ABSTRACT

Global Supply Chains under Pressure: Understanding the Human Factor

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With the rising threat from tariffs, political crises, resource scarcity, and extreme weather events, global supply chains are facing increasing external pressures. These threats have far-ranging consequences on firms and their ability to effectively manage relationships with customers and suppliers. Supply chain management has given much attention to identifying organizational responses to mitigate environmental threats in supply chains. We argue that the role of individual decision-makers, when managing external pressures in buyer-supplier relationships, has been largely ignored and is insufficiently understood. In particular, managers are challenged to effectively assess, prepare, and mitigate environmental threats. We investigate the difficulties decision-makers face in such turbulent markets and discuss strategies to avoid reactions that result in damaged relationships with suppliers and customers.