

**Master of Business Administration  
(MBA)  
CARDIFF SCHOOL OF MANAGEMENT  
(CSM)  
Induction & Enrolment Information**

**January 2020  
Academic Year 2019/20**



**Cardiff  
Metropolitan  
University**

**Prifysgol  
Metropolitan  
Caerdydd**

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## 1. A Message form your Dean

### WELCOME TO THE CARDIFF SCHOOL OF MANAGEMENT AT CARDIFF METROPOLITAN UNIVERSITY

Congratulations! As Dean, I am delighted that you are joining us at the Management School - we really look forward to helping you go from success to success.

You have been offered a place, not only as a result of your academic track record, but also because we believe you want to make something of yourself through a commitment to learning, hard work and fun. In addition, you will find no shortage of opportunities for fun here in the fabulous capital city of Cardiff!

You will start the journey of a lifetime by studying with us. You will find that it is a journey where your intelligence, energy, ambition and our expert knowledge combine to give you the chance to prosper when you leave us for the world of business.

With us, you will find that you are living and working in a stimulating environment with tutors who bring their enthusiasm, skills and hard-won knowledge to your learning. You will know that our courses are tested against the best of those offered by modern universities in the UK and the requirements of employers and leading professional institutes.

In September 2010, we moved to the most modern management school building in the UK and this continues to give us the chance to improve yet further the quality of the Cardiff Experience.

While you are here, you will be given every opportunity to build up a CV that is attractive to employers. These days, they are looking not only for 'technical' skills, but also for the leadership, people and communication skills that virtually all good jobs demand. In the words of one local employer (judged to be one of the best to work for in the UK) – 'we are looking for interesting people who do things ...be it music, sport, [or] charity.' Challenge yourself to show that you are one of those interesting people – starting the day you arrive at our campus!

I look forward to seeing and working with you.

Best wishes

Professor David Brooksbank

**Dean, Cardiff School of Management (CSM)**

## PREPARING FOR STUDYING FOR THE MBA AT CARDIFF METROPOLITAN UNIVERSITY

Welcome to the Cardiff Metropolitan University MBA programme. Your experience of pursuing this programme is going to be both challenging and rewarding. This information will help you to prepare better for the programme.

If you have been away from education for some time and/or have studied disciplines very different or much changed in the intervening years before beginning this course you may be a little apprehensive. The important thing is not to worry because we will guide you as to our expectation of the quality and standard of work required and help realise your potential.

Whilst there are many on-line resources available to you through our Virtual Learning Environment; Moodle and the university electronic library – and these will be explained at your induction – attendance at lectures remains. A lecturer will provide support materials depending upon their teaching style and will facilitate your learning experience at the university. You will be expected to take your own notes and maintain files of information to prepare for assessments in each module. In simple terms, you will be in the driving seat of your learning.

Moreover, we expect you to actively engage and the start of this is to read and think critically about the information you are given, checking all sources and the basis for the conclusions reached. You are now becoming a student of the business world. Such students work hard to form their own-evidenced opinions and use the words of others to inform an understanding of case study examples leading to the shaping of discussions and ideas for application in the work place, ultimately helping promising careers.

If you do not do so already - I would strongly recommend you to listen to the business news, learn about business developments around the world and the government policies that influence change.

More academically, some core texts will improve your ability to reach the pass mark of 50%, and hopefully go beyond to 70% and above (Distinction-level work). I would encourage you to become familiar with these. The more effort you make to read around a topic, noting in particular the lead authors and their opinions, the more likely you are to develop sound opinions yourself, reached by reflection and critique. You must become aware of the Harvard system of referencing. This is one of the most straightforward referencing styles available and easily learned and if you are familiar with this before you start writing, you will be at an advantage.

Dr Mukul Madahar

**Head of MBA**

## Welcome on Board our MBA Programme at Cardiff Met University

As your cohort leader, I would like to welcome you to Cardiff Metropolitan University (CSM) and, in particular, to the Cardiff School of Management (CSM). I am delighted that you have chosen to join us for your Master of Business Administration (MBA) programme and I am sure that you will have an interesting and rewarding time here.

Located in a vibrant Welsh capital city of Cardiff, Cardiff Metropolitan University (CMU) is a thriving and modern university. Integral to the city of Cardiff for more than 150 years, we continue to invest in our students' future with a focus on student employability and enhancing the student experience; providing education and training opportunities of the highest quality to students from over 140 countries worldwide.

All our schools specialise in courses that are career orientated and have been designed in conjunction with business and industry. Each school is also heavily involved with research and enterprise activities in their fields and offer thriving study environments for our students. Our academic teams are at the forefront of their fields and are supported in developing their knowledge and skills through the University's staff review and development scheme.

Our approach to learning, teaching and assessment is underpinned by high quality academic standards, working in partnership with students, the development and embedding of technology-enhanced learning and assessment, and research informed teaching.

Our objective is to develop creative, resilient and sought-after graduates with aptitudes, skills and experiences that enable them to make an impact in their chosen profession or pathway. Learning and teaching will always be at the heart of what we do here at Cardiff Metropolitan University and we hope you fully experience our efforts to maintain a personal touch within a friendly and supportive learning environment.

With our business-orientated approach, CMU focuses on the needs of industry, commerce, public and voluntary sector organisations. Our strong research and teaching base provide the platform for the development of a wide range of services relevant to many types of industries.

We are truly a Global University, ranked as the top UK University for overall international student support six years in a row, Cardiff Metropolitan University is proud to educate students from over 140 countries worldwide and be associated with a number of high-calibre partners in the UK and internationally.

Naturally, as with any market leader, we must consistently improve to stay ahead. During your period with us you will benefit from a variety of innovations to the programme. Expect to be challenged, pushed and stretched, a normal expectation for UK Postgraduate Taught Masters. Equally, expect the rewards to be immense. Your learning will truly go back to the work place.

Cardiff Metropolitan University (CMU) is a very student friendly institution and the teaching team including our admin team are very approachable. Quality of students learning experience and journey is at our heart in everything that we do here at CMU.

Full details of the programme including module content and timetable will be given to you during the induction week.

All the very best, I am looking forward to seeing you all during your induction week.

Dr Asif Zaman

**MBA Cohort Leader**

## 2. Preliminary Reading list

Study skills books can help in preparing for university study and recommended books are;  
Cottrell S (2019) *The Study Skills Handbook* Palgrave

### Core module preparatory reading:

#### **MBA7000 People and Organisations**

Linstead, S., Fulop, L. and Lilley, S. (2009), *Management and Organisation: A Critical Text*, London: Palgrave

Torrington, D., Hall, L. and Taylor, S. and C Atkinson (2014), *Human Resource Management*, Pearson

#### **MBA7001 Accounting for Decision Makers**

McLaney, E. and Atrill P (2014) *Accounting and Finance for Non-Specialists* (9th edition) Pearson

Atrill P. and McLaney E (2015) *Management Accounting for Decision –Makers* Pearson

#### **MBA7002 Strategic Management**

Volbarda H, Morgan R ,Reinmoller P and M Hitt (2011), *Strategic Management Competitiveness and Globalization*, (9th Edition), South- Western, Cengage Learning

Johnson, G., Whittington, R., Scholes, G., Regner P. and Angwin, D. (2017) *Fundamentals of Strategy* (4<sup>th</sup> Edition) Pearson

#### **MBA7003 Marketing**

Armstrong, G., Kotler, P., Harker, M., Brennan, R., (2012), *Marketing: An Introduction 2/E*, Pearson

McDaniel, C. Jr.and Gates, R., (2015), *Marketing Research 10<sup>th</sup> edition International Student Version*, Wiley

#### **MBA7061 Operations Management**

Hill, A., and Hill, T., (2012), *Operations Management*, Palgrave Macmillan

Slack, N. Brandon-Jones, A. and Johnston, R. (2014), *Operations Management*, 7<sup>th</sup> Edition, Pearson

Once again I wish you all the best for your journey you are embarking on and beyond.

### 3. Enrolment / Student MetCard Collection

Enrolment is an important process which confirms your status as a Student. You can complete the online self-enrolment process from any computer through our Self Service system. Please note that in order to self-enrol; your status must be Unconditional Firm (UF).

You will receive an email notifying you when you are eligible to enrol online. The email will direct you to a password reset facility in order to request a password to be able to login and complete the enrolment process. For information and guidance on this process please make sure you visit our enrolment page – [www.cardiffmet.ac.uk/enrolment](http://www.cardiffmet.ac.uk/enrolment).

This process is essential in that it will allow you access to your student loan (if applied for), payment of fees, Cardiff Met's IT systems and importantly enable you to obtain your Student MetCard.

You will also receive your Programme Handbook during your Induction Week.

#### **Enrolment for International Students from outside the EU**

If you are an international student (from outside the EU) you **will not** be required to enrol online before arriving at Cardiff Met. This is because it is a legal requirement for the university to check immigration documents of international students before they are permitted to enrol onto their courses. For more information about international student enrolment and a list of documents you will need to bring with you, please access the [international student pages](#) or contact the Immigration Compliance Team at [immigrationregs@cardiffmet.ac.uk](mailto:immigrationregs@cardiffmet.ac.uk) or Tel: 029 2041 5644.

#### **Library & Information Services**

You will have access to Cardiff Met's Library & Information Services soon after completing your online enrolment. A confirmation email will be sent to you with your Cardiff Met login details. To see the facilities and services available, please refer to [www.cardiffmet.ac.uk/library](http://www.cardiffmet.ac.uk/library).

#### **Your Student MetCard**

A scheduled time for collection of your MetCard will be stated within your Induction Week information. Your MetCard gives you access to all main campus buildings and doors. You can also add money to your MetCard to be able to access and pay at the self-service printers, copiers and Print Studio services. For further benefits of MetCard please click [here](#).

#### 4. Course Structure

This MBA programme conforms to the institutional model for Master's Programmes consisting of nine modules:

Seven taught modules plus Core Skills and Personal Development Planning followed by the

Final Project: equal to two modules

For full time students the normal pattern of progression through the taught part of the programme is shown below:

Semester 1:	Semester 2:	Semester 3 :
MBA7000 People and Organisations (20 credits) MBA7001 Accounting for Decision Makers (20 credits) Optional Module One (20 credits)*	MBA7002 Strategic Management (20 credits) MBA7003 Marketing (20 credits) MBA7061 Operations Management (20 credits). Optional Module Two* (20 credits)	MBA7065 Capstone Project, MBA7066 New Business Project or MBA7072 Consultancy Project (40 credits)
Core Skills	PDP	



### **Option Modules**

You need to choose two option modules, one for each semester\*.

**Note Please:** We are unable to guarantee that all optional modules will be offered each semester and **all are offered subject to a minimum group size of 20 students and a maximum group size of 50 students.**

Please note that seven specialist pathways available to students. If you wish to take one of the following pathways, which will be reflected on your final degree certificate, you must study the relevant modules.

### **MBA Pathways**

#### **MBA (Business Analytics)**

- CIS7026 Business Process and Data Analytics
- CIS7029 Social Media Analytics for Business

#### **MBA (Finance)**

- MBA7005 Management of Finance
- MBA7006 Finance for International Business

#### **MBA (Human Resource Management)**

- MBA7008 International Human Resource Management
- MBA7062 Developing People for Leadership and Management

#### **MBA (Islamic Finance)**

- MSM7027 Islamic Investment Banking
- MSM7028 Principles of Islamic Finance

#### **MBA (Marketing)**

- MKT7001 Behavioural Elements Marketing
- MKT7005 Strategic Global Marketing

#### **MBA (Project Management)**

- MPM7001 Project Management Theory and Practice
- MPM7007 Management of Mega and Complex Projects

#### **MBA (Supply Chain and Logistics)**

- ISC7000 Logistics in Global Context
- ISC7002 Supply Chain and Logistics Management

**NOTE: All pathway and optional modules are run subject to minimum numbers.**

If you do not wish to study a pathway you may choose two modules (one in each semester) from any of those listed above.

\*Please note that students enrolled on the Supply Chain and Logistics Management pathway will do both optional modules in Semester Two.

#### 4. Induction Week Timetable

During this week you will receive a series of introductory lectures, which will act as an important induction to the MBA course (A to Z). As well as following this, you can also find more information on what to expect when you arrive on our New Students pages ([www.cardiffmet.ac.uk/newstudents](http://www.cardiffmet.ac.uk/newstudents)).

*Specific details about your Induction programme are in the process of being finalised, but the following will give you an idea of the types of activity which you will be undertaking. This is by no means definitive, and an accurate copy of your timetable will be issued to you upon arrival.*

*Please note that sessions are compulsory, and will be monitored in-line with University and UKVI regulations.*

## 5. Attendance / Timetable

Attendance on the MBA programme is monitored, and attendance at all lectures, tutorials and seminars is compulsory. Cardiff Met is obliged to report to the UK Visas and Immigration any international students who are recorded as having unauthorised absences from their classes, which may result in deportation from the UK.

If you are unable to attend your classes due to ill health, you must inform either the MBA Office, or the International Office if an international student, before your class takes place. If you are absent for more than one week for whatever reason, you must submit relevant supporting documentation, i.e. a doctor's note. We would also advise submitting a Mitigating Circumstances form with documentary evidence should performance in any assessments be affected by these circumstances.

Repeated absence from classes without explanation or prior authorisation will not be tolerated. Any student identified as having poor attendance will be asked to attend a meeting with the Programme Director. Any international student identified as having non-attendance will be immediately reported to the International Office.

Please note that MBA staff **CANNOT** record your attendance unless you have your Metcard (ID card) with you. If you have lost this, we recommend that you visit the I-Zone and purchase a replacement as a matter of urgency. If you fail to turn up on time for your lecture (after the attendance monitor has left the classroom/lecture theatre), then your attendance **WILL NOT** be recorded and you may be reported to the International Office.

**Draft Timetable (Timetable is still indicative and subject to changes). Definitive timetable will be made available shortly**

**Semesters One and Semesters Two:**

**Available from this link:**

<http://timetabling.cardiffmet.ac.uk/reporting/individual?identifier=101551FT09&weeks=9-46&periods=3-21&idtype=Id&objectclass=Student+Set+Groups&days=1-5&width=100> -

**You would need to enrol and access this link using your CardiffMet's username and password. Personalised timetable will also be sent to you once you have successfully enrolled to your programme of study**

## Semester Dates

Induction week will take place the week of 20th January 2020

Teaching for Semester One will take place 27th January – 8th May 2020, and will be followed by an examination period.

You will have a three-week Easter vacation during this time, which will take place 6th April – 26th April 2020.

Teaching for Semester Two will take place 21st September – 11th December 2020, and will be followed by an examination period the week commencing the 4th January 2021.

Semester Three dates have not been finalised, but the semester historically takes place January - May.

Final results will be considered at an Examination Board in June 2021, unless you have undertaken a **Work Placement**, (Please refer to the **'Work Placement Agreement'** terms **and conditions below**) in which case you would undertake your final project January – May 2022, and your results would be considered at an Examination Board in June 2022.

### REMINDER:

**ATTENDANCE TO ALL SCHEDULED LECTURES, SEMINARS, WORKSHOPS AND TUTORIALS (SEMESTERS 1 AND 2) INCLUDING DURING THE SEMESTER 3 WHERE YOU WILL BE UNDERTAKING FINAL YEAR PROJECTS ARE ABSOLUTELY COMPULSORY AND ATTENDANCE WILL BE MONITORED IN LINE WITH THE UKVI'S REQUIREMENTS**

**ANY NON-ATTENDANCE AND ABSENCES MUST BE AUTHORISED**



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## Work Placement Agreement

Congratulations on your offer to study the MBA (Master of Business Administration) with Industry Placement at Cardiff Metropolitan University. This option makes the MBA a two year programme for those undertaking the placement.

In addition to gaining valuable practical work experience, the industry placement enables MBA students to gather data and information to inform their dissertation or major project.

The opportunity to go on placement is dependent on the following requirements being met:

- ✓ A 60% average in taught modules
- ✓ A Minimum of 80% attendance on taught modules
- ✓ The student must secure their own approved industry placement
- ✓ The student must secure a data gathering agreement with the industry placement host

Support will be provided by the university's Work Placement Team in securing your placement.

In addition to your tuition fee, a Placement Fee of £1800.00 will be payable at the beginning of your placement to cover all administration costs.

In order to enrol on the two-year MBA with Industry Placement at Cardiff Metropolitan University, you will need to sign and return this Work Placement Agreement, confirming that you understand and agree to the above prerequisites for the Industry Placement option.

Full Name: \_\_\_\_\_

Cardiff Met Student ID: \_\_\_\_\_

I understand and agree to the above prerequisites for the two year MBA programme with industry placement. I also understand that if the above prerequisites are not met I will proceed directly to dissertation/major project phase of the MBA and complete my course early.

Signed \_\_\_\_\_ Date \_\_\_\_\_

*International and Partnerships Office  
Cardiff Metropolitan University*

## 6. Useful links

- Academic Handbook - <http://www.cardiffmet.ac.uk/registry/academichandbook/Pages/default.aspx>
- [Accommodation](#)
- [Additional Costs](#)  
Additional costs are any mandatory or optional expenses, in addition to tuition fees, that need to be paid for by students to fully participate and complete their studies.
- [Admissions Policy](#)
- <http://www.cardiffmet.ac.uk/about/sustainability/Pages/Travel-and-Transport.aspx> - Travel and Transport

Once you are on campus and have collected your student ID card you will be able to request access to the various bike shelters around our campuses.

- [Campus Maps & Met Rider](#)
- [Cardiff Met News](#)
- [Cardiff Met Sport & Facilities](#)
- [Cardiff Met SU](#) *including Freshers information & wristbands*
- [DBS](#)  
If your programme involves you coming into contact with children and young or vulnerable people then you will have been asked to carry out a criminal records check as part of your offer.
- [Occupational Health](#)  
To comply with current Health & Safety legislation, all Cardiff Met students undertaking a healthcare-related programme at Cardiff School of Health Sciences (involving a clinical placement component), are required to participate in a mandatory Occupational Health Screening assessment. Additionally, certain courses are also required to adhere to the Department of Health's immunisation and vaccination programme.
- [Student Finance](#)  
For information on tuition fees, alumni discount, loans and scholarships, as well as contact information for the Student Finance Advisory Service.
- [Student Handbook](#)

- [Student Services](#)  
For help during your time with us in relation to your health, welfare, lifestyle and future career. The aim is to provide you with all the support you need to ensure your studies are as enjoyable and successful as possible. Services also include counselling, disability and chaplaincy.
- [Term Dates](#)
- [Virtual Tours](#)  
[Have another look around our campus and facilities with our guided virtual tours](#)
- <https://study.cardiffmet.ac.uk/Library/Pages/Home.aspx> - Library and Information Services
- [https://metsearch.cardiffmet.ac.uk/primo-explore/search?vid=44WHELP\\_CMU\\_NUI1&lang=en\\_US](https://metsearch.cardiffmet.ac.uk/primo-explore/search?vid=44WHELP_CMU_NUI1&lang=en_US) – MetSearch
- <http://study.cardiffmet.ac.uk/IT/Pages/Home2.aspx> - IT A to Z and IT Help Desk
- <https://www.cardiffmet.ac.uk/about/Pages/Moodle.aspx> - Moodle, Cardiff Met's Virtual Learning Environment

**Please read this Joining Information together with the following documents:**

- Academic Handbook 2019/2020
- International Students Handbook 2018/2019
- Students Handbook 2018/2019
- Student Charter

**Available from these links below:**

- <http://www.cardiffmet.ac.uk/registry/academichandbook/Pages/default.aspx> (Academic Handbook)
- <http://www.cardiffmet.ac.uk/study/studentservices/Pages/Student-Handbook-and-Student-Charter.aspx> (Student Handbook and Student Charter)
- <http://campaigns.cardiffmet.ac.uk/documents/international/International-Student-Handbook-2018.pdf> (International Students Handbook)
- <http://www.cardiffmet.ac.uk/registry/Pages/Plagiarism.aspx> - Plagiarism
- [https://www.cardiffmet.ac.uk/registry/academichandbook/Documents/AH1\\_08\\_05.pdf](https://www.cardiffmet.ac.uk/registry/academichandbook/Documents/AH1_08_05.pdf) - Code of Practice on Plagiarism
- [https://www.cardiffmet.ac.uk/registry/academichandbook/Documents/AH1\\_08\\_03.pdf](https://www.cardiffmet.ac.uk/registry/academichandbook/Documents/AH1_08_03.pdf) - Guidelines on Penalties for Unfair Practice
- [https://www.cardiffmet.ac.uk/registry/academichandbook/Documents/AH1\\_08\\_01.pdf](https://www.cardiffmet.ac.uk/registry/academichandbook/Documents/AH1_08_01.pdf) - Unfair Practice Procedure

**Other relevant and useful links throughout your MBA Study and Journey with Cardiff Met:**

- <http://www.cardiffmet.ac.uk/study/newstudents/pg/Pages/default.aspx> - Welcome Postgraduate Students
- <http://www.cardiffmet.ac.uk/study/newstudents/Pages/Enrolment.aspx> - Enrolment Information A to Z

- <http://www.cardiffmet.ac.uk/international/study/info/Pages/Important-Dates.aspx> - Practical Information and Important Dates
- <http://www.cardiffmet.ac.uk/international/study/info/Pages/default.aspx> - International Student Accommodation, Arrival and Visa
- <https://www.cardiffmetsu.co.uk/metfest/> - METFEST & Freshers Fayre
- <http://www.cardiffmet.ac.uk/study/adviceforapplicants/Pages/Admissions-Policy.aspx> - Admissions Policy
- <http://www.cardiffmet.ac.uk/accommodation/Pages/default.aspx> - Accommodation
- <http://www.cardiffmet.ac.uk/about/campuses/Pages/default.aspx> - Campuses and Locations
- <http://www.cardiffmet.ac.uk/study/finance/Pages/Postgraduate,-Research-and-Part-Time-Students-.aspx> – Fees and Finance
- <http://www.cardiffmet.ac.uk/international/study/info/Pages/Airport-Welcome.aspx> - Airport Welcome and International Arrival Information
- <http://www.cardiffmet.ac.uk/international/study/info/Pages/Important-Dates.aspx> - Important Dates September 2019 and January 2020
- <http://www.cardiffmet.ac.uk/international/study/info/Pages/Visas-and-Immigration.aspx> - Visa and Immigration
- <http://www.cardiffmet.ac.uk/study/student-services/Pages/i-zone.aspx> - i-Zone
- <http://www.cardiffmet.ac.uk/study/student-life/Pages/Cardiff---About-the-city.aspx> - Living in Cardiff
- <http://www.cardiffmet.ac.uk/study/finance/bursaries/Pages/default.aspx> - Bursaries and Scholarships
- <http://www.cardiffmet.ac.uk/international/Pages/default.aspx> - International Office
- <http://www.cardiffmet.ac.uk/international/currentstudents/Pages/default.aspx> - International Student Advice Centre
- <http://www.cardiffmet.ac.uk/international/currentstudents/Pages/International-Welfare-Advice.aspx> - International Welfare Advisory Service
- <http://www.cardiffmet.ac.uk/international/currentstudents/Pages/International-Immigration-Advisory-Service.aspx> - International Immigration Advisory Service
- <http://www.cardiffmet.ac.uk/international/currentstudents/international-academic-advice/Pages/default.aspx> - International Academic Advice
- [http://www.cardiffmet.ac.uk/registry/academichandbook/Pages/Ah1\\_05.aspx](http://www.cardiffmet.ac.uk/registry/academichandbook/Pages/Ah1_05.aspx) - Mitigating Circumstances and Special Cases
- [http://www.cardiffmet.ac.uk/registry/academichandbook/Documents/AH1\\_05\\_01E.pdf](http://www.cardiffmet.ac.uk/registry/academichandbook/Documents/AH1_05_01E.pdf) - Mitigating Circumstances Procedure
- <https://www.cardiffmet.ac.uk/study/student-services/Pages/MetHub.aspx> - MetHub
- <https://www.cardiffmet.ac.uk/about/careers/Pages/default.aspx> - Careers Service
- <http://study.cardiffmet.ac.uk/AcSkills/Pages/default.aspx> - Academic Skills
- <http://study.cardiffmet.ac.uk/AcSkills/Pages/Studying.aspx> - Studying
- <http://study.cardiffmet.ac.uk/AcSkills/Pages/Writing.aspx> - Academic Skills Writing
- <http://study.cardiffmet.ac.uk/AcSkills/Pages/Criticality.aspx> - Criticality
- <http://study.cardiffmet.ac.uk/AcSkills/Pages/Referencing.aspx> - Referencing
- <https://www.cardiffmet.ac.uk/about/structureandgovernance/equalityanddiversity/Pages/Chaplaincy.aspx> - Chaplaincy
- <https://studentblogs.cardiffmet.ac.uk/5-reasons-join-islamic-society-cardiff-met/> - ISOC
- <https://www.cardiffmetsu.co.uk/> - Student Union