Marketing, Bachelor of Science (B.S.) with a concentration in general marketing

The major in marketing gives students a broad working knowledge of contemporary marketing philosophy and practice. The general marketing concentration provides students an understanding of the processes of creating and communicating value for customers, clients, and society at large. Judicious selection of courses will also allow students to tailor their program of study to their individual backgrounds, interests and career aspirations. The courses in the major provide a mix of educational approaches, including lecture and discussion, case problems, and in-field experience. Graduates of this program will find career opportunities in marketing management, advertising, sales, marketing research, public relations, retailing and other areas of business.

This degree program can be completed either on campus or fully online. Students interested in the online format should contact a School of Business recruitment counselor at ugbrecruit@vcu.edu for more information.

Learning goals
The B.S. in Marketing program:

- Provides students with a broad knowledge of marketing concepts and practices needed in the increasingly diverse domestic and global marketplace
- Prepares students to apply analytical tools to creatively solve marketing problems

Student learning outcomes
Upon completing this program, students will know how to do the following:

Understand and apply fundamental marketing concepts and strategies in the international marketplace

General marketing concentration-specific outcome
Know and apply consumer behavior concepts and the factors that affect consumer decision-making

Special requirements
The admission requirements for the School of Business (http://bulletin.vcu.edu/undergraduate/business/undergraduate-information/academic-policies/) detail the deadlines and other requirements for students to be admitted to one of these major programs of study. The following courses must be completed before the student may declare a specific business major: ACCT 203, ACCT 204, BUSN 201 or BUSN 205, BUSN 212 or MATH 200, BUSN 225, ECON 210, ECON 211, UNIV 111, UNIV 112, and UNIV 200.

The School of Business has special academic policies (http://bulletin.vcu.edu/undergraduate/business/undergraduate-information/academic-policies/), including policies on transfer credits, that apply to all undergraduate degrees.

All baccalaureate degree programs in the School of Business require successful completion of the business knowledge exam as administered in BUSN 499.

Students may need to take additional mathematics courses as prerequisites to BUSN 212 or MATH 200. These credits will count as open electives in the degree program.

No more than six credits from the BUSN 10x Digital Literacy courses may be applied to the degree. No more than four credits in physical education courses may be applied to the degree.

INTL 493 may not be counted toward a business degree.

Credit for SPCH 121 or SPCH 321 will substitute for BUSN 225, and no more than three credits of these courses may be applied toward a business degree. Students who earned a minimum grade of B in either ECON 203 or ECON 205 at VCU may substitute that credit for ECON 210.

The pass/fail grading policy may not be used for many course requirements. Please check with your academic adviser before taking the pass/fail grading option.

Degree requirements for Marketing, Bachelor of Science (B.S.) with a concentration in general marketing

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSN 499</td>
<td>Business Knowledge Exam</td>
<td>0</td>
</tr>
<tr>
<td>ECON 210</td>
<td>Principles of Microeconomics (satisfies general education BOK for social/behavioral sciences and/or AOI for global perspectives)</td>
<td>3</td>
</tr>
<tr>
<td>ECON 211</td>
<td>Principles of Macroeconomics</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 311</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 303</td>
<td>Creativity and Ideation</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 310</td>
<td>Managing People in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 434</td>
<td>Strategic Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Legend:
- **MKTG** Major requirements
- **ACCT** Auxiliary requirements
- **SPCH** Degree requirements
Marketing, Bachelor of Science (B.S.) with a concentration in general marketing

**Course** | **Title** | **Hours**
--- | --- | ---
MKTG 301 | Marketing Principles | 3
SCMA 301 | Business Statistics I | 3
SCMA 320 | Production/Operations Management | 3

- Additional ancillary requirements

BUSN 201 | Foundations of Business | 3
or BUSN 205 | Introduction to the World of Business | 3
BUSN 212 | Business Problem Solving and Analysis | 4
or MATH 200 | Calculus with Analytic Geometry I | 3
BUSN 323 | Legal Environment of Business | 3
or FIRE 325 | Real Estate Law | 3
or FIRE 459 | Insurance Law | 3
INFO 360 | Business Information Systems | 3
or ACCT 307 | Accounting Systems | 3

**Open electives**
Select any course. 2 | 16

**Total Hours** | **120**

BUSN 205 satisfies general education AOI for global perspectives.

Students may choose electives to reach the minimum total of 120 credits.

The minimum number of credit hours required for this degree is 120.

**Marketing electives**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 325</td>
<td>Business-to-business Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 330</td>
<td>Integrated Marketing Communications</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 335</td>
<td>Introduction to Personal Selling</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 340</td>
<td>Retail Management</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 350</td>
<td>Customer and Marketing Analytics</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 360</td>
<td>Social Media Research</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 430</td>
<td>Experiential Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 435</td>
<td>Selling in the Business Marketplace</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 440</td>
<td>Contemporary Pricing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 442</td>
<td>Services Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 445</td>
<td>Nonprofit Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 448</td>
<td>Digital Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 450</td>
<td>Product Development and Management</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 470</td>
<td>Field Project in Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 475</td>
<td>Honors Seminar in Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 485</td>
<td>Internship in Selling</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 491</td>
<td>Topics in Marketing (variable; no more than six credits)</td>
<td>1-3</td>
</tr>
<tr>
<td>MKTG 492</td>
<td>Independent Study in Marketing</td>
<td>1-3</td>
</tr>
<tr>
<td>MKTG 493</td>
<td>Internship in Marketing</td>
<td>3</td>
</tr>
</tbody>
</table>

Students may select up to six credits from the following (each course should be worth three credits): 1

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 303</td>
<td>Intermediate Accounting I</td>
<td></td>
</tr>
</tbody>
</table>

- Students must complete prerequisites for these courses as specified in the course description.

What follows is a sample plan that meets the prescribed requirements within a four-year course of study at VCU. Please contact your adviser before beginning course work toward a degree.

**Freshman year**

**Fall semester**

UNIV 111 | Focused Inquiry I (satisfies general education UNIV foundations) | 3

**Play course video for Focused Inquiry I**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXEC 111</td>
<td>Focused Inquiry I</td>
<td>3</td>
</tr>
</tbody>
</table>

**General education course** | 3

**General education course** | 3

**General education course** | 3

**Open elective (prerequisite to BUSN 212 suggested)** | 3

**Term Hours:** 15

**Spring semester**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSN 329/</td>
<td>Introduction to Intercultural Communication</td>
<td></td>
</tr>
<tr>
<td>INTL 327</td>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>BUSN 400</td>
<td>Principles of Consulting</td>
<td></td>
</tr>
<tr>
<td>BUSN 401</td>
<td>International Consulting Practicum</td>
<td></td>
</tr>
<tr>
<td>ECON 301</td>
<td>Microeconomic Theory</td>
<td></td>
</tr>
<tr>
<td>ECON 303</td>
<td>Managerial Economics</td>
<td></td>
</tr>
<tr>
<td>ECON 307</td>
<td>Money and Banking</td>
<td></td>
</tr>
<tr>
<td>ECON 312</td>
<td>E-commerce and Markets for Information Goods</td>
<td></td>
</tr>
<tr>
<td>FASH 341</td>
<td>Merchandise Planning and Control</td>
<td></td>
</tr>
<tr>
<td>FASH 342</td>
<td>Retail Buying Simulation</td>
<td></td>
</tr>
<tr>
<td>FASH 343</td>
<td>Fashion Forecasting</td>
<td></td>
</tr>
<tr>
<td>FASH 380</td>
<td>Fashion Branding</td>
<td></td>
</tr>
<tr>
<td>FIRE 305</td>
<td>Principles of Real Estate</td>
<td></td>
</tr>
<tr>
<td>FIRE 309</td>
<td>Risk Management and Insurance</td>
<td></td>
</tr>
<tr>
<td>FIRE 315</td>
<td>Real Property Management</td>
<td></td>
</tr>
<tr>
<td>INFO 361</td>
<td>Systems Analysis and Design</td>
<td></td>
</tr>
<tr>
<td>INFO 364</td>
<td>Database Systems</td>
<td></td>
</tr>
<tr>
<td>INNO 460</td>
<td>Product Innovation: da Vinci Project</td>
<td></td>
</tr>
<tr>
<td>MGMT 319</td>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>MGMT 321</td>
<td>Survey of Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>MGMT 389</td>
<td>Managerial Skills Development</td>
<td></td>
</tr>
<tr>
<td>MGMT 405</td>
<td>Negotiation, Influence and Conflict Management</td>
<td></td>
</tr>
<tr>
<td>MGMT/INTL 418</td>
<td>International Management</td>
<td></td>
</tr>
<tr>
<td>MGMT/INTL 419</td>
<td>Doing Business in Europe</td>
<td></td>
</tr>
<tr>
<td>MGMT 491</td>
<td>Topics in Management</td>
<td></td>
</tr>
<tr>
<td>SCMA 302</td>
<td>Business Statistics II</td>
<td></td>
</tr>
<tr>
<td>SCMA 303</td>
<td>Business Analytics</td>
<td></td>
</tr>
<tr>
<td>SCMA 350</td>
<td>Introduction to Project Management</td>
<td></td>
</tr>
<tr>
<td>SCMA 386</td>
<td>Global Supply Chain Management</td>
<td></td>
</tr>
</tbody>
</table>
Marketing, Bachelor of Science (B.S.) with a concentration in general marketing

**BUSN 212**  
Business Problem Solving and Analysis (satisfies general education quantitative foundations)

**BUSN 225**  
Winning Presentations

**UNIV 112**  
Focused Inquiry II (satisfies general education UNIV foundations)

**General education course**

**Open elective**

**Term Hours:** 16

**Sophomore year**

**Fall semester**

**ACCT 203**  
Introduction to Accounting I

**BUSN 201**  
Foundations of Business or Introduction to the World of Business

**ECON 210**  
Principles of Microeconomics (satisfies general education BOK for social/behavioral sciences and/or AOI for global perspectives)

**UNIV 200**  
Advanced Focused Inquiry: Literacies, Research and Communication (satisfies general education UNIV foundations)

**General education course**

**Open elective**

**Term Hours:** 15

**Spring semester**

**ACCT 204**  
Introduction to Accounting II

**BUSN 301**  
Career and Professional Development

**ECON 211**  
Principles of Macroeconomics

**MKTG 301**  
Marketing Principles

**SCMA 301**  
Business Statistics I

**Open elective**

**Term Hours:** 14

**Junior year**

**Fall semester**

**INFO 360**  
Business Information Systems

**MGMT 310**  
Managing People in Organizations

**MKTG 302**  
Marketing and Brand Strategy

**MKTG 310**  
Marketing Research

**Marketing elective**

**Term Hours:** 15

**Spring semester**

**FIRE 311**  
Financial Management

**MGMT 303**  
Creativity and Ideation

**MKTG 315**  
Buyer Behavior

**Marketing electives**

**Term Hours:** 15

**Senior year**

**Fall semester**

**BUSN 323**  
Legal Environment of Business or Real Estate Law

**FIRE 325**  
Real Estate Law

**FIRE 459**  
Real Estate Law

**BUSN 499**  
Business Knowledge Exam

**MKTG/INTL 320**  
International Marketing

**SCMA 320**  
Production/Operations Management

**Marketing elective**

**Open elective**

**Term Hours:** 15

**Term Hours:** 15

**Total Hours:** 120

The minimum number of credit hours required for this degree is 120.

**MKTG 222. Marketing and Society. 3 Hours.**  
Semester course; 3 lecture hours (delivered online). 3 credits. Ethical issues abound in marketing and business. Creative marketing tools (e.g., product innovation, social media, advertising or multicultural marketing campaigns) can benefit society and influence behaviors to improve well-being, social justice, the environment and individual ethics. But marketing and consumption have a dark side. This course explores ethical decision-making and frameworks; consumerism; legal and regulatory issues; harmful or controversial products; social marketing; corporate social responsibility; and how marketing and business can contribute to a better world.

**MKTG 301. Marketing Principles. 3 Hours.**  
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Enrollment is restricted to students who have completed at least 26 credit hours (sophomore standing). An introduction to the activities, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large.

**MKTG 302. Marketing and Brand Strategy. 3 Hours.**  
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). Students gain knowledge of and exposure to marketing managerial and brand strategy issues. Marketing majors should take this course in the semester immediately following the term in which they complete MKTG 301.

**MKTG 303. Marketing Research. 3 Hours.**  
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). Students gain knowledge of and exposure to marketing managerial and brand strategy issues. Marketing majors should take this course in the semester immediately following the term in which they complete MKTG 301.

*Formerly MGMT 301.*
MKTG 315. Buyer Behavior. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). Study of the relevant psychological, sociological and anthropological variables that shape buyers' activities and motivations in household and organizational decision-making. Throughout the course, students consider the issue of why consumers behave as they do in the marketplace and the nature of their choices as individual, family and institutional buyers.

MKTG 320. International Marketing. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). Designed to help students develop an understanding of international marketing policies and the differences among foreign marketing environments. Students compare and contrast domestic and international marketing and examine recent changes in the international marketing environment. Crosslisted as: INTL 320.

MKTG 325. Business-to-business Marketing. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). This course focuses on strategy development for marketers whose customers include other businesses, the government and/or institutions. It explores the buying behavior of these organizations and highlights how the product development and management processes for such customers differ from the processes used for consumer marketing.

MKTG 330. Integrated Marketing Communications. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). An overview of the steps required to develop an integrated marketing communications campaign. Topics include advertising, public relations, sales promotion, personal selling and direct marketing. Special emphasis is placed on the role of new technologies and interactive media.

MKTG 335. Introduction to Personal Selling. 3 Hours.
Semester course; 3 lecture hours. 3 credits. Enrollment is restricted to students who have completed at least 26 credit hours (sophomore standing). Examines the fundamental nature of personal selling in the promotion mix, including the sales process and the techniques used in performing the selling function.

MKTG 340. Retail Management. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). A comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment. Students learn to evaluate retail firms and to identify their strengths and weaknesses.

MKTG 350. Customer and Marketing Analytics. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301 with a minimum grade of C. Introduces tools to gain insights into customer interactions with brands, advertising, digital or social media marketing, and shopping or purchase contexts. Reviews data structure, analysis, synthesis and presentation techniques that aid marketing decision-making.

MKTG 360. Social Media Research. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 310. Enrollment is restricted to students who have completed a minimum of 26 credit hours (sophomore standing). Observational techniques and analyses of social media texts and visuals provides marketers with insights on brand sentiment, the customer journey and competitor intelligence. Social media research can tell marketers why consumers engage in certain behaviors, make certain decisions and communicate about brands in different communities.

MKTG 430. Experiential Marketing. 3 Hours.
Semester course; 3 lecture hours. 3 credits. Prerequisites: MKTG 301, MKTG 330 and junior standing. This course will introduce the student to topics and strategies involving brand experiences and experiential marketing tactics. Students will explore experiential marketing, a marketing strategy designed to cultivate positive brand-consumer experience through products, communication and staged brand experiences. Additional concepts to be examined include brand strategy, marketing and the five senses, event marketing, mobile marketing, ambush marketing, guerilla marketing, venues and sponsorships, sampling, premiums, technology, social media, and data collection.

MKTG 435. Selling in the Business Marketplace. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisites: MKTG 301 and MKTG 335. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). This course focuses on selling strategy and tactics for sales managers and field sales representatives whose customers include other businesses, government and/or institutions. Areas of concentration include preparing for, and conducting, effective business-to-business sales calls, including prospecting, scheduling customer sales meetings, needs identification, presentation and securing new business.

MKTG 440. Contemporary Pricing. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 26 credit hours (sophomore standing). This course explores contemporary pricing issues in marketing. Topics covered include core concepts of price, including understanding what price is; determinants of price, including cost, demand, value, and other internal firm and external marketing factors; and customer/organizational responses to prices. Also examined is how price is integrated into product, place and promotion decisions.

MKTG 442. Services Marketing. 3 Hours.
Semester course; 3 lecture hours. 3 credits. Prerequisite: MKTG 301. This course is restricted to students who have completed at least 54 credit hours (junior standing). Students develop both a theoretical and practical understanding of "the service product," including the role of customer service in retail and industrial settings. Students learn techniques for analyzing and improving service system design. Students develop an understanding of "quality" as it relates to service products, and they exercise a number of approaches for assessing and improving perceived service quality.
MKTG 445. Nonprofit Marketing. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). Examines the relationship between marketing and organizational success in the nonprofit sector, as well as the impact of nonprofit organizations on local, national and global economies. Through real-world applications, students learn to combine marketing strategies and tactics with civic engagement, community service and corporate social responsibility. Students must complete a minimum of 20 service-learning hours with the nonprofit organization that is the focus of the course.

MKTG 448. Digital Marketing. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed a minimum of 54 credit hours (junior standing). Examines social media, mobile and Internet marketing as necessary ingredients to successful marketing strategy. Analyzes and applies digital techniques for market evaluation, consumer and competitive analysis, market comparison and selection, and effective marketing communication design and delivery. Crosslisted as: INTL 448.

MKTG 450. Product Development and Management. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). Study of the role of marketing in developing and managing products. Essential concepts include the use of project teams for product development and the application of a new product development process. Topics include innovation, technology, listening to the voice of the customer, product design, branding, positioning and product life-cycle management.

MKTG 470. Field Project in Marketing. 3 Hours.
Semester course; 3 field experience hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: MKTG 301. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). Students take part in a real-world project under faculty supervision, with the topic announced in advance. Examples include conducting a marketing research project, creating an advertising campaign, writing a marketing case study about an existing business and developing a marketing plan.

MKTG 475. Honors Seminar in Marketing. 3 Hours.
Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisites: MKTG 301 and permission of department chair. Enrollment is restricted to students who have completed at least 54 credit hours (junior standing). Students conduct research about major firms in the Richmond region. Chief marketing officers of these firms teach students about current marketing issues and evaluate the students' projects.

MKTG 485. Internship in Selling. 3 Hours.
Semester course; 3 field experience hours (delivered online, face-to-face or hybrid). 3 credits. Enrollment is restricted to degree-seeking students who have completed at least 54 credit hours (junior standing) while maintaining a minimum GPA of 2.5. The course provides the student an opportunity to work in a general selling capacity with a regionally based enterprise. This work experience contributes to the student's development of knowledge, skills and abilities in the selling discipline.

MKTG 491. Topics in Marketing. 1-3 Hours.
Semester course; 1-3 lecture hours (delivered online, face-to-face or hybrid). 1-3 credits. Prerequisite: MKTG 301. For marketing majors, a maximum total of six credits for all topics courses. An in-depth study of a selected business topic, to be announced in advance.

MKTG 492. Independent Study in Marketing. 1-3 Hours.
Semester course; 1-3 independent study hours (delivered online, face-to-face or hybrid). 1-3 credits. Prerequisite: MKTG 301. For marketing majors, a maximum total of three credits for all MKTG 492 courses. Enrollment requires junior standing and permission of adviser and department chair prior to course registration. Intensive study or research under supervision of a faculty member in an area not covered in depth or contained in the regular curriculum.

MKTG 493. Internship in Marketing. 3 Hours.
Semester course; 3 field experience hours (delivered online, face-to-face or hybrid). 3 credits. Enrollment is restricted to students with senior standing in the major offering the internship and permission of the department chair. Intention to enroll must be indicated to the instructor prior to or during advance registration for semester of credit. Involves students in a meaningful experience in a setting appropriate to the major.