

The George Washington University
School of Business
Department of Strategic Management and Public Policy
203 Monroe Hall, 2115 G St. NW
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COURSE TITLE AND NUMBERS: **Strategic Environmental Management: Systems Thinking and Innovation in the Era of Sustainability & Security SMPP 210.10 (CRN 52891) Spr 06 Tu 5:10-7:00pm**

COURSE DESCRIPTION: An examination of the multiple approaches that **businesses, governments, and non-profit organizations** have designed and implemented in their **interactions with their respective natural environments**, and the assessment of the results, with consideration of **future organization-natural environment interactions**.

COURSE INSTRUCTOR: **Mark Starik**, Ph.D., Professor of Strategic Mgmt. & Public Policy **Hours: TW 1-4pm Duques Hall 6th Fl.** 202-994-5621 starik@gwu.edu Director, ESSI www.gwu.edu/~essi

COURSE PREREQUISITES/ PROCESSES: Master's status or consent of instructor. **Active, even participation** is expected and encouraged. Dishonesty and other **ethics** violations are not. University grading policy (with +/-) is used. There is **no substitute for reading** all assignments prior to class.

COURSE OBJECTIVES: 1) To provide students with **multiple stakeholder perspectives** of organizations and the natural environment, especially related to **systems thinking and innovation**; 2) To encourage students to become involved in **action-research**, related to the "greening" of one or more organizations; 3) To prepare students to **assume leadership roles** in society in advancing their own informed, reflective views of environmental improvement; 4) To give students the opportunity of **actively participating both in-class and on-line** for a multi-media learning experience and of **developing a "greening" career portfolio**.

COURSE RESOURCES: **Tools for Environmental Management**, Thompson, 2002; **Practical Guide to Environmental Management**, Friedman, 2003; **Handbook for Implementing an ISO 14001 Environmental Management System**, Kinsella, 2005; **Environmental Management: Readings and Cases**, Russo, 1999. **Fostering Sustainable Behavior**, McKenzie-Mohr & Smith, 1999; **Other Readings**; **Expert Guest Speakers/Events**

COURSE ASSIGNMENTS: **In-class/on-line participation** - Active, even participation **at least once per class session in each mode** discussing relevant course topics, potential **quiz** material (**10%**)

3 written discussion memos/leads - Description, analysis, and evaluation of course readings & related updates/**examples**/experience; including **summary** (**10% each**)

Individual paper/project – **Either a 20-30 page written paper** examining an SEM Issue or a **10-page written** description with method and results of a GW stakeholder-related social marketing **SEM project**, in consultation with the instructor (**20%**)

In-class team presentation – Description, analysis, and evaluation of an SEM issue (different from individual paper/project) 45 minute **oral** presentation accompanied by useful, **written** class "takeaway" documentation with periodic **updates** (**20%**)

Course integration executive memo – 2-page written overall **application and integration of course concepts** and approaches using an information set provided by the instructor; including **course summary/lessons learned** (**20%**)

SMPP 210 **Tentative** Schedule

<u>Date</u>	<u>Topics</u>	<u>Questions/Prior Reading/Assignments Due</u>
1/17	Intro/Welcome/SEM	Pickup Texts, Handouts, Participation, Real Goods Trading Co.
1/24	SEM Challenges	Why are SEM, systems, and innovation necessary? Friedman 1,2; Starik [ABC], Ch 11; Starik [D] 1-5; Kinsella 1; Russo 2-5; Mohr Pref.-5.; Thompson, Pref.-5.
1/31	Business SEM Leadership	What businesses have led in SEM, with what practices? Starik [D] , 6-18; Starik [ABC], Ch 12; Russo 12; Starik, Throop, Doody, & Joyce; Mcdonald's (Swoboda in Russo); Friedman 3; Mohr 6-10; Thompson, 6-7, 23-24
2/7	Business SEM Stakeholders	How have governments & NGOs been involved in SEM? Starik [D] 19-24; Russo 6-7, 14-15; Starik & Heuer; Climate Change (Levy in Russo); Friedman 9-11; Thompson 13, 20, 21
2/14	Business SEM Technologies/Systems I	How is technology a double-edged sword in the environment? Starik [D], 24-41; Throop, Starik, & Rands; BMW (Cummings in Russo); Thompson, 8-12
2/21	Business SEM Technologies/Systems II	How can EMS systems be most successfully implemented (favoring one edge of the "sword")? Kinsella 3-10; Friedman 4-8
2/28	Business SEM Innovations	How have businesses "innovated" their SEM efforts? Russo 17-21; P&G (Lahey in Russo); Thompson 14-19
3/7	Business SEM Performance	Does SEM payoff, financially and/or non-financially? Starik [D], 42-50; Feldman, Soyka, & Ameer; Hart & Ahuja; Industrial Products (Wells in Russo); Thompson, 16
3/21	Global SEM Sustainability	How has world business addressed sustainable development? Russo 1, 9-11; Oil (Mahoney in Russo); Thompson 22
3/28	On-Line Consultations/Finalization of Individual Papers & Projects/Team Meetings	
4/4	Small/Medium Org. SEM Individual Sustainability	How can small/medium-sized enterprises contribute to sustainability? Starik, et al.; Eco-Pioneers
4/11	Team Presentations	Attendance and participation, in-class and on-line
4/18	Team Presentations	Attendance and participation, in-class and on-line
4/25	SEM Futures; Course Wrap-Up	What human/environmental SEM futures are possible/desirable? Ecotrek; Starik & Rands; Thompson 25; Kinsella 11; Friedman 12, 13; Executive Memos Assigned