**Dictionary of Human Resources**

**and Personnel Management**

**MA** **161** **maintenance factors**

**M**

**MA** *abbr*maternity allowance

**Maastricht Treaty** /\_mɑ\_str xttri\_ti/ *noun* a treaty signed in 1992 which sets out the principles for a Euro-pean Union and the convergence criteria for states wishing to join the EMU

**machine** /mə\_ʃi\_n/*noun*a devicewhich works with power from a motor **copying machine** a machine whichmakes copies of documents, a photocopier

**machinery** /mə\_ʃi\_nəri/*noun* **1.** ma-chines **2.** an organisation or a system *the administrative machinery of a uni-versity the machinery for awarding government contracts*

**machinery guard** /mə\_ʃi\_nəriɑ\_dz/ *noun* a piece of metal to prevent workers from getting hurt by the mov-

ing parts of a machine

**machine shop** /mə\_ʃi\_n ʃɒp/*noun*aplace where working machines are placed

**machine tool** /mə\_ʃi\_n tu\_lz/*noun*atool worked by a motor, used to work on wood or metal

**machinist** /mə\_ʃi\_n st/*noun*a personwho operates a machine

**Madam Chairman** /m\_dəm\_tʃeəmən/**, Madam Chairwoman**

/m\_dəm \_tʃeəwυmən/ *noun* a way of speaking to the female chairman of a committee or meeting

**magazine** /m\_ə\_zi\_n/*noun*a paper,usually with pictures and printed on glossy paper, which comes out regu-larly, every month or every week

**mail box** /\_me l bɒks/*noun* **1.** one ofseveral boxes where incoming mail is put in a large building **2.** a box for putt-ing letters

**main** /me n/*adjective*most important

*Our main office is in Birmingham. The main building houses our admin and finance departments. One of our main customers has gone into receivership.*

**main office** /me n\_ɒf s/*noun*an of-fice building where the board of direc-tors works and meets

**maintain** /me n\_te n/*verb* **1.** to keepsomething going or working *We try to* *maintain good relations with the em-ployees’ representatives* **2.**to keepsomething working at the same level

*The company has maintained the same volume of business in spite of the reces-sion.* **to maintain a dividend**to paythe same dividend as the previous year

**maintenance** /\_me ntənəns/*noun* **1.** the process of keeping things going or working *Maintenance of contacts is* *important for a sales rep It is essen-tial to ensure the maintenance of sup-plies to the factory.* **2.**the process ofkeeping a machine in good working or-der *We offer a full maintenance* *service.*

‘…responsibilities include the maintenance of large computerized databases’ [*Times*]

‘…the federal administration launched a full-scale investigation into the airline’s maintenance procedures’ [*Fortune*]

**maintenance** **contract**

/\_me ntənəns kɒntr\_kt/ *noun* a con-tract by which a company keeps a piece of equipment in good working order

**maintenance** **factors**

/\_me ntənəns f\_ktəz/ *plural noun* elements at work which create em-ployee dissatisfaction when they are not adequately provided *The reason for* *the strike was the lack of maintenance factors such as decent rest periods.*

**maintenance of membership** **162** **management accountant**

**maintenance** **of membership**

/me ntənəns əv \_membəʃ p/ *noun* *US* a requirement that employees whoare union members must remain so for the full duration of their employment in an organisation

**major** /\_me d"ə/*adjective*important

*There is a major risk of fire.*

‘…a client base which includes many major commercial organizations and nationalized industries’ [*Times*]

**majority** /mə\_d"ɒr ti/*noun* **1.** morethan half of a group **the board ac-cepted the proposal by a majority of three to two** three members of theboard voted to accept and two voted against **2.** the number of votes by which a person wins an election *He was* *elected shop steward with a majority of three hundred.*

**majority vote** /mə\_d"ɒr ti vəυt/**, majority decision** /mə\_d"ɒr ti d-

s "(ə)n/ *noun* a decision made after a vote according to the wishes of the larg-est group

**make** /me k/*noun*a brand or type ofproduct manufactured *Japanese* *makes of cars a standard make of equipment What make is the new com-puter system* or *What’s the make of the new computer system? verb* **1.**to pro-duce or to manufacture *The workers* *spent ten weeks making the table. The factory makes three hundred cars a day.*

**2.** to do an action **to make a bid for something** to offer to buy something **to make a payment** to pay **to make a deposit** to pay money as a deposit **3.** toearn *he makes £50,000 a year* or *£25* *an hour* **4.**to increase in value *The shares made $2.92 in today’s trading.*

**make good** /me k\_υd/*verb* **1.** torepair *The company will make good* *the damage.* **2.**to be a success**3.**tocompensate for something *to make* *good a loss*

**make up** /me k\_$p/*verb*to compen-sate for something **to make up a loss** ***or* difference**to pay extra so that theloss or difference is covered

**make-whole remedy** /me k\_həυlremədi/ *noun* a way of compensating

an employee for their bad treatment in violation of employment legislation

*Make-whole remedies are often consid-ered insufficient by aggrieved workers.*

**make-work practices** /\_me k w\_\_kpr\_kt s z/ *plural noun* methods of cre-ating work for people who would other-wise have no work *Make-work* *practices are boosting morale in areas badly hit by the recession. Make-work practices at least provide practical work experience.*

**man** /m\_n/*noun*a male worker, espe-cially a manual worker without special skills or qualifications *All the men* *went back to work yesterday. verb* toprovide the workforce for something

*It takes six workers to man a shift. We need volunteers to man the exhibition on Sunday. The exhibition stand was manned by three salesgirls.* (NOTE:

**manning – manned**. Note also **to man** does not mean only using men)

**manage** /\_m\_n d"/*verb* **1.** to director to be in charge of *to manage a de-partment to manage a branch office A competent and motivated person is re-quired to manage an important depart-ment in the company.* **2.****to manage to**to be able to do something *Did you* *manage to see the head buyer? She managed to write six orders and take three phone calls all in two minutes.*

‘…the research director will manage and direct a team of graduate business analysts reporting on consumer behaviour throughout the UK’ [*Times*]

**management** /\_m\_n d"mənt/*noun*

**1.** the process of directing or running abusiness *She studied management at* *university. Good management* or *effi-cient management is essential in a large organisation. a management graduate* or *a graduate in management Bad* *management* or *inefficient management can ruin a business.* **2.**a group of man-agers or directors *The management* *has decided to give everyone a pay in-crease.* (NOTE: Where**management**

refers to a group of people it is some-times followed by a plural verb.)

‘…the management says that the rate of loss-making has come down and it expects further improvement in the next few years’ [*Financial Times*]

**management** **accountant**

/\_m\_n d"mənt əkaυntənt/ *noun* an

**management audit** **163** **manager**

accountant who prepares financial infor-mation for managers so that they can take decisions

**management audit** /\_m\_n d"məntɔ\_d t/ *noun* a listing of all the managers in an organisation with information about their skills and experience *The* *management audit helped determine how many more managers needed to be recruited.*

**management buyin** /m\_n d"mənt\_ba n/ *noun* the purchase of a subsid-iary company by a group of outside di-rectors. Abbr **MBI**

**management** **buyout**

/m\_n d"mənt \_ba aυt/ *noun* the takeover of a company by a group of employees, usually senior managers and directors. Abbr **MBO**

**management** **by objectives**

/m\_n d"mənt ba əb\_d"ekt vz/ *noun* a way of managing a business by plan-ning work for the managers to do and testing if it is completed correctly and on time

**management by walking around**

/m\_n d"mənt ba wɔ\_k ŋ ə\_raυnd/ *noun* a way of managing where themanager moves round the office or shop floor, discusses problems with the staff and learns from them. Abbr **MBWA**

**management** **committee**

/\_m\_n d"mənt kəm ti/ *noun* a com-mittee which manages something such as a club or a pension fund

**management** **course**

/\_m\_n d"mənt kɔ\_s/ *noun* a training course for managers

**management** **development**

/\_m\_n d"mənt d veləpmənt/ *noun* the selection and training of potential managers

**management** **education**

/\_m\_n d"mənt edjυke ʃ(ə)n/ *noun* formal education in the principles and techniques of management and related subjects that leads to a qualification

**management** **function**

/\_m\_n d"mənt f$ŋkʃən/ *noun* the duties of being a manager

**management game** /\_m\_n d"mənte m/ *noun* a problem which is given to trainee managers to solve as part of a

training course *The management* *game run on a computer, demanded de-cisions in marketing strategy.*

**management** **of** **change**

/m\_n d"mənt əv \_tʃe nd" / *noun* the process of managing the way changes in the working environment are imple-mented and how they affect the workforce

**management ratio** /\_m\_n d"məntre ʃiəυ/ *noun* the number of manag-

ers for every hundred employees in an organisation *There was a very* *high management ratio since there was more planning and less manual work than in most companies.*

**management** **science**

/\_m\_n d"mənt sa əns/ *noun* the study of the skill and knowledge which can be applied to management *He studied* *management science at a university.*

**management style** /\_m\_n d"məntsta l/**, style of management** /sta l əv \_m\_n d"mənt/ the way in which man-

agers work, in particular the way in which they treat their employees

**management team** /\_m\_n d"məntti\_m/ *noun* a group of all the managers working in the same company

**management** **technique**

/\_m\_n d"mənt tekni\_ks/ *noun* a way of managing a business

**management** **trainee**

/m\_n d"mənt tre \_ni\_/ *noun* a young member of staff being trained to be a manager

**management** **training**

/m\_n d"mənt \_tre n ŋ/ *noun* the process of training staff to be managers, by making them study problems and work out solutions

**manager** /\_m\_n d"ə/*noun* **1.** thehead of a department in a company

*She’s a department manager in an engi-neering company. Go and see the hu-man resources manager if you have a problem. The production manager has been with the company for only two weeks. Our sales manager started as a rep in London. All new trainees must report to the departmental man-ager.* **2.**the person in charge of a branchor shop *Mr Smith is the manager of*

**manageress** **164** **manpower**

*our local Lloyds Bank. The manager of our Lagos branch is in London for a series of meetings.*

‘…the No. 1 managerial productivity problem in America is managers who are out of touch with their people and out of touch with their customers’ [*Fortune*]

**manageress** /m\_n d"ə\_res/*noun*awoman who runs a shop or a department

**managerial** /m\_nə\_d" əriəl/*adjec-tive* referring to managers *All the managerial staff are sent for training every year. Managerial staff have a special canteen.* **to be appointed to a****managerial position** to be appointed amanager **decisions taken at manage-rial level** decisions taken by managers

**managerial grid** /m\_nd" əriəl\_ r d/ *noun* a type of management train-ing in which trainees attempt to solve a number of problems in groups, and thereby discover their individual strengths and weaknesses

**managerial obsolescence** /m\_n-

d" əriəl ɒbsə\_les(ə)ns/ *noun* a situa-tion where managers cannot keep up with the latest technology or are not as well-qualified as more junior staff

**managership** /\_m\_n d"əʃ p/*noun*the job of being a manager *After six* *years, she was offered the managership of a branch in Scotland.*

**managing** **change** /m\_n d" ŋ

\_tʃe nd"/ *noun* the process of managing the way changes in the working envi-ronment are implemented and how they affect the workforce

**managing director** /m\_nəd" ŋda \_rektə/ *noun* the director who is in

charge of a whole company. Abbr **MD**

**mandate** /m\_n\_de t/*verb*to give in-structions to someone who will repre-sent you in negotiations

**mandating** /m\_n\_de t ŋ/*noun*theact of giving instructions to a representative

**mandatory** /\_m\_ndət(ə)ri/*adjective*which everyone must obey *Wearing a* *suit is mandatory for all managerial staff.* **mandatory meeting**a meetingwhich all staff have to attend

‘…the wage talks are focusing on employment issues such as sharing of work among employees and extension of employment

beyond the mandatory retirement age of 60 years’ [*Nikkei Weekly*]

**mandatory** **injunction**

/m\_ndət(ə)ri n\_d"$ŋkʃən/ *noun* an order from a court which compels some-one to do something

**mandatory issues** /m\_ndət(ə)ri\_ ʃu\_z/ *plural noun* bargaining issues that directly affect employees’ jobs

**Man Friday** /m\_n\_fra de/*noun*amale employee who does a variety of tasks in an office. **Girl Friday** (NOTE:

Sometimes **person Friday** is used in job advertisements to avoid sexism.)

**man-hour** /\_m\_n aυə/*noun*workdone by one employee in one hour

*One million man-hours were lost through industrial action. There are two hundred man-hours of work still to be done, which will take ten workers twenty hours to complete.*

**manifest** /\_m\_n fest/*noun*a list ofgoods in a shipment *adjective* obvi-ous or apparent

**manifest content** /m\_n fest\_kɒntent/ *noun* an apparent meaning of

words used by one person to another

*The manifest content of the director’s talk to us was congratulatory, but read-ing between the lines, we could tell she was angry.*

**manned** /m\_nd/*adjective*with some-one working on it *The switchboard is* *manned twenty-four hours a day. The stand was manned by our sales staff.*

(NOTE: **manned** does not mean only using men)

**manning** /\_m\_n ŋ/*noun*people whoare needed to do a work process (NOTE:

**manning** does not mean only men)

**manning agreement** /\_m\_n ŋ ə-

 ri\_mənt/ *noun* an agreement between the company and the employees about how many employees are needed for a certain job

**manning levels** /\_m\_n ŋlev(ə)lz/*plural noun* the number of people re-quired in each department of a company to do the work efficiently

**manpower** /\_m\_npaυə/*noun*thenumber of employees in an organisa-tion, industry or country (NOTE: **man-**

**power** does not mean only men)

**manpower audit** **165** **marzipan**

**manpower audit** /\_m\_npaυərɔ\_d t/ *noun* a listing of all the employ-ees in an organisation with details of their skills and experience *A complete* *manpower audit was needed to decide what recruitment or training should be carried out to meet future requirements.*

**manpower** **forecasting**

/\_m\_npaυə fɔ\_kɑ\_st ŋ/ *noun* the process of calculating how many em-ployees will be needed in the future, and how many will actually be available

**manpower planning** /\_m\_npaυəpl\_n ŋ/ *noun* the process of planning to obtain the right number of employees in each job

**manpower reductions** /\_m\_npaυər d$kʃənz/ *plural noun* reductions in

the number of employees

**manpower** **requirements**

/\_m\_npaυə r kwa əmənts/**, man-power needs** /\_m\_npaυə ni\_dz/*plural*

*noun* the number of employees needed

**manpower shortage** /\_m\_npaυəʃɔ\_t d"/ *noun* a lack of employees

**man-to-man ranking** /m\_n təm\_n \_r\_ŋk ŋ/ *noun* the arrangement of employees in order according to their skills or other criteria (NOTE: does not

only refer to men)

**manual** /\_m\_njυəl/*adjective*done byhand or done using the hands *noun* a book of instructions, showing what pro-cedures to follow

**manual labour** /m\_njυəl\_le bə/**, manual work** /\_m\_njυəl w\_\_k/*noun*

heavy work done by hand

**manual labourer** /m\_njυəl\_le bərə/ *noun* a person who does heavy

work with their hands

**manufacture** /m\_njυ\_f\_ktʃə/*verb*to make a product for sale, using ma-chines *The company manufactures* *spare parts for cars. noun* the makingof a product for sale, using machines

**manufactured goods** /m\_nju-

\_f\_ktʃəd υdz/ *plural noun* items which are made by machine

**margin** /\_mɑ\_d" n/*noun* **1.** the differ-ence between the money received when selling a product and the money paid for it **2.** extra space or time allowed

‘…profit margins in the industries most exposed to foreign competition – machinery, transportation equipment and electrical goods – are significantly worse than usual’ [*Australian Financial Review*]

**marginal** /\_mɑ\_d" n(ə)l/*adjective*hardly worth the money paid

**marginal cost** /mɑ\_d" n(ə)l\_kɒst/*noun* the cost of making a single extraunit above the number already planned

**marital status** /m\_r t(ə)l\_ste təs/*noun* the condition of being married ornot

**market** /\_mɑ\_k t/*noun* **1.** a place, of-ten in the open air where farm produce and household goods are sold *The fish* *market is held every Thursday. The open-air market is held in the central square. Here are this week’s market prices for sheep.* **2.**the possible sales ofa specific product or demand for a spe-cific product *There’s no market for* *word processors The market for home computers has fallen sharply. We have 20% of the British car market.*

‘…market analysts described the falls in the second half of last week as a technical correction to a market which had been pushed by demand to over the 900 index level’ [*Australian Financial Review*]

‘…market leaders may benefit from scale economies or other cost advantages; they may enjoy a reputation for quality simply by being at the top, or they may actually produce a superior product that gives them both a large market share and high profits’ [*Accountancy*]

**marketing manager** /\_mɑ\_k t ŋ

m\_n d"ə/ *noun* a person in charge of a marketing department *The marketing* *manager has decided to start a new ad-vertising campaign.*

**market rate** /\_mɑ\_k t re t/*noun*thenormal price in the market *We pay the* *market rate for secretaries* or *We pay secretaries the market rate.*

‘…after the prime rate cut yesterday, there was a further fall in short-term market rates’ [*Financial Times*]

**married** /\_m\_rid/*adjective*joined ashusband and wife

**married couple** /m\_rid\_k$p(ə)l/*noun* a husband and wife

**married staff** /m\_rid\_stɑ\_f/*noun*staff who have wives or husbands

**marzipan** /mɑ\_z\_p\_n/*adjective*be-longing to the level of management im-

**mass** **166** **maturity curve**

mediately below the top executives

(*slang*)

**mass** /m\_s/*noun* **1.** a large group ofpeople **2.** a large number *We have a* *mass of letters* or *masses of letters to write.*

**mass meeting** /m\_s\_mi\_t ŋ/*noun*ameeting attended by most or all of the members of a trade union at a particular workplace at which they reach decisions on important issues, e.g. whether or not to take industrial action

**mass-produce** /m\_s prə\_dju\_s/*verb* to manufacture identical productsin large quantities *to mass-produce* *cars*

**mass** **production** /m\_s prə-

\_d$kʃən/ *noun* the manufacture of large quantities of identical products

**mass redundancies** /m\_s r-

\_d$ndənsiz/ *plural noun* many jobs be-ing lost and a large number of employ-ees being made redundant at the same time

**mass unemployment** /m\_s $n m-

\_plɔ mənt/ *noun* unemployment of large numbers of people

**master** /\_mɑ\_stə/*adjective*main ororiginal **master budget** a budget pre-pared by amalgamating budgets from various profit and cost centres such as sales, production, marketing or adminis-tration in order to provide a main budget for the whole company **the master** **copy of a file** the main copy of a com-puter file, kept for security purposes **the law of master and servant** employ-ment law *noun* **1.** a skilled worker, qualified to train apprentices *a master* *craftsman* **2.**further university degree

**master and servant** /mɑ\_stər ən\_s\_\_vənt/ *noun* an employer and

employee

**master contract** /\_mɑ\_stəkɒntr\_kt/ *noun* an industry-wide con-

tract between a group of employers and the relevant unions

**mastermind** /\_mɑ\_stəma nd/*verb* **1.** to have the main ideas behind a scheme **2.** to be in charge of a project

**masterminding** /\_mɑ\_stəma nd ŋ/*noun* a type of interview where the in-terviewer influences the interviewee

who accepts their views *Master-minding resulted in interviews revealing little of the real discontent on the shop floor.*

**Master of Business Administra-tion** /mɑ\_stər əv\_b zn s ədm n-

stre ʃ(ə)n/ *noun* full form of **MBA**

**maternity** /mə\_t\_\_n ti/*noun*the act ofbecoming a mother

**maternity allowance** /mə\_t\_\_n ti ə-

laυəns/ *noun* a government benefit paid to women on maternity leave who are not eligible for statutory maternity pay. Abbr **MA**

**maternity leave** /mə\_t\_\_n ti li\_v/*noun* a period when a woman is awayfrom work to have a baby but is often still paid

**maternity pay period** /mə\_t\_\_n tipe p əriəd/ *noun* a period of eighteen

weeks when statutory maternity pay is paid. Abbr **MPP**

**matrix management** /\_me tr ksm\_n d"mənt/ *noun* management that

operates both through the hierarchical chain of command within the organisa-tion, and through relationships at the same level with other managers working in other locations or on different prod-ucts or projects

**matrix organisation** /\_me tr ksɔ\_ əna ze ʃ(ə)n/ *noun* a flexible or-

ganisation structure where authority de-pends on the expertise needed for a particular task and overall responsibility is shared between several people

**matters arising** /m\_təz ə\_ra z ŋ/*plural noun* the business of a meetingwhich refers back to items discussed at a previous meeting

**maturity** /mə\_tʃυər ti/*noun*the thirdstage in a product life cycle when a product is well established in the market though no longer enjoying increasing sales, after which sooner or later it will start to decline **amount payable on** **maturity** amount received by the in-sured person when the policy becomes mature

**maturity curve** /mə\_tʃυər ti k\_\_v/*noun* a rate of pay increases based onage and length of service *Maturity* *curves are not a feature of our pay*

**maximisation** **167** **mediation**

*structure since seniority is no guarantee of real contribution.*

**maximisation** /m\_ks ma -

\_ze ʃ(ə)n/**, maximization** *noun* the pro-cess of making something as large as possible *profit maximisation* or *maxi-misation of profit*

**maximise** /\_m\_ks ma z/**, maximize** *verb* to make as large as possible *Our aim is to maximise profits. The co-operation of the workforce will be needed if we are to maximise produc-tion. He is paid on results, and so has to work flat out to maximise his earnings.*

**maximum** /\_m\_ks məm/*noun*thelargest possible number, price or quan-tity *It is the maximum the insurance* *company will pay.* **up to a maximum****of £10** no more than £10*adjective*largest possible *40% is the maximum* *income tax rate* or *the maximum rate of tax. The maximum load for the truck is one ton. Maximum production lev-els were reached last week.*

**MBA** /em bi\_ \_e/*noun*a degreeawarded to graduates who have com-pleted a further course in business stud-ies. Full form **Master of Business**

**Administration**

**MBO** *abbr*management buyout

**MBWA** *abbr*management by walkingaround

**MD** *abbr*managing director*She was**appointed MD of a property company.*

**means** /mi\_nz/*noun*a way of doingsomething *Do we have any means of* *copying all these documents quickly? Bank transfer is the easiest means of payment. plural noun* money or re-sources *The company has the means* *to launch the new product. Such a level of investment is beyond the means of a small private company.* (NOTE: plu-

ral is **means**)

**means test** /\_mi\_nz test/*verb*to findout how much money someone has in savings and assets *All applicants will* *be means-tested.*

**measure** /\_me"ə/*noun* **1.** a way ofcalculating size or quantity **as a mea-sure of the manager’s performance** asa way of judging if the manager’s per-

formance is good or bad **2.** a type of ac-tion **to take measures to prevent** **something happening** to act to stopsomething happening **to take crisis***,* **emergency measures** to act rapidly tostop a crisis developing *verb* **1.** to find out the size or quantity of something or to be of a certain size or quantity *to* *measure the size of a package a pack-age which measures 10cm by 25cm* or *a package measuring 10cm by 25cm* **2.****to measure the department’s perfor-mance** to judge how well the depart-ment has done

**measured day work** /me"əd\_dew\_\_k/ *noun* a payment scheme where payment for a day’s work depends on a specified level of output being achieved

**measured performance** /me"ədpə\_fɔ\_məns/ *noun* work performance which is measured in quantitative terms

**mechanic** /m\_k\_n k/*noun*a personwho works with engines or machines

*He got a job as a car mechanic before going to college.*

**mechanical** /m\_k\_n k(ə)l/*adjective*worked by a machine *a mechanical* *pump*

**mechanism** /\_mekən z(ə)m/*noun* **1.** the way in which something works *the company’s salary review mechanism*

**2.** the action of a machine or system*a**mechanism to slow down inflation*

**mechanistic** /mekə\_n st k/*adjec-tive* very formal and structured *It is a typical mechanistic organisation with rigid rules and procedures.*

**mediate** /\_mi\_die t/*verb*to try tomake the two sides in an argument come to an agreement *The human resources* *director said she would try to mediate between the manager and his staff. The government offered to mediate in the dispute.*

**mediation** /mi\_d\_e ʃ(ə)n/*noun*anattempt by a third party to make the two sides in an argument agree *The em-ployers refused an offer of government mediation. The dispute was ended through the mediation of union officials. Mediation by some third party is the only hope for ending the dispute.*

**medical** **168** **memorandum of association**

**medical** /\_med k(ə)l/*adjective*refer-ring to the study or treatment of illness **he resigned for medical reasons** he re-signed because he was too ill to work

**medical certificate** /\_med k(ə)l sə-

t f kət/ *noun* a certificate from a doc-tor to show that an employee has been ill

**medical cover** /\_med k(ə)lk$və/*noun* same as**medical insurance**

**medical examination** /\_med k(ə)l

z\_m ne ʃ(ə)n/ *noun* an examination of a person by a doctor to find out their state of health *All members of staff* *have to have an annual medical examination.*

**medical insurance** /\_med k(ə)l n-

ʃυərəns/ *noun* insurance which pays the cost of medical treatment especially when travelling abroad

**medical profession** /\_med k(ə)lprəfeʃ(ə)n/ *noun* all doctors

**medical report** /\_med k(ə)l rpɔ\_t/*noun* a report by a doctor on the medicalcondition of an employee

**medium-term** /\_mi\_diəm t\_\_m/*ad-jective* referring to a point between shortterm and long term

**meet** /mi\_t/*verb* **1.** to come togetherwith someone *Union leaders came to* *meet the negotiating committee. We met the agent at his hotel. The two sides met in the lawyer’s office.* **2.**to besatisfactory for *We must have a prod-uct which meets our requirements.* **to****meet the demand for a new product** tofill the demand for a product **to meet** **the conditions of an agreement** to ful-fil the conditions of an agreement **to** **meet the union’s demands** to agree towhat the union is asking for **3.** to pay for

*The company will meet your expenses.*

(NOTE: **meeting – met**)

**meeting** /\_mi\_t ŋ/*noun* **1.** the comingtogether of a group of people **2.** **to** **hold a meeting** to organise a meeting ofa group of people *The meeting will be* *held in the committee room.* **to open a****meeting** to start a meeting **to conduct a meeting** to be in the chair for a meet-ing **to close a meeting** to end a meet-ing **to address a meeting** to speak to a meeting

**meetings room** /\_mi\_t ŋz ru\_m/*noun* a special room in which meetingsare held

**member** /\_membə/*noun* **1.** a personwho belongs to a group, society or or-ganisation *Committee members voted* *on the proposal. They were elected members of the board. Every em-ployer is a member of the employers’ federation.* **2.**an organisation which be-longs to a society *the member compa-nies of a trade association*

‘…it will be the first opportunity for party members and trade union members to express their views on the tax package’ [*Australian Financial Review*]

**membership** /\_membəʃ p/*noun* **1.** the fact of belonging to a group, society or organisation *membership qualifica-tions conditions of membership membership card to pay your mem-bership or your membership fees Membership of a trade union is not compulsory, but is strongly encouraged on the shop floor.* **membership of a****pension scheme** the fact of belonging toa pension scheme **2.** all the members of a group *The union membership was* *asked to vote for the new president.*

‘…the bargaining committee will recommend that its membership ratify the agreement at a meeting called for June’ [*Toronto Star*]

**membership group** /\_membəʃ pru\_p/ *noun* a group of which a certain

person is a member

**memo** /\_meməυ/*noun*a short mes-sage sent from one person to another in the same organisation *She wrote a* *memo to the finance director. The sales manager is going to send a memo to all the sales representatives. I sent the managing director a memo about your complaint.*

**memo pad** /\_meməυ p\_d/*noun*apad of paper for writing short notes

**memorandum** /memə\_r\_ndəm/*noun* same as**memo**

**memorandum (and articles) of association** /memər\_ndəm əndɑ\_tik(ə)lz əv əsəυsi\_e ʃ(ə)n/ *noun* le-

gal documents setting up a limited com-pany and giving details of its name, aims, authorised share capital, conduct of meetings, appointment of directors and registered office

**mental handicap** **169** **minimum**

**mental handicap** /ment(ə)l\_h\_ndik\_p/ *noun* same as **learning**

**difficulty** (NOTE: term now generallyunacceptable)

**mentally handicapped** /ment(ə)li\_h\_ndik\_pt/ *noun* having a learning difficulty (NOTE: term now generally

unacceptable)

**mentee** /men\_ti\_/*noun*a less experi-enced employee who is offered special guidance and support by a respected and trusted person with more experience

**mentor** /\_mentɔ\_/*noun*a person whois respected and trusted by a less experi-enced employee and offers special guid-ance and support to them

**mentoring** /\_mentər ŋ/*noun*a formof training or employee development in which a trusted and respected person with a lot experience—the mentor—of-fers special guidance, encouragement and support to a less experienced employee

**merit** /\_mer t/*noun*a quality whichdeserves reward

**merit award** /\_mer t əwɔ\_d/**, merit bonus** /\_mer tbəυnəs/*noun*extra

money given to an employee because they have worked well *A merit bonus* *can encourage the better workers, but will discourage those who feel they can-not reach the required level.*

**meritocracy** /mer\_tɒkrəsi/*noun*asociety or organisation where advance-ment is based on a person’s natural abil-ity rather than on their background

**method** /\_meθəd/*noun*a way of do-ing something *They devised a new* *method of sending data. What is the best method of payment? His organis-ing methods are out of date.*

**method study** /\_meθədst$di/*noun*a study of the way in which something is done

**mid-** /m d/*prefix*middle **from mid 2001** from the middle of 2001*The**factory is closed until mid-July.*

**mid-career crisis** /m d kər ə

\_kra s s/ *noun* a point in the middle of someone’s career when they have to de-cide what to do in the future

**middle** /\_m d(ə)l/*adjective*in the cen-tre or between two points

**middle manager** /m d(ə)l\_m\_n d"ə/ *noun* a manager of a depart-

ment in a company, answerable to a se-nior manager or director

**mid-month** /\_m d m$nθ/*adjective*which happens in the middle of the month *mid-month accounts*

**mid-week** /\_m d wi\_k/*adjective*which happens in the middle of a week

*the mid-week lull in sales*

**migrant** /\_ma rənt/*noun*a personwho moves from one place or country to another, usually to work

**migrant worker** /ma rənt\_w\_\_kə/*noun* a worker who moves from place toplace looking for work *Migrant work-ers were working illegally without work permits. During the summer thou-sands of migrant workers cross the bor-der to work on the harvest.*

**migration** /ma\_re ʃ(ə)n/*noun*mov-ing from one place or country to an-other, usually to work

**military leave** /m l t(ə)ri\_li\_v/*noun**US* unpaid leave or absence from workby employees who are in the armed forces or who have to do their military service

**milk round** /\_m lk raυnd/*noun*thevisiting of universities and colleges by employers, in order to find promising new employees

‘…as the annual milk round gets under way, many students are more interested in final exams than in job hunting’ [*Personnel Management*]

**minimal** /\_m n m(ə)l/*adjective*thesmallest possible *There was a mini-mal quantity of imperfections in the batch. The head office exercises mini-mal control over the branch offices.*

**minimise** /\_m n ma z/**, minimize** *verb* **1.**to make something seem to bevery small and not very important **2.** to make something as small as possible

*The company is attempting to minimise its labour costs by only hiring workers when they are needed. Unemployment was minimised by giving more people part-time work.*

**minimum** /\_m n məm/*noun*smallestpossible quantity, price or number *to* *keep expenses to a minimum to reduce the risk of a loss to a minimum* (NOTE:

**minimum age** **170** **mobile phone**

plural is **minima** or **minimums**) *ad-jective* smallest possible**minimum****payment** the smallest paymentnecessary

**minimum age** /m n məm\_e d"/*noun* the lowest age at which someonecan be employed (13 in a few types of employment, but 16 is the legal minimum)

**minimum pay** /m n məm\_pe/**, minimum wage** /m n məm\_we d"/

*noun* the lowest hourly wage which acompany can legally pay its employees

**minimum salary** /m n məm\_s\_ləri/ *noun* the lowest amount of

money that an employee is guaranteed to earn, i.e. their basic pay, which may be increased if an employee qualifies for a bonus by performing well

**minor** /\_ma nə/*adjective*less impor-tant *Items of minor expenditure are* *not listed separately. The minor shareholders voted against the pro-posal.* **minor official**a person in alow position in a government department

**minority** /ma\_nɒr ti/*noun* **1.** a num-ber or quantity which is less than half of the total *A minority of board members* *opposed the chairman. A minority of the union members opposed the motion.*

**to be in the minority** to be one of agroup that is a small part of a larger group **2.** a section of the population from a specific racial group, which does nor make up the majority of the population

**minutes** /\_m n ts/*plural noun*notesof what happened at a meeting, written by the secretary **to take the minutes** to write notes of what happened at a meeting

**misappropriate** /m sə\_prəυprie t/*verb* to use illegally money which is notyours, but with which you have been trusted

**misappropriation** /m səprəυpri-

\_e ʃ(ə)n/ *noun* the illegal use of money by someone who is not the owner but who has been trusted to look after it

**miscarriage** **of** **justice**

/m sk\_r d" əv \_d"$st s/ *noun* a deci-sion wrongly or unjustly reached by a

court or decision which goes against the rights of a party in a case, in such a way that the decision may be reversed on appeal

**misconduct** /m s\_kɒnd$kt/*noun*anillegal action by an employee, or an ac-tion which can harm someone, e.g. dis-obeying instructions

**misdemeanour** /m sd\_mi\_nə/*noun*a minor crime *to commit a misde-meanour* (NOTE: the usual US spelling

is misdemeanor)

**mismanage** /m s\_m\_n d"/*verb*tomanage badly *The company had been* *badly mismanaged under the previous MD.*

**mismanagement** /m s-

\_m\_n d"mənt/ *noun* bad management

*The company failed because of the chairman’s mismanagement.*

**misrepresentation** /m srepr zen-

\_te ʃ(ə)n/ *noun* **1.** the act of making a wrong statement in order to persuade someone to enter into a contract such as one for buying a product or service **2.** the act of wrongly reporting facts

**mistake** /m\_ste k/*noun*an act or de-cision which is wrong **to make a mis-take** to do something wrong*The shop**made a mistake and sent the wrong items. There was a mistake in the ad-dress. He made a mistake in address-ing the letter.*

**misunderstanding** /m s$ndə-

\_st\_nd ŋ/ *noun* an act of not under-standing something correctly *There* *was a misunderstanding over the pay deal.*

**misuse** *noun*/m s\_ju\_s/a wrong use

*the misuse of funds* or *of assets verb*

**to misuse funds** to use funds in awrong way (especially funds which do not belong to you)

**misuse of authority** /m sju\_s əvɔ\_\_θɒr ti/ *noun* the use of one’s author-ity in a wrong way

**mobile** */*\_məυba l/*adjective*whichcan move about **mobile workforce** employees who move from place to place to get work

**mobile phone** /\_məυba l\_fəυn/*noun* a small portable phone which canbe used away from home or the office

**mobile worker** **171** **morale**

**mobile worker** /məυba l\_w\_\_kə/*noun* an employee who does not haveone fixed place of work (NOTE: Mobile

workers, such as teleworkers, are usu-ally linked to a central base by tele-phone and computer)

**mobility** /məυ\_b l ti/*noun*the abilityto move from one place to another

**mobility allowance** /məυ\_b l ti ə-

laυəns/ *noun* an addition to normal sal-ary paid to an employee who is willing to travel to different places of work

**model** /\_mɒd(ə)l/*noun* **1.** a small copyof something made to show what it will look like when finished *They showed* *us a model of the new office building.* **2.**something which can be copied *the* *Swedish model of industrial relations adjective* which is a perfect example tobe copied *a model agreement*

**moderate** *adjective*/\_mɒd(ə)rət/ **1.** not too large *The trade union made a* *moderate claim. The government pro-posed a moderate increase in the tax rate.* **2.**not holding very extreme views

*a moderate trade union leader verb*

/\_mɒdəre t/ to make less strong or less large *The union was forced to moder-ate its claim.*

**modification** /mɒd f\_ke ʃ(ə)n/*noun* a change *The board wanted to make* or *to carry out modifications to the plan. The client pressed for modi-fications to the contract.*

**modify** /\_mɒd fa/*verb*to change orto make something fit a different use

*The management modified its proposals. This is the new modified agreement.*

(NOTE: **modifies – modifying –** **modified**)

**momentum** /məυ\_mentəm/*noun*amovement forwards **to gain** ***or*** **lose** **momentum** to move faster or moreslowly

**Monday** **morning** **feeling**

/m$nde \_mɔ\_n ŋ fi\_l ŋ/ *noun* a feel-ing of being slightly ill or miserable on going to work on Monday morning

**money purchase pension** /\_m$nip\_\_tʃ s penʃən/ *noun* a pension plan

to which both employer and employee make contributions

**money purchase pension scheme** /m$nip\_\_tʃ s\_penʃən

ski\_m/ *noun (in the United Kingdom)* a pension plan in which the fund that is built up from a person’s contributions is used to buy an annuity, and the retire-ment income that the beneficiary re-ceives depends on the amount of their contributions, the performance of the in-vestments bought with those contribu-tions, the annuity rates and the type of annuity purchased at retirement

**monitor** /\_mɒn tə/*noun*a screen on acomputer *He brought up the informa-tion on the monitor. verb* to check orto examine how something is working

*How do you monitor the performance of the sales reps?*

**month** /m$nθ/*noun*one of twelve pe-riods which make a year *bills due at* *the end of the current month She earns £2,000 a month.* **paid by the****month** paid once each month **to give a customer two months’ credit** to al-low a customer to pay not immediately, but after two months

**month end** /m$nθ\_end/*noun*the endof a calendar month, when accounts have to be drawn up *The accounts de-partment are working on the month-end accounts.*

**monthly** /\_m$nθli/*adjective*happen-ing every month or which is received every month *We get a monthly state-ment from the bank. She makes monthly payments to the credit card company. My monthly salary cheque is late. adverb* every month *He asked if he could pay monthly by direct debit. The account is credited monthly.*

**moonlight** /\_mu\_nla t/*verb*to do asecond job for cash (often in the eve-ning) as well as a regular job (*informal*)

**moonlighter** /\_mu\_nla tə/*noun*aperson who moonlights

**moonlighting** /\_mu\_nla t ŋ/*noun*the practice of doing a second job *He* *makes thousands a year from moonlighting.*

**morale** /mə\_rɑ\_l/*noun*a feeling ofconfidence or satisfaction *Employee* *morale is low due to the threat of unem-*

**morning shift** **172** **multiple hurdle selection**

*ployment.* **to boost morale**to increasethe employees’ feelings of confidence

**morning shift** /\_mɔ\_n ŋ ʃ ft/*noun*ashift which works during the morning (typically from 7.00 or 8.00 a.m. to lunchtime)

**motion** /\_məυʃ(ə)n/*noun* **1.** the act ofmoving about **2.** a proposal which will be put to a meeting to be voted on *to* *speak against* or *for a motion Mr Brown will propose* or *move a motion congratulating the board on the results. The meeting voted on the motion. The motion was carried* or *was defeated by 220 votes to 196.*

**motion study** /\_məυʃ(ə)nst$di/*noun* a study of the movements of em-ployees performing tasks in order to im-prove efficiency

**motivate** /\_məυt ve t/*verb*to encour-age someone to do something, espe-cially to work or to sell **highly** **motivated sales staff** sales staff whoare very eager to sell

‘…creative people aren’t necessarily motivated by money or titles, they may not want a larger office or more work, they don’t often want more responsibility. They want to see their ideas implemented’ [*Nation’s Business*]

**motivation** /məυt\_ve ʃ(ə)n/*noun*

**1.** an encouragement to staff **2.** eager-ness to work well or sell large quantities of a product **the sales staff lack moti-vation** the sales staff are not eagerenough to sell

**motivational** /məυt\_ve ʃ(ə)n(ə)l/*adjective* referring to motivation

**motivational** **factor** /məυt-

\_ve ʃ(ə)n(ə)l f\_ktə/ *noun* an aspect of a job or an organisation which encour-ages employees to work hard *A bonus* *system based on production targets was a strong motivational factor. A high commission should be a strong motiva-tional factor for the sales force.*

**mouse** /maυs/*noun*small moveabledevice attached to a personal computer and used to move or select items on the screen (NOTE: plural is **mouses** or

**mice**)

‘…you can use a mouse to access pop-up menus and a keyboard for a word-processor’ [*Byte*]

**movement** /\_mu\_vmənt/*noun* **1.** anact of changing position or going up or

down *movements in the money mar-kets cyclical movements of trade* **free movement of labour within the EU** the principle that workers from anycountry of the EU can move to another country to obtain work **2.** a group of people working towards the same aim *the labour movement the free trade movement the trade union movement*

**mover and shaker** /mu\_vər ən\_ʃe kə/ *noun* an influential and dynamic person within an organisation or group of people who makes things happen (*in-*

*formal*)

**MPP** *abbr*maternity pay period

**Mr Chairman** /m stə\_tʃeəmən/*noun* a way of speaking to the malechairman of a committee meeting

**multi-employer** **bargaining**

/m$lti mplɔ ə \_bɑ\_ n ŋ/ *noun* cen-tralised bargaining about pay, usually between employer’s associations repre-senting all the employers in a particular industry in a country or region and the relevant trade unions

**multinational** **corporation**

/m$ltin\_ʃ(ə)n(ə)l kɔ\_pə\_re ʃ(ə)n/ *noun* a company which has branches orsubsidiary companies in several countries

**multiple** /\_m$lt p(ə)l/*adjective*many

*noun* a company with stores in sev-eral different towns

‘…many independents took advantage of the bank holiday period when the big multiples were closed’ [*The Grocer*]

‘…the multiple brought the price down to £2.49 in some stores. We had not agreed to this deal and they sold out very rapidly. When they reordered we would not give it to them. This kind of activity is bad for the brand and we cannot afford it’ [*The Grocer*]

**multiple chain promotion plan**

/m$lt p(ə)l tʃe n prə\_məυʃ(ə)n pl\_n/ a system of linking each position in an organisation to several others from which promotion may be made, or to which employees may be promoted

**multiple-employer bargaining**

/m$lt p(ə)l mplɔ ə \_bɑ\_ n ŋ/ *noun* same as **multi-employer bargaining**

**multiple** **hurdle** **selection**

/m$lt p(ə)l \_h\_\_d(ə)l s lekʃən/**, mul-tiple hurdle system** /m$lt p(ə)l\_h\_\_d(ə)l s stəm/ *noun* a method of se-

**multiple management** **173** **MYOB**

lecting candidates for a job by requiring that they should pass a series of tests

*The multiple hurdle system very effi-ciently eliminates a large number of candidates.*

**multiple management** /m$lt p(ə)l\_m\_n d"mənt/ *noun* a management

system where committees of middle managers advise top management on company policy

**multiskilling** /\_m$ltisk l ŋ/*noun*asystem of working where employees are trained to work in various types of job, and none are kept on the same type of work for very long, so as to allow flexi-bility in the deployment of the workforce

**multitasking** /\_m$ltitɑ\_sk ŋ/*noun*

**1.** performing several different tasks atthe same time **2.** running several differ-ent software programs at the same time

**Murphy’s law** /m\_\_fiz\_lɔ\_/*noun*law, based on wide experience, which says that in commercial life if some-thing can go wrong it will go wrong, or that when you are thinking that things

are going right, they will inevitably start to go wrong

**mushroom job** /\_m$ʃru\_m d"ɒb/*noun US* a job which is unpleasant

(*slang*)

**mutuality** /mju\_tʃu\_\_l ti/*noun*theright of a trade union to bargain on be-half of its members and so take a part in the running of the company

**mutuality agreement** /mju\_tʃu-

\_\_l ti ə ri\_mənt/ *noun* an agreement between management and union, by which the management agrees not to make changes to the conditions of work without consulting the union

**Myers-Briggs type indicator**

/ma əz br z \_ta p nd ke tə / *noun* a test designed to indicate what type of personality a person has on the basis of the preferences they show with regard to four paired opposites: extraversion and introversion; sensing and intuition; thinking and feeling; judging and perceiving

**MYOB** *abbr*mind your own business