I can just imagine the marketing director standing before the Sharks on the popular investment program the Shark's Tank declaring confidently by mimicing the nearby Avon Reperatory Company their profits will go back up from their decline of 20% over the past ten years. They would tear into them with questions wanting to get to the bottom of what is happening and what stands to happen with the Classical Shakespeare company (which would be a tragedy to lose). There are a number of questions that must be answered in order to understand if instituting a 'Free Plays in the Park' program will increase attendence and raise overall revenue for the Classical Shakespeare Theatre of Bardville.

Assuming we can trust that their is a decline in both attendence and revenue and an increase in marketing expenditures we can assume to be correct that as their net profits are also decreasing. The fact that this has occured over 10 years is also a worrying trend; a one time drop would be less concerning. The recomendation is to increase attendance through a free marketing campaign the marekting director says this has worked for the Avon Reperatory Company and he says it will also work for them. This leads us into our first serious question has the Avon Reperatory Program been taking customers that were previously going to the Classical Shakespeare Theatre in Bardville. Conducting this research would be fairly complicated but by knowing if the Classical Shakespeare company is losing customers due to competition it would stand to reason that spending more money on a free marketing campaign might help, but is most likely to hurt them.

The next major question we would want to focus on is why are they losing customers. By speaking to theatre goers at both productions we could begin to answer questions about this change. Some important questions include has the quality of CST gone down? Have they changed their plays recently and are the plays still engaging and exciting?

A drop in customers is always bad for a business but the marketing director speaks multiple times about income. It is important to remember the difference between revenue and net income. There are two main factors that drive profit margin firm level factors and industry level factors. The industry consists of

**Analyze an Argument**

Twenty years ago, Dr. Field, a noted anthropologist, visited the island of Tertia. Using an observation-centered approach to studying Tertian culture, he concluded from his observations that children in Tertia were reared by an entire village rather than by their own biological parents. Recently another anthropologist, Dr. Karp, visited the group of islands that includes Tertia and used the interview-centered method to study child-rearing practices. In the interviews that Dr. Karp conducted with children living in this group of islands, the children spent much more time talking about their biological parents than about other adults in the village. Dr. Karp decided that Dr. Field's conclusion about Tertian village culture must be invalid. Some anthropologists recommend that to obtain accurate information on Tertian child-rearing practices, future research on the subject should be conducted via the interview-centered method.

*Write a response in which you discuss what questions would need to be answered in order to decide whether the recommendation and the argument on which it is based are reasonable. Be sure to explain how the answers to these questions would help to evaluate the recommendation.*

In an ideal world all scientists would agree all of the time, but we do not live in a simple world with simple answers. Just like the fable of the blind men and the Elephant often people can have different observations that are valid but also different then those of others. The characteristics of an Elephant is a simplification but before we can decide if the recomendation and argument on which it is based are reasonable we must further answer some important questions. In this case the argument is that the children of Tertia talk mostly about their biological parents and thus Dr. Field's hypothesis that children are raised by an entire village is incorrect. The recomendation is that future research should be conducted utilizing an interview based approach.

The first major set of questions we would need to look at includes that scientific methods and data gathered by both of these antrhopologists. The article gives us a clue that Dr. Field is a noted anthropologist so we must assume he is capable of conducting scientfically sound research. In his research Dr. Field utilizes an observational approach of the children of Tertia. The first question that would be needed would be to understand the length of time that his research was conducted and if he was there during any particular holidays or unique events. For instance, if there was a major harvest or hunting expedition that lasted a month and he was observing during this month he may have correctly observed children being raised by the village but that may not have been an accuate assesement of the normal way of life. Knowing this would help evaluate if utilizing an interview approach would in fact give a more scientifically accurate picture of the true way of life of this group of people.

The second question that would need to be looked at is that Dr. Field conducted research on the island of Tertia but Dr. Karp visited the group of islands that includes Tertia. We do not actually know if he visited the island of Tertia and this would be important to know if we are interested in this island and not the group of islands as a whole. Just like in the United States our lifestyles vary greatly based on the state people live, if they live in the country or city or many other demographic factrs.

The third question that we should look at is how accurate interviews with children are and if Dr. Karp's interviews did not in fact paint an accurate picture of child rearing practices. For instance, an anthropologist in the United State interviewing children might have them talk about Selena Gomez, YouTube stars, athletes and movie stars. From this you might conclude these people raise the children in the United States but by observing you would quickly realize this is entirely untrue. This is an extreme example and a research scientist in anthropology would most likely be more accurate then this but in studying a foreign culture with a new language they may miss out on subtle cultural practices.

This brings up another important question and that is did either of these anthropologists speak the language and how much of a communication barrier was there. For all we know the native children could have loved telling "stories" to the silly men there studying them. Children are far smarter then we give them credit for and it would be unwise to think of any culture as simple or uneducated.

Finally, we do not know how much either of these anthropologists worked with and observed the adults in the village and also the day to day normalcy of life. By speaking to adults they may have a much clearer picture. For instance, many families in the United States bring there children to school, then they go to after school sports and they may only spend a few hours with their biological parents. A simple observation would not show that these parents do in fact raise there children and are involved in every aspect of there life. An interview based approach would help figure out these hidden societal nuances.

In conclusion if we gained a better grasp of these questions it would help us know if in fact Dr. Field was correct or incorrect. The recommendation seems sound but it might be better to conduct research focused on both observational and interview centered methods.

**Analyze an Issue**

Leaders are created by the demands that are placed on them.

*Write a response in which you discuss the extent to which you agree or disagree with the statement and explain your reasoning for the position you take. In developing and supporting your position, you should consider ways in which the statement might or might not hold true and explain how these considerations shape your position.*

Harry Potter is a mythical character but he is a prime example of a reluctant leader shaped by the demands placed on him. We will explore this issue and show that there are many factors that create a strong leader and that leaders are created by the demands placed on them; much like how Harry Potter became a leader not by choice but through strong forces outside his control.

In examining this issue there are a number of factors we must take into consideration. The first is that leaders can come in all shapes and sizes, which is to say a leader might just be a single parent raising a child, or a teacher helping a class. A leader also might be a tech giant like Elon Musk or a leader during a time of international upheavel like Winston Churchill, Martin Luther King or Fidel Castro, who incidently is a very complex character who rose to power overthrowing a totalitarian regime.

The reason leaders are primarily created by the demands placed on them is that these demands come from somewhere, and where these demands come from is most generally people who need a leader. A leader by definition almost always leads groups of people. Maybe as technology advances and artificial intelligence changes a leader may lead robotic farmers or soldiers but for now a leader is a human leader.

Take for example Winston Churchill, when he rose to power the German war machine was devastating Europe and terrorizing its own Jewish citizens. The world was still weary from World War I and many in the United States also attempting to recover from the hardships of the Great Depresion. Isolationism was a common desire of many people, the desire to be isolated from war and trauma and any more pain and suffering. Many in England and even in Parliament did not want to fight another war. Winston Churchill was one of the primary drivers of preparing England for the inevitable war to come. So in support of our position that leaders are created through the demands placed on them, if there was no second war we might not have ever heard of Winston Churchill. It was the demands of the world trying to stop the Nazi and Axis powers that shaped Winston Churchill into a famous and almost legendary figure.

Another example of a leader shaped by the demands placed on them would be Drew Houston the founder of Dropbox. When he started his company it wasn't even a company it was a simple idea to solve a problem, he had forgot his USB and was on his way to campus. By solving this problem he attracted an Angel Investment from Y Combinator and suddenly went from student to a leader. As the company grew and attracted a second round of funding he began to be shaped by the demands placed on him by investors, employees and his customers.

There are a few instances where this statement might not be true; where leaders may be shaped through other mechanisms but this is rare. An example might be a King who was born into the role of leader. While this person seemingly fell into their role by powerful forces beyond there control they still are shaped by the forces around them once again giving support for our position that leaders are shaped by the demands around them. An example would be the adorable King George a young boy who if he was born in Rawlins, Wyoming might end up a late night attendent at a lonely, desolate truck stop. His life however is being shaped by powerful forces and demands creating a leader who might not have been one in a different life.

In conclusion we have seen just a few examples of leaders shaped by the demand of people. There are countless examples throughout history of the shaping of leaders. It is true that some people are just born with the qualities of a leader but they didn't step into this role it was their life's circumstances, primary the responsibilities and demands placed on them that shaped them into the person they are today.

**Analyze an Argument**

The following appeared in a health newsletter.

"A ten-year nationwide study of the effectiveness of wearing a helmet while bicycling indicates that ten years ago, approximately 35 percent of all bicyclists reported wearing helmets, whereas today that number is nearly 80 percent. Another study, however, suggests that during the same ten-year period, the number of accidents caused by bicycling has increased 200 percent. These results demonstrate that bicyclists feel safer because they are wearing helmets, and they take more risks as a result. Thus there is clearly a call for the government to strive to reduce the number of serious injuries from bicycle accidents by launching an education program that concentrates on the factors other than helmet use that are necessary for bicycle safety."

Write a response in which you discuss what specific evidence is needed to evaluate the argument and explain how the evidence would weaken or strengthen the argument.

**My Answer**

This memorandum could very well be true, that a shift to providing more national coverage has led to unhappy customers and a withdrawal by advertisers responding to this. However, we really would need much stronger evidence to prove this as causation and not simply corellation and we will look at the evidence we would need.

There are a number of issues in this argument that we would need to gather further evidence to assess if this businesses decline in revenue and complaints were from their changing their programming to focus more on national news. It might very well be that the focus on national news has driven away both advertisers and viewers but we must first look at what further evidence is needed to see if the station manager's solution would in fact solve their current issues.

One of the first pieces of evidence that would be important to understand is where this television station is located and what the demographics are in the market in which it competes. If it is in the United States or many parts of the world there have been significant demographic changes that could be affecting their advertisers. From the evidence provided we do not know if the decline in advertisers is coorelated with their programming change up. It would help to have data on the advertising budgets of companies in a time when the overall landscape of entertainment is changing rapidly.

For instance, many younger people are influenced by Instagram, Youtube, Twitch. They get their music from Spotify and their video from Netflix and Hulu. It could be that advertisers are shifting their marketing strategy to appeal to this younger audience. The evidence we would need would be data from their advertisers or advertisers nationally why they are spending less and also if they are spending more but utilizing different ways to engage their target markets.

The next issue is that we need more evidence on the complaints being recieved. To undertand if these complaints were driven due to the change towards national news we would need to analyze past historic complaints or speak to current viewers and gather strong evidence that viewers are in fact no longer watching due to this switch. It could be these viewers have always complained and that the change had no actual effect on the type and number of complaints.

Another issue to look at would be that politics have become increasingly divided in the United States and in many countries around the world. It would be helpful to gather evidence about if viewers want to watch the nightly national news even though it upsets them. They could find current issues important and meaningful and it is possible viewship would decline if the moved back to local news.

In closing, we see that we would need more evidence related to the changing of society, the evolution of technology and viewers habits. If were were to gather this evidence we could have a firmer understanding of what is causing these complaints.

**Analyze an Issue**

The requirement that all student's should study the same national curriculum until they enter college seems like a rationale policy that should be adopted. However, as we explore the intricacies of this question we will realize that it is to vague and thus should be rejected. Educators should have freedom to build and run their classroom allowing a human aspect of the classroom dynamics and teachers backround to spark interest and passion and create an environment of true learning not driven by beuacracy. We will provide support for our position and then look at a few counterpoints as to when certain learning standards should be undertaken to make sure students have an understanding of core fundamentals like Mathematics and English.

One of the major disadvantages of a national curriculum is that it removes the human aspect from teaching. If we focus on what this would do to the instructor we see it will remove much of their ability to be a creative and dynamic teacher. A good instructor should be free to leverage their strengths and make learning engaging and exciting for their students. Think about the fact that Hollywood will spend millions even hundreds of millions of dollars to entertain people for around two hours. Teachers are in the classroom for hours a day trying to manage and inspire students. By adopting a rigid curriculum you remove the ability for teachers to respond to each classroom dynamic which are vastly different.

The next key point looks at the fact that while a national curriculum does seem positive we should look at other naitionalized standards across the United States. We have a standardized tax system where taxes owed are roughly equivelent to what you earn. However, if you have ever had to file taxes with anything unique you will quickly realize how complex this standardized system has become. Another example is healthcare insurance billing. This is a system that is not fully standardized but insurers do in fact try to bill in a similar fashion. The result is a complex system that is laborious and painful for healthcare providers. These examples would lead us to suspect that a nationalized system of education may end up being complex and confusing; draining passion from teachers which will flow to the students. We must remember that teachers are human too and human nature has a tendency to reject overly burdensome rules and regulations.

One more reason adopting these regulations would be burdensome comes from a student's perspective. Society changes rapidly we just have to look at social media to see how much things have changed. if we have a rigid standardized approach to education it will be much harder to adapt new and better ways of teaching to inspire and meet students where they are. An example would be a computer science teacher who wants to have a coding challenge for students to build a React Native App. In a rigid school it may take years to approve this fast growing and popular framework.

We can not throw out the baby with the bath water as they say. There are some aspects of education that students should be required to have an understanding of. We can not have a school that decides all students need to do is watch online streamers, media influencers and athletes because those careers pay well, are fun and can make you famous. A school must have some foundational aspects of education that are useful to pursuing a meaningful career. For instance, all students need to be able to write and engage in at lease basic levels of mathematics. Even in this case though we do not need a rigid national structure but can leave these up to school districs which have some basic level of oversight. A good example of this type of structure is how local fire departments are run.

In closing we can see that it would not be beneficial to students or instructors to adopt a national curriculum. In the end it would most likely have a long term detrimental affect on society producing yes men and bean counters. Education should be engaging and dynamic teaching us the fundamentals given to us by scientits like Alexander Newton, Madam Curie and Plato but also allowing educators to change and evolve.