COURSE: Sports and Entertainment Marketing	GRADE(S): 9-12		
UNIT: What is the Business of Sports and	TIMEFRAME: 90 Days		
Entertainment Marketing?	Basic Marketing Concepts (Week 1)		
	The Business of Sports and Entertainment (Weeks 2		
	& 3)		

Business, Computer and Information Technology Standards Marketing, 15.9.12.-GRADE 9-12

- 15.9.12.A.-Analyze and summarize professional designations, careers, and organizations within the field of marketing, including the educational and certification requirements for each
- 15.9.12.B.-Analyze how marketing influences today's households, businesses, and society; including but not limited to business-to consumer, business-to-business, and consumer-to-consumer
- 15.9.12.C.-Evaluate the influence of members of marketing channel, including company, intermediaries, retailer, and consumer
- 15.9.12.E.-Research and analyze consumer behavior patterns and the effect of those patterns on business and the economy
- 15.9.12.F.-Evaluate processes needed to obtain, develop, maintain, and improve products or services; including product development, packaging, branding, product mix, product life cycle, and product positioning
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- 15.9.12.J.-Analyze data collection methods when entering into or expanding a market
- 15.9.12.K.-Create a comprehensive marketing plan
- 15.9.12.L.-Analyze the costs and benefits of using technology in marketing to gain a competitive advantage
- 15.9.12.M.-Evaluate laws and regulations impacting marketing

NBEA STANDARDS:

NATIONAL BUSINESS EDUCATION ASSOCIATION STANDARDS

Marketina Standards

I. The Roles of Marketing-Identify the roles of marketing and analyze the impact of marketing on the individual, business, and society

Level 2-3 Performance Expectations

- Define and describe the marketing concept
- Explain the impact of marketing on personal life
- Explain diversity of activities involved in marketing
- Compare and contrast marketing strategies for products, services, ideas, and persons
- Analyze ethical and social responsibilities issues related to marketing
- Explain the role of utility in facilitating exchange (e.g. form, time place, possessions, information)

IX. Characteristics of a Market

A. Reasons Why People Buy

Level 2- Performance Expectations

Differentiate between rational and emotional buying motives

Level 3 - Performance Expectations:

Develop strategies to influence rational and emotional buying motives

B. Types of Markets

Level 3 - Performance Expectations:

Differentiate between the consumer market and non-consumer market (e.g.government, industry, organizations)

UNIT OBJECTIVES:

- Describe the basic concepts of marketing
- Explain the marketing mix
- Define the six core standards of marketing
- Define sports marketing
- Explain the value of sports marketing to the economy
- Define entertainment
- Describe the impacts of advances in entertainment technology on entertainment marketing
- Define profit and explain the profit motive
- Describe types of economic utility
- Define risk and describe the categories and classifications of risk
- Name and describe four strategies for risk management
- Define ethics
- Describe the impacts of unethical behavior

ACTIVITIES:

- Application—a variety of projects, simulations and research
 - o Project#1-Marketing Campaign for NFL Team
 - Design a sports/entertainment related newspaper advertisement incorporating all of the marketing mix elements
 - Write a letter to a state legislator about safety issues and regulations of rides at amusement parks
 - o Project #2: Video Rentals
- Practice—a variety of vocabulary, program activities
 - Students will give written examples of how timing is essential to selling related merchandise for a popular sporting event
 - Students will list and describe how six core standards of marketing were involved in a recent sporting goods purchase
 - o Discuss how form utility can be improved at a sports or entertainment venue
 - Describe the process of purchasing tickets to an entertainment event in a country outside the U.S.
 - Explain in a letter to a business why it is worthwhile to encourage ethical business behavior
- Review—concepts and skills
 - List the four steps for a sports venue to avoid risk of injury to fans
 - o Discuss why balance sheets and income statements are essential to business

ASSESSMENTS:

- Teacher observation
- Activities/Projects
- Quizzes
- Worksheets/Handouts
- Tests (combination of open-ended and objective)

DIFFERENTIATED INSTRUCTION:

Accommodations as per IEP

- Alternate assignments and/or assessments:
 - Enrichment assignments
 - Extended focus

- Remediation:
 - Assistance-Teacher/peer
 - Adjustment-length/breadth
 - Alternative-assignments/projects
- Grouping with a purpose
- Varied instructional learning modes

RESOURCES:

- Ch 1, 2, PPT (companion CD teachers edition)
- http://www.online.vitalsource.com Online access on any computer available with password
- Student Notes
- Case Study
- Video: "Marketing"
- Periodicals and Newspapers
- Advertising Materials
- Product Packaging and Labels
- Teacher created notes, handouts, and activities

С	OURSE: Sports and Entertainment Marketing	GRADE(S):	9-12
U	NIT:	TIMEFRAME:	90 Days
•	Wide World of Sports & Entertainment (Week 4)		
•	Sports and Entertainment Legal and Ethical		
	issues (Week 5)		

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- 15.9.12.L.-Analyze the costs and benefits of using technology in marketing to gain a competitive advantage
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NBEA STANDARDS:

NATIONAL BUSINESS EDUCATION ASSOCIATION STANDARDS:

Marketing Standards

II. Ethics

Define, develop, and apply a code of ethics to various marketing issues.

Level 2 - Performance Expectations:

- Describe how and why different cultures have different ethical systems
- Explain the importance of trust for the successful conduct of business

Level 3 - Performance Expectations:

- Differentiate between ethics and government regulations
- Describe a code of ethical behavior for marketing
- Identify ethical considerations relating to truth in advertising
- Identify ethical considerations relating to truth in selling
- Identify ethical considerations relating to truth in packaging
- Illustrate how unethical behavior can lead to fraudulent behavior
- Identify ethical considerations relating to pricing
- Identify ethical considerations relating to product development

III. External Factors to Business

Identify and explain how external factors, influence/dictate marketing decisions, business, and society.

A. Government Regulations

Level 2 Performance Expectations

Identify specific marketing regulations and the government agencies that create them

Level 3 Performance Expectations:

- Analyze the impact of specific marketing regulations on doing business both domestically and internationally
- Compare the relative merits of having more or less government regulation of marketing
- Identify the effects marketing regulation has had on specific industries

B. Economic Environment

Level 3 Performance Expectations:

• Determine ways in which economic conditions, both domestically and internationally, affect marketing strategy

C. Special Interest Groups

Level 3 - Performance Expectations:

- Describe ways in which special interest groups affect marketing (e.g. pressure for government regulations, boycotts)
- Analyze the ways in which marketers may respond to the concerns of special interest groups

D. Cultural Differences

Level 2 - Performance Expectations

Identify specific differences in cultural norms and values that may influence marketing

Level 3 - Performance Expectations:

 Describe how cultural differences, both domestically and internationally, affect each element of the marketing mix

E. Technology

Level 2 - Performance Expectations

Identify current technological advances affecting marketing strategy

UNIT OBJECTIVES:

- Define industry and give examples of subdivisions of an industry
- Explain why marketing decisions are based on industry standards, norms and trends
- Explain how a sports figure can be successful in the motivational lecture circuit and the publishing industry
- Explain the purpose of and promotion methods used for sports camps and clinics
- Explain the role of travel and tourism in sports and entertainment
- Discuss the roles of resorts and theme parks
- Describe the international role of sports and entertainment marketing
- Discuss the challenges of international marketing
- Discuss how laws impact sports and entertainment marketing
- Explain copyright law
- Explain the need for salary caps
- Describe the financial and public relations impacts that strikes may cause to a sport
- Discuss owner-labor relations and the impacts of labor unions
- Discuss athlete agents, handlers, and advisors
- Describe contract law

ACTIVITIES:

- Application—a variety of projects, simulations and research
 - Project #3: International Ecotourism Society
 - o Prepare a one-page paper on the Sherman Antitrust Act.
 - o Project #13: Major League Baseball
- Practice—a variety of vocabulary, program activities
 - o Use the internet to study a favorite sport and list trends for that sport
 - Write a letter to a marketing manager explaining your research results and how it might help their company
 - o Originate an acronym for a speech and deliver to class
 - o Research U.S. geographical areas for a proposed sports camp
 - Conduct internet research on how Super Bowl cities are determined
 - Write a letter to a convention and visitors bureau of the merits of a theme park
 - Describe the reasons for copyright laws as they relate to intellectual properties.
 - Describe how disputes between management and labor stop with and without government intervention
 - Describe whether fans are responsible for high salaries of athletes
 - o Discuss why most agents are also lawyers
- Review—concepts and skills

ASSESSMENTS:

- Teacher observation
- Activities/Projects
- Quizzes
- Worksheets/Handouts
- Tests (combination of open-ended and objective)

DIFFERENTIATED INSTRUCTION:

Accommodations as per IEP

- Alternate assignments and/or assessments:
 - Enrichment assignments
 - Extended focus
- Remediation:
 - Assistance-teacher/peer
 - Adjustment-length/breadth
 - Alternative-assignments/projects
- Grouping with a purpose
- Varied instructional learning modes

RESOURCES:

- Ch. 3 PPT, Ch. 13 (companion CD teachers edition)
- http://www.online.vitalsource.com Online access on any computer available with password
- Student Notes
- Case Study
- Video: Special Marketing Techniques
- Video: The Legal Environment
- Internet
- Periodicals
- Current textbook and workbooks

COURSE: Sports and Entertainment Marketing	GRADE(S): 9-10
UNIT: Information Management and Product	TIMEFRAME: 90 Days
Marketina (Weeks 6 & 7)	

Business, Computer and Information Technology Standards Marketing, 15.9.12.-GRADE 9-12

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- 15.9.12.M.-Evaluate laws and regulations impacting marketing

NBEA STANDARDS:

NATIONAL BUSINESS EDUCATION ASSOCIATION STANDARDS:

Marketing Standards

IV Product

Describe the characteristics of a product and stages of product development

A. New Product Development

Level 2 - Performance Expectations:

- Develop new products/services that are perceived as wanted by consumers
- Level 3 Performance Expectations: Describe how new product/services are conceived, developed, and test marketed

B. Product Life Cycle

Level 3 - Performance Expectations:

List steps of the product life cycle and identify in which stage a product is located

C. Packaging/Branding

Level 2 - Performance Expectations:

- Name the common elements (required and non-required) on a typical product package
- Explain the various functions of packaging and why each is important
- · Identify the qualities of an effective brand name

Level 3 - Performance Expectations:

 State the effects of increased global trade on packaging (e.g. descriptors in various languages, durability)

Level 4 - Performance Expectations:

Explain how branding strategies are affected by the international marketplace

D. Product Classification

Level 2 - Performance Expectations:

Differentiate between brand name and generic products

UNIT OBJECTIVES:
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- Explain the central focus of the marketing concept
- Explain the reasons for increased sports and entertainment options
- Explain the importance of understanding buyer behavior when making marketing decisions
- List and describe means of collecting marketing information for use in decision making
- Define target market and market segment
- Describe how businesses use market segmentation
- Explain the importance of outstanding customer service
- Explain what it means to establish a service culture
- Explain the purpose of marketing-information management
- Describe careers in marketing information management
- List and describe the steps involved in marketing research
- Discuss the human factors in marketing research
- Explain the options for electronic data collection
- Discuss the concept of data driven decisions
- Define product mix, product extension and product enhancement
- List and describe the components of the product mix
- Define the bottom line for sports
- Explain the high cost of sports and entertainment events
- Define customizing
- Describe the financial impact of baby boomers on the entertainment industry
- List and describe the stages of the product life cycle
- Explain how products are positioned in the marketplace

ACTIVITIES:

- Describe how a movie theatre can survive video rentals and cable TV
- Explain strategies that local small businesses can use against national chains
- Give example of good market segmentation for casinos during weekdays
- Describe possible demographics, geographics, psychographics, and product usage for snowmobiles
- Construct acronym and explain how it can be used for outstanding customer service.
- Develop a research paper about outstanding customer service in the sports and entertainment market
- Describe & use effective presentation skills
- Describe possible strategies for keeping fans engaged during team losing streaks
- Describe ethical and privacy issues & concerns in data collection from customers
- Evaluate tobacco advertising
- Project #4: Basketball Vacation.
- List three brands you like to purchase and why
- Design newspaper advertisement to sell a popular sporting goods brand
- Answer the question, "Should universities pay their athletes?"
- Compose a recruiting letter to a star athlete on why they should attend your university
- Describe why so much advertising is aimed at 12-24 year olds
- Breakdown the baby boomer market into four market niche markets and promote sports and entertainment events to each
- Describe how you would position certain products in a department store
- Project #5: High School Obesity

ASSESSMENTS:

- Teacher observation
- Activities/Projects
- Quizzes
- Worksheets/Handouts
- Tests (combination of open-ended and objective)

DIFFERENTIATED INSTRUCTION:

Accommodations as per IEP

- Alternate assignments and/or assessments:
 - Enrichment assignments
 - Extended focus
- Remediation:
 - Assistance-Teacher/peer
 - Adjustment-length/breadth
 - Alternative-assignments/projects
- Grouping with a purpose
- Varied instructional learning modes

RESOURCES:

- Ch. 4, 5 PPT (companion CD teachers edition)
- http://www.online.vitalsource.com
 Online access on any computer available with password
- Student Notes
- Case Study
- Video: Customer Service Internet
- Video: Marketing Research

COURSE: Sports and Entertainment Marketing	GRADE(S): 9-12
UNIT : Marketing Strategies for the Product (Weeks	TIMEFRAME: 90 Days
8, 9, 10)	

Business, Computer and Information Technology Standards Marketing, 15.9.12.-GRADE 9-12

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- 15.9.12.L.-Analyze the costs and benefits of using technology in marketing to gain a competitive advantage
- 15.9.12.M.-Evaluate laws and regulations impacting marketing

NBEA STANDARDS:

IV Product

Describe the characteristics of a product and stages of product development

A. New Product Development

Level 2 - Performance Expectations:

Develop new products/services that are perceived as wanted by consumers

Level 3 - Performance Expectations:

Describe how new product/services are conceived, developed, and test marketed

B. Product Life Cycle

Level 3 - Performance Expectations:

List steps of the product life cycle and identify in which stage a product is located

C. Packaging/Branding

Level 2 - Performance Expectations:

- Name the common elements (required and non-required) on a typical product package
- Explain the various functions of packaging and why each is important
- Identify the qualities of an effective brand name

Level 3 - Performance Expectations:

• State the effects of increased global trade on packaging (e.g. descriptors in various languages, durability)

Level 4 - Performance Expectations:

Explain how branding strategies are affected by the international marketplace

D. Product Classification

Level 2 - Performance Expectations:

Differentiate between brand name and generic products

E. Product Mix

Level 3 Performance Expectations:

- Define the nature of a product mix in a particular company
- Identify product mix decisions that must be made in order to market the product or service
- Explain the advantages and disadvantages of product line diversification

F. Augmented Extended Product

Level 3 - Performance Expectations

• Explain the need for comprehensive marketing of the extended product such as warranty, service contract, etc.

Level 4 - Performance Expectations:

• Explain the concept of the augmented product (e.g. product plus warranty, technical support, or service contract) and the need for a comprehensive marketing strategy)

UNIT OBJECTIVES:

- Explain the difference between marketing tactics and strategies
- Discuss the importance of planning to stay ahead of the competition
- Explain the importance of learning from customers
- Discuss sports marketing strategies
- Discuss entertainment marketing strategies
- Explain how marketers determine direction and focus for a marketing plan
- List and describe the components of a marketing plan
- Define product mix, product extension, and product enhancement
- List and describe the components of the product mix
- Define the bottom line for sports
- Explain the high cost of sports and entertainment events
- Define customizina
- Describe the financial impact of baby boomers on the entertainment industry
- List and describe the stages of the product life cycle
- Explain how products are positioned in the marketplace

ACTIVITIES:

- Practice—a variety of vocabulary, program activities
- Review—concepts and skills
- Application—a variety of projects, simulations and research
- · Students cite examples of how to get a product into the mind of a consumer
- Describe tactics and strategies of two local radio stations' attempts to attract listeners
- Describe Starbucks' target customers
- Complete target marketing plan timeline
- Complete information on necessary information for pricing in a marketing plan
- Project #6: A New Sports Drink
- Define product mix, product extension, and product enhancement
- List and describe the components of the product mix
- Define the bottom line for sports
- Explain the high cost of sports and entertainment events
- Define customizing
- Describe the financial impact of baby boomers on the entertainment industry
- List and describe the stages of the product life cycle
- Explain how products are positioned in the marketplace
- List three brands you like to purchase and why
- Design a newspaper advertisement to sell a popular sporting goods brand
- Answer the question, "Should universities pay their athletes?"
- Compose a recruiting letter to a star athlete on why they should attend your university
- Describe why so much advertising is aimed at 12-24 year olds
- Breakdown Baby Boomer into four market niche markets and promote sports and entertainment events to each
- Describe how you would position certain products in a department store
- Project #7: Branson, Missouri, Resort

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- Teacher observation
- Activities/Projects
- Quizzes
- Worksheets/Handouts
- Tests (combination of open-ended and objective)

DIFFERENTIATED INSTRUCTION:

Accommodations as per IEP

- Alternate assignments and/or assessments:
 - Enrichment assignments
 - Extended focus
- Remediation:
 - Assistance-Teacher/peer
 - Adjustment-length/breadth
 - Alternative-assignments/projects
- Grouping with a purpose
- Varied instructional learning modes

RESOURCES:

- Ch. 6, 7 PPT (companion CD teachers edition)
- http://www.online.vitalsource.com Online access on any computer available with password
- Student Notes
- Case Study
- Video: Product Marketing Strategies
- Video: Entertainment & Sports
- Internet
- Periodicals
- Current textbook and workbooks

COURSE: Sports and Entertainment Marketing	GRADE(S): 9-10	
UNIT : Channels of Distribution and Supply and	TIMEFRAME: 90 Days	
Demand (Weeks 11, 12, 13)		

Business, Computer and Information Technology Standards Marketing, 15.9.12.-GRADE 9-12

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- 15.9.12.M.-Evaluate laws and regulations impacting marketing

NBEA STANDARDS:

E. Product Mix

Level 3 Performance Expectations:

- Define the nature of a product mix in a particular company
- · Identify product mix decisions that must be made in order to market the product or service
- Explain the advantages and disadvantages of product line diversification
- Augmented Extended Product
- Explain the need for comprehensive marketing of the extended product such as warranty, service contract, etc.

Level 4 - Performance Expectations:

• Explain the concept of the augmented product (e.g. product plus warranty, technical support, or service contract) and the need for a comprehensive marketing strategy)

VII Promotion

Identify the four general forms of promotion and determine how each contributes to successful marketing

A. Advertising

Level 2 - Performance Expectations:

- Identify the various mediums available for advertising
- Design advertisements

Level 3 - Performance Expectations:

- Identify the factors that determine media selection
- Explain how research can be used in the advertising process
- Describe the roles of copywriting, art direction, and production in the creative process
- Explain how changing technology affects advertising
- Develop an advertising budget

UNIT OBJECTIVES:

- Explain the importance of sports and entertainment distribution
- List and describe channels for sports and entertainment
- Discuss distribution and sponsorship of amateur sports and recreation
- Discuss distribution of college sports
- Discuss distribution of professional sports
- Explain distribution of movies
- Discuss changing formats of music distribution
- Describe convergence of sports and entertainment media
- Explain changes brought about by digitalizing music
- Explain relationships among supply, demand, and price
- Discuss the government's influence on pricing
- Discuss pricing strategies used by businesses to increase sales
- List five steps for determining price
- Define business cycle and describe its impact on sports and entertainment

ACTIVITIES:

- Describe the channels of distribution you would use to increase soccer interest and participation in the U.S.
- Describe how you think the internet will promote sporting events in the future
- Write a one page paper on the positive impact of recreational sports on the economy
- Explain how the political systems of a country can affect the distribution of sports
- Describe three ways entertainment companies can increase their revenues from movies
- Describe what impact the attention of two world leaders have on the distribution of an entertainer's products
- Describe why-based on law of supply and demand; why are some autographs worth more than others
- Describe why government laws seek to restrict monopolies and cartels
- Discuss why retailer's price tags end in .99
- Describe the impact the price of fuel has on tourism
- Describe how lifestyle choices influence hours of operation for different businesses
- Project #9: Rising Gas Prices/Elevated Concerns of Terrorism
- Project #8: New Advances in Media Technology

ASSESSMENTS:

- Teacher observation
- Activities/Projects
- Quizzes
- Worksheets/Handouts
- Tests (combination of open-ended and objective)

DIFFERENTIATED INSTRUCTION:

Accommodations as per IEP

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RESOURCES:

- Ch. 8, 9 PPT (companion CD teachers edition)
- http://www.online.vitalsource.com Online access on any computer available with password
- Student Notes
- Case Study
- Video: Supply & Demand
- Video: Technology & Media Internet
- Practice—a variety of vocabulary, program activities
- Review—concepts and skills
- Application—a variety of projects, simulations and research
- Periodicals

COURSE: Sports and Entertainment Marketing	GRADE(S): 9-12
UNIT: Promotion and Sales (Week 14, 15, 16, 17)	TIMEFRAME: 90 Days

Business, Computer and Information Technology Standards Marketing, 15.9.12.-GRADE 9-12

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- 15.9.12.M.-Evaluate laws and regulations impacting marketing

NBEA STANDARDS:

V. Price

Explain the role of pricing in the marketing process and describe and use various pricing strategies. A. Objectives of Pricing

Level 3 - Performance Expectations:

Identify various objectives of pricing

B. Calculating Price

Level 2 - Performance Expectations:

- Identify factors that will influence a product's price
- Identify various pricing policies(e.g. line, loss leader, psychological) and the situations in which each is applicable
 - Explain the use of break-even analysis to determine price

Level 3 - Performance Expectations:

- · Calculate a product's price using a variety of methods
- Explain the concept of price elasticity and how it affect price
- Explain the relationship between price and perceived quality

VI Place

Apply distribution processes and methods to develop distribution plans.

Level 2 – Performance Expectations:

- Describe differences among the various channels of distribution and explain their importance to the marketing process
- Explain the role of the various intermediaries in the channel of distribution
- Identify major components of a physical distribution system (e.g., type of transportation, storage)

Level 3 – Performance Expectations:

- Identify the most efficient means for distributing a product or service
- Develop a distribution plan for a given product

Level 4 – Performance Expectations

Establish a unit inventory control system using appropriate strategies and technologies

UNIT OBJECTIVES:

- Describe the goals of promotion
- List and define four elements of promotion
- List and describe the steps involved in developing effective advertising
- Describe the use of product placement
- Define publicity and explain its role in creating a positive public image
- Describe various types of sales promotions
- List steps in developing a promotional plan
- Discuss recent promotional trends and ways to stay current with trends
- Explain the benefits of sponsorship to the sponsor
- Define endorsements and discuss their restrictions
- Explain the promotional value of involvement in seasonal themed events
- Explain the promotional value of entertainment awards
- List the steps involved in the sales process
- Discuss the management skills and knowledge necessary for successful sales people
- Explain the difference between ticket brokers and ticket scalpers
- Describe the ticket economy and strategies for getting highly sought after tickets
- Explain sales strategies for attracting groups to sports and entertainment venues
- Describe how corporations use sports and entertainment to motivate employees and impress clients

ACTIVITIES:

- Describe how a sales promotion influenced you in your buying decision
- Describe a situation when someone was trying to sell you something. Was it effective or not?
- Describe how technology has affected the advertising business
- Select a promotional/advertising item for a sporting event using a less than \$2/item. Why did you select it?
- Project #10: Advertising for Television Network
- Describe why print and broadcast media has lost their effectiveness with young people
- Explain the difference between a viral campaign and an advertising campaign
- Describe advantages and disadvantages of celebrity endorsements
- Promote a seasonal themed event for your community
- Project #11: National Wheelchair Basketball Association
- Describe why you should understand your competition in sales management
- Describe how movie theatres can connect with fans of major sports and entertainment events to increase theatre attendance
- Describe four ways to effectively work the system to obtain tickets to big events
- As the alumni director for a large university, write a letter to wealthy graduates to solicit their attendance at the annual homecoming game
- Describe how social outings can strengthen the cohesiveness of company teams
- Project #12: Post-Prom Party

ASSESSMENTS:

- Teacher observation
- Activities/Projects
- Quizzes
- Worksheets/Handouts
- Tests (combination of open-ended and objective)

Accommodations as per IEP

- Alternate assignments and/or assessments:
 - Enrichment assignments
 - Extended focus
- Remediation:
 - Assistance-Teacher/peer
 - Adjustment-length/breadth
 - Alternative-assignments/projects
- Grouping with a purpose
- Varied instructional learning modes

RESOURCES:

- Ch. 10, 11, 12 PPT (companion CD teachers edition)
- http://www.online.vitalsource.com
 Online access on any computer available with password
- Student Notes
- Case Study
- Video: Advertising
- Video: Sponsorships & Endorsements
- Video: The Sales Process
- Internet
- Periodicals
- Current textbook and workbooks