degrowth Will Save the World.</i>	9 hours 5 minutes
<i>Let My People Go Surfing</i>	7 hours 59 minutes
<i>Mid-Course Correction: Toward a Sustainable Enterprise: The Interface Model</i>	11 hours 31 minutes
<i>Not Just a Pretty Face</i>	6 hours 28 minutes
<i>Reimagining Capitalism: How Business Can Save the World</i>	10 hours 39 minutes
<i>Responsible Company, The</i>	2 hours 53 minutes
<i>Sense of Wonder, The (2017 illustrated edition)</i>	32 minutes
<i>Sixth Extinction, The: An Unnatural History</i>	9 hours 59 minutes
<i>Sustainability Advantage, The</i>	5 hours 9 minutes
<i>Thinking in Systems: A Primer</i>	6 hours 26 minutes
<i>This Changes Everything: Capitalism vs. The Climate</i>	20 hours 44 minutes
<i>Under a White Sky: The Nature of the Future</i>	6 hours 21 minutes
<i>Upcycle, The: Beyond Sustainability—Designing for Abundance</i>	7 hours 42 minutes
<i>Web of Life, The</i>	3 hours 20 minutes
<i>What If We Get It Right?</i>	21 hours 54 minutes