

MBA Vocabulary

For international students – June 6, 2002

Note: This work in process contains all sorts of expressions, from formal to slang, gathered from all kinds of speakers, from Dean Sullivan to students to businesspeople. Most quotes are from real situations here at the Business School, and I do not necessarily endorse the views of the speaker. Thanks to Mike Allen, MBA '01, and Ernesto Oechler, MBA '00, for reviewing, organizing, and editing this version, and to Mike for some of the entries. **Please e-mail comments, corrections, and ideas to phraseman@unc.edu.** Thanks to the University of North Carolina at Chapel Hill and the Kenan-Flagler Business School for making this list possible. © Patrick Oglesby 1997-2002. Free distribution among UNC students and staff is authorized.

110 percent - (*Noun*) Better than your best. To give more than 100% of yourself. "He gives 110 percent." -- He is committed to this project; he does more than what is required.

20-20 - (*Noun*) A particular television news magazine or nonfiction show that can be seen on a network one night a week. "I was watching 20-20 last night and I heard that short term memory loss is a problem for baby boomers [people born just after world war II]."
(*Adjective*) The ability to see from 20 feet what a normal person can see from 20 feet, i.e., normal vision. "With glasses, my 20-40 vision is corrected to 20-20."

24/7 - Operating around the clock, without closing, 24 hours a day and 7 days a week. "We maintain a 24/7 presence in that area." "I'm available 24/7 for anything you might need."

4.0 - Perfect grades (A is the best grade; A = 4, B = 3, C = 2, etc.) Pronounced 'Four point oh' or 'Four oh.' "If you went to an inner city high school and got a 4.0 GPA, you'd probably get downgraded to a 2.5 by employers who discount your record because they don't think your school is good."

501(c)(3) organization - (*Noun*) A charity, payments to which reduce taxable income. "Part of the price goes to a 501(c)(3), so the buyer can deduct that part."

A

Access - (*Verb*) To obtain. To gain entrance to. "We [an art company] look at people in their late 20's. They know it's time to take the posters off the wall. They'd like to buy art, but they don't know how to access it. They don't want to go to the Holiday Inn by the Airport and buy sofa size art on Sunday afternoon." Explanation: (1) College students and recent college grads usually don't own art -- they put cheap posters on their walls. (2) Traveling vendors offer cheap, big paintings at "flea markets" at spots like Holiday Inns. These paintings will not gain value over the years. The speaker's -- Mr. Hale's -- company sponsors ways for young people to buy real art, which is original and which might be appreciated by local artists.

Add-on - (*Noun*) Something that's not essential. "Working with students is not an add-on. It's not on the periphery for us (working with students is essential for us)." Dean Sullivan

Affirmative action - (Noun) Policy of choosing people for jobs or schools on the basis of race or gender. "There is a backlash against affirmative action and quotas in the US (some people are rebelling against the concept of racial quotas)."

African-Americans - (Proper noun) A politically correct term referring to people who are descendants of Africans. Roland West, an African-American speaker, used the term as equivalent to Black people. Many people accept either term, but in formal writing it is more common to use 'African American.' "The whole beach was populated by African-Americans."

Ah-ha - (Interjection) Slang expression showing a mix of surprise and happiness. "The ah-ha" can be a fact (or analytical step) that causes the student to say "Ah-ha! Now I understand." "The capacity need is the ah-ha of the case": discovering that capacity is needed is what the student should learn.

Aiding and Abetting - "To assist in the performance of a crime either before or during (but not after) its commission. Aiding usually refers to material assistance (e.g. providing the tools for the crime), and abetting to lesser assistance (e.g. acting as a look-out or driving a car to the scene of the crime). Aiders and abettors are liable to be tried as accessories. Mere presence at the scene of a crime is not regarded as aiding and abetting. It is unnecessary to have a criminal motive to be guilty of aiding and abetting: knowledge that one is assisting the criminal is sufficient." <http://www.xrefer.com/entry/464279> (verbatim quote): Federal investigators allege Merrill Lynch ultimately agreed to invest in the electricity-generating barges "in spite of some internal dissension, including a document expressing concern that it would be viewed as 'aiding and abetting' Enron's fraudulent manipulation of its income statement." <http://www.marketwatch.com/news/yhoo/story.asp?guid=%7BE08D82CE-49DE-45E4-8064-0C57EE0A007F%7D&siteid=myyahoo&dist=myyahoo>

Airtime - (Slang with a negative connotation) Speaking in class only so the professor will notice you. Pronounced as two words: air time. "Students compete for airtime because they believe speaking more in class will improve their class participation grade. Ask yourself, 'is this a story that I want to use my airtime in class to tell?'" (Many students speak in class to help their grade without having anything worth saying. Do you really want to spend your precious class time speaking about something irrelevant and looking bad in front of the professor and the class just to have some class participation?) The term originates from the broadcast media industry.

AKA - (Acronym) Also known as. "Slovakia - AKA Slovak Republic - is in Eastern Europe." "He is known as Romeo, AKA the lady killer (His nickname is Romeo, after a Shakespearean lover, because he is good at meeting women)."

Alphabet Soup - Large number of Federal agencies, usually identified by their initials, or acronyms. Campbell's makes a food product called alphabet soup, which contains pasta in the shape of letters, and appeals especially to children. "[W]hat foreigners envy us most for is precisely the city Mr. Bush loves to bash: Washington. That is, they envy us for our **alphabet soup** of regulatory agencies: the S.E.C. [Securities and Exchange Commission], the Federal Reserve, the F.A.A. [Federal Aviation Administration], the F.D.A [Food and Drug Administration], the F.B.I., the E.P.A., the I.R.S., the I.N.S. Do you know what a luxury it is to be able to start a business or get a license without having to pay off some official?" Thomas Friedman of the NY Times, quoted in <http://fiachra.soc.arizona.edu/blog/archives/000051.html>. I remember an article

recently, though, that claimed that the USA was something like the 16th least corrupt country, so Friedman may be most accurate in contrasting the USA with certain developing countries. A good acronym finder is <http://www.acronymfinder.com>. If you go there and type in, for instance, KFBS, you find the correct meaning -- but without a direct link to our web presence.

Alumni (plural)

Alumnus (singular masculine)

Alumna (singular feminine) - (Noun) Greek term meaning former students. It can also, by extension, be used to refer to former participants in a program that is not a school. "After 9 years we have the alumni coming back to tell the new scholars about their experience".

Anal (Anal retentive) - (Slang adjective with a negative connotation) Overly cautious, meticulous, or overly controlling. This term is from Freudian psychology. In its proper usage people can be referred to as "anal retentive." This psychoanalytical term has become commonly accepted in everyday verbal usage, but it is not proper for formal written business English. In a conversation you might hear, "If you want to wash your hands after shaking hands with everyone, [because you believe their germs may make you sick] then you are a little too anal." The possibility of getting sick from shaking hands with someone seems unlikely. Therefore, to insist on washing your hands just because you shook someone's hand is excessive.

Analysis paralysis - (Noun phrase with negative connotation) Inability to make a decision because a person is "lost" in the data due to excessive thinking. Often implies that a person is wasting his or her time by doing useless analysis or that the person is afraid to make a decision. "Taking the standard deviation of the page numbers to see if it helps us get an answer is an example of analysis paralysis."

Anne Frank - (Proper Noun) A Jewish girl who perished in the Nazi Holocaust (persecution and killing of Jews) in Holland, but whose diaries are famous. "Exploris Museum in Raleigh will have an exhibit about Anne Frank."

Area of opportunity - (Noun) Euphemism for 'concern' or 'problem.' "We've done surveys to identify areas of opportunity in student life." Areas of opportunity, opportunities for improvement, or room for improvement are all phrases that are used to indicate that something should be better. In English, it is common to attempt to be overly polite by "softly" wording negative information.

As of - (Prepositional phrase) Beginning with (this point in time) and continuing, "As of July 1, 1999, your visa will be invalid." (Your visa will expire at the end of June 30, 1999.) 'As of', 'beginning with', and 'starting from' are synonyms.

Asbestos - (Noun) Building material used in the 1900s that has been proven to be medically harmful. Property owners in the USA have spent huge sums of money to eliminate asbestos from their buildings. "After we left Carroll Hall, it took seven months to get the asbestos out. We must have been breathing that stuff for years."

At risk youth - (Noun phrase from sociology) Children who are in danger of not obtaining a basic education. "We give our employees time off from work so they can tutor at risk youth"

Attaboy - Usually, it's a compliment given to a subordinate or child. If a young baseball player makes a good catch or hits a home run, "attaboy" is quick praise. In a Dilbert comic strip, visible at <http://www.dilbert.com/>, under "Comic Archive" for 12/27/02, a boss tells a worker the worker can't have a raise; the boss continues "All I can offer is an attaboy. The problem is: I don't want to cheapen the whole attaboy system." In the Dilbert sample, "attaboy" is used as a noun and an adjective to describe the US custom of offering praise to a subordinate, perhaps instead of a more tangible reward. The boss in the sample says he worries that if his praise comes too frequently, it will become meaningless (thus "cheapening the system"). I think "attaboy" comes from "That's a boy," a shortened form of "That's a good boy." It's used in directly addressing someone: in the second person rather than the third. As a compliment, I'd be careful of using this. First, saying "attaboy" to someone can sound condescending, and can indicate a superior talking to a subordinate. I would tend not to say it to a member of my study group. Second, the word "boy" in the South could be the subject of a book, but I'll write this for now: in the early 1970s, I taught in an all-Black (students) junior high in the Durham City Schools, which were still largely segregated. We teachers, whatever our color, never called any student "boy," not even 12-year old seventh grade males, because of the practice that some white people had of calling even elderly Black men "boy," which seemed condescending. So we said "young men," which suited me fine, and I've developed the habit of looking for words other than "boy." "Good going" or "Way to go" are phrases I like better as compliments. "There you go" can work too, but it can also mean "Your thinking is productive: you are on the right track in your analysis or views."

At this point - Now. "I'm going to turn the stage over to Professor Dean at this point."

ATM - (Noun - acronym) Automatic teller machines (ATM) are the banking industry's cash machines located all over the world. "We were initially viewed by nonprofits as just an ATM; people came along and we would give them money."

Attack the problem - (Verb phrase) Attempt to solve a problem or work to solve a problem. "The financial data might be totally useless in helping you decide where the problem lies and how to attack it (what approach to use to solve the problem)." "Sometimes you have to just attack the problem (take action to solve a problem even though there is not enough information to make the solution obvious)."

B

Back and forth - (Noun phrase) Informal discussion in class where speakers disagree and debate. "There'll be a back and forth." (Adverb) Something that is being done or discussed iteratively. "Management is going back and forth on its decision to enter the new market."

Backbone: will; determination; courage

Back up to (Back into) - (Adverbial phrase) To arrive in reverse. Commonly used term in MBA for figuring out what information you need to solve a problem by analyzing what information you do have in an effort to determine what information is missing. Often, it is this missing information - the information not explicitly given - that is need to "crack" the case. "By asking yourself the right questions you can often back up to the numbers you need to get the final answer." More precisely, "back up to" or "back into" can mean to begin with a conclusion and reason back to find underlying data or premises.

Backlash - (Noun with negative connotation) Reaction. Implies conflict. "There is a backlash against affirmative action and quotas (a group of people are reacting negatively to race based policies.)"

Baptist - (Proper noun) A denomination within the Protestant faith. Christianity is divided into two groups: Protestants and Catholics. Baptists are traditionally one of the most conservative Protestant denominations. Baptists sometimes forbid drinking alcohol and dancing. "You're not going to take a bottle of wine to someone's house if they are Baptist." This quote comes from a guest speaker on U.S. culture.

Bait and Switch - Gain someone's attention with something acceptable (the bait), then withdraw the bait and switch to something different that the audience would not have been interested in. In our class, [Jennifer Brooks] urged us not to use a "bait and switch" technique in our networking strategy (e.g. don't request a meeting with someone to "learn more about their position" and then, at the meeting, hand them your resume and ask if they have any positions available). She explained that the context of the meeting should be consistent with what we requested in our communications. [Thanks to Seth Nore '04 for this message.]Explanation of the commercial context (verbatim from a Better Business Bureau in Southern California): Unscrupulous merchants often advertise fabulous but fake bargains just to get you to come into their store so they can sell you something more expensive. This scheme is commonly referred to as "bait and switch." It's simple enough: they advertise some item at a price low enough to lure you into the store. But here's the rub: the advertised item is not for sale. The salespeople may give you any number of reasons why you can't or shouldn't buy it . . . "there aren't any left. . ." "many customers who bought it are dissatisfied . . ." "the product just isn't any good . . ." "you can't get delivery for six months . . ." The truth is that these salespeople never had any intention of selling the advertised special. They kill your desire to buy it and instead try to get you to buy the item they had in mind from the beginning. "Bait and switch" is an unfair practice and is against the law. Although you can't always spot bait ads in advance or know that the switch is going to follow, there are a few steps you can take to avoid the trap. First, realize that a good salesperson may try to persuade you to buy a better quality item or a different brand with more features at a higher price. There is nothing illegal or unethical about this. The important thing is that you are given a choice without undue pressure. Keep in mind, though, that if a product or service is advertised at a price that seems too good to be true, this may be a bait ad. Then, if the merchant refuses to show you the advertised item, to take orders for it or deliver it within a reasonable time, disparages it, or demonstrates a defective sample of it, take this as a sign that you're probably being "switched." Source: <http://www.bbbsouthland.org/topic016.html>

To be a player - Have position and power in a relationship. To "be a player" in a market is to "be a recognized force in the market." "We are in the process of becoming a very important world player (this organization is attempting to become known and important in the global marketplace within its industry)."

To be about - To have as a goal. Doing something or having something as a goal can define an organization. "Talking about interdisciplinary work: we are about doing that today", stated Dean Sullivan. To be about something is an attempt at defining yourself according to your actions.

To be involved - Phrase that denotes a relationship. In formal communication you are involved with everyone or everything with which you have frequent contact. "The student body president is heavily involved in the school's affairs (indicates that the president spends much time and energy helping the school.)" Less formally, 'to be involved' can indicate a romantic relationship among peers. "It is an open secret that Mike and Sue are involved."

Beating a dead horse - (Phrase) repeating a discussion needlessly. To do something too repetitiously. "We've already decided that issue. Don't talk about it any more: you're beating a dead horse."

Belayer - (Noun) Person who holds your rope while you're on a rock wall climbing. "We need belayers. We can train you this afternoon."

Bells and whistles - (Noun phrase) Extra things or ideas that are not included in a basic model or version. "It has all the bells and whistles on it." This phrase is often used for cars or computers.

Benchmark - (Verb) A standard or a comparable performance to shoot for; usually the measurable results of a successful competitor. "We benchmark with our top 3 competitors." "Or we benchmark "against" competitors." (Noun) Same meaning as verb. "We are competing against industry benchmarks."

Beyond - Later. "You can use this information in the MBA program and beyond": This information will be useful during and after you have completed the MBA program. Ordinarily, "beyond" shows place, but here, it's an adverb of time.

The Bible Belt - an area extending from the Southeastern USA into the southern Midwest, I'd say; people's definitions vary. Protestant Christianity dominates in this area. To oversimplify, Protestantism emphasizes the Bible more than Catholicism does, which emphasizes the sacraments, such as the bread and wine of the Eucharist or Lord's Supper more than Protestantism does. The **buckle on the Bible Belt** now means the center or heart, or where Protestant Christianity is most strong. Mrs. Dole claims the title for North Carolina, but a quick google search shows a host of other places claim the title, too, including: Nashville, Tennessee, Greenville, SC, Greenbrier, Arkansas, Springfield, Missouri, Texas, and Indiana. The phrase was used mockingly in the play and movie *Inherit the Wind*, a courtroom drama about the Scopes trial, where a Tennessee teacher was prosecuted in 1925 for teaching the doctrine of evolution rather than the Bible's creation story. <http://www.firstthings.com/ftissues/ft9702/articles/iannone.html>. Whether that was its first use, I don't know.

Other "Belts":

The Sunbelt extends from Virginia through Texas into California.

The Rust Belt describes States that depended on manufacturing that has disappeared. The Rust Belt centers on States bordering the Great Lakes, especially to the east.

Black hole - (Noun) A physics phenomenon that consumes everything, even light. Casually refers to 'a waste of time' or 'mass consumption.' "The web can be a black hole of time (use so much time that time is wasted)." Or, "this project is a black hole (it is consuming all of our resources.)"

Blanket deal - Situation where everything is either totally OK or totally wrong. "Cultural awareness is not a blanket deal (e.g., experience in Hong Kong does not signify you understand culture in Africa.)"

Blood pact - (Noun) Solemn promise, literally a promise marked by cutting the skin to shed and mix blood. The concept is to make each other a "blood brother" with the assumption that one would never betray a brother. "Would you all make a blood pact to love feedback?" -- Gerry Bell. Today, blood pacts are figurative terms indicating a strong promise.

Bloody - (Slang) Bad, difficult, messy. "Being called on when you are unprepared can be bloody (you look bad when the professor calls on you in class and you do not know the answer.)" "This one is going to be bloody (this one is going to be difficult)." British slang uses bloody in a different manner. The British use 'bloody' to emphasize something, "you better bloody well do it (you need to do this now)!" The British use may be considered offensive.

Blow off - (Slang) Disregard. "You can blow this reading off because you'll be up to speed (you do not need to read this paper because you will already know it)." -- You can disregard it because you already know it or don't need it. "Do not blow me off (do not ignore me)."

Blurt out - (Verb with negative connotation) To speak without thinking. "I heard her blurt out, "No one is sitting with me," and I thought, "It's probably your attitude."

Bombarded - To have more to do than is possible. To receive many requests for something beyond what is possible ("swamped" has a similar meaning). "We're being bombarded by projects and events for the new century."

Bonding experience - (Noun phrase) An experience that builds the bonds of friendship. Often, but not always implies a difficult or traumatic experience that was not pleasant. "We thought this community service day was a better bonding experience than a ropes course." "The first year of MBA is a bonding experience (you feel a kinship with the other students from your first year of MBA)." "It is said that fighting in a war together is a bonding experience."

Boot camp - (Noun) The training period at the beginning of military service where soldiers learn the basics. Boot camp has the reputation for being physically and mentally exhausting and the soldiers are allowed zero individuality. "It looks like we were in boot camp on community work day, when each student gets a T-shirt of the same color."

Borders are narrow - (Phrase) Countries are interconnected – the world is small. "When we help in a world in which borders are very narrow, we help ourselves as well."

Bottom line - (Noun) The most important number or fact. The point to remember. "The bottom line is 'calculations serve the analysis.'" "My bottom line is that I like blue cars better." The term comes from financial statements. The last line of the income statement that shows profit or loss is the bottom line.

Bouncing off the walls - (Slang) Term that means fighting among themselves or overly excited. Almost always implies strongly expressing emotions during a meeting. "The managers are so excited that the sales numbers are so high that they are bouncing off the walls." "The board members are at each others throats in the meeting. They are bouncing off the walls."

Bound and determined - (Adjective phrase) totally motivated. "I told a student how impressed I was that she made it up the climbing wall at the MBA Family Picnic. She tried and tried and finally made it. I said to her that I saw how bound and determined she was to do that."

Bozo - (Proper noun used as slang) Useless, ridiculous, or silly. (This comes from the name of a famous clown, Bozo). "Instead of Bozo problems we'll do some applications as if money were at stake." "If I think the question is Bozo, I won't grade it. I have the option of disregarding a question. If I think a question was a damn disaster, I won't grade it."

Brainstorming - (Noun) Method of generating as many ideas as possible. Can be done as a group discussion or done by yourself. This is not the time to choose a winning idea, shoot down an idea, or sell others on your ideas. "Don't list the negatives: we're still in the brainstorming stage." "Brainstorm" can also be a verb.

Brave soul - (Noun) Someone who is brave or willing to take a risk. Usually, implies a volunteer. "I'd like some brave soul to answer the following question in class."

Bread and butter - A core source of revenue. Term originates from the days when bread and butter were primary food staples for the US population. "AT&T sells some wireless telephone services, but long distance services are still its bread and butter." The term is often used in newspapers, but it is not used in formal business writing.

Break into - (Verb) Split up into. Divide into. "When we got there, we broke into three groups." People can also "break up into" groups.
Note another meaning: a robber breaks into banks (he robs them).

Brits - (Noun) "In 1795 we weren't sure the Brits weren't going to come back, and indeed in 1812 they did [in the war of 1812]." The term Brit can be used without insult with friends or it can be considered impolite if you use it with a stranger.

Broad - (Noun - Slang, usually derogatory) – woman. "She got angry when I called her a broad."

Bubble - (Slang - noun) Artificial world. Unrealistic expectations. "Many Americans live in a bubble. They never leave the US. They stay in suburbia and never think about the world beyond the US. They are incapable of seeing the world from a foreigner's perspective." "She is spoiled. She grew up in a bubble."

Buck - (Noun) US Dollar. 'The biggest bang for the buck' is getting the best deal for your money. "We want to get more bang for the buck, so we ask people to critique us and also to tell us their plans so we can improve our efforts."

Build up - (Verb) To develop. "There's no conflict between intellectual rigor and building people up."
(Noun) Development, creation "The nuclear build up of the cold war threatened to destroy the world."

Building cranes - (Noun) Construction machine. Tall, thin structures that lift materials at construction sites. "Half of the building cranes in the world today are in China." This quote comes from the late 1990s.

Business angle - (Noun) Profit motivation. "There is a business angle here." "The business angle in diversity hiring is that we will not succeed globally if we do not expand the depth of experiences that are within our management team."

Bust your buns (bust your ass) - (Vulgar) To work very hard. To make an extreme effort. Literally, break your buttocks (rear end). "Bust your buns to exercise now before you finish the MBA program." "You had better bust your buns (bust your ass) to understand this material before the exam. Your GPA is a little low and you cannot afford to fail."

But still . . . - Unstated factors outweigh anything stated before. "My daughter's boyfriend is a nice guy, but still . . ." {Like any parent of a 17-year old daughter, the speaker, a professor, is comfortable when his daughter does not spend too much time with her boyfriend. By using the expression "but still . . ." He lets the listener know that this point is so obvious that he need not explain it.

Buy and Scuttle - Acquire (an asset) with plans to abandon it. "Asked whether Learfield is embarking on a **buy-and-scuttle** strategy in order to grease the wheels in contract negotiations with UNC, Norwood Teague, UNC's associate athletics director, says, "I know it probably looks like that, but we have not had anything to do with it."
<http://triangle.bizjournals.com/triangle/stories/2002/06/17/story6.html> **Buy and Scuttle** is a verb phrase; when it plays the role of an adjective, as in the sample, it needs hyphens.

Buy-in - (Noun) Agreement. "You get their buy-in by letting people to come to consensus and then you take action." "Buy-in from all stakeholders is critical."

By one's self - Alone. "Are you by yourself on this one, Wilhelmina (Are you alone on this one, Wilhelmina?)"

C

Call - (Noun) decision. "Who makes the call on prices?" "It's your call."

Call into play - Bring into play; force the inclusion of. "Get in your mind the kinds of things that call into play the student honor code system." "The new regulation calls into play all sorts of new industry forces."

Can of worms - (Slang) Similar to Pandora's box from Greek myth, a can of worms signifies a problem that cannot be solved easily or perhaps cannot be solved at all so it may be best to not attempt to solve this problem. "Let's not open that can of worms" -- don't talk about that issue because you will be better off staying away from it, for it will prove "thorny" -- complex or complicated -- and you will gain little from resolving it.

Capital project - Project with a cost that's capitalized, not expensed. "Exploris is a \$42 million capital project."

Career-expanding experience - (Noun phrase) A smart move for your future. "Alienating your boss is not a career-expanding experience."

Career Limiting Move (CLM) - (Noun phrase) A bad decision that will negatively affect your career. "Drinking until 5 AM with the boss's daughter was a CLM." This came from Mike Allen, a student. I'd never heard it – PO

Carolina - (Proper noun) what most people in North Carolina (who may not recognize the name "Kenan-Flagler") call UNC-CH. "I'm a student at Carolina."

Cash out - (Verb) Sell all one's interest in a business. To liquidate one's personal holdings in an investment (usually for cash.) "Mr. Flagler got bored in the oil business. He cashed out and moved to Florida."

Catch - (Verb) acquire something contagious or infectious. "The second year students who are volunteering this week instead of going to the beach . . . they caught the Carolina spirit." "The children caught a cold while at school." (Noun) Condition or problem. "There is a catch. Before you can accept the offer you must sign over your soul to the company."

Catch you later - (Verb) See you later – goodbye. "I've got to go to class. I'll catch you later."

Caveat - (Noun) Clarification. "Franklin Street is pretty safe, with one caveat: get off the street by midnight." (Verb) restrict: "Franklin Street is safe. No, let me caveat that statement: the parking lot across from Hardee's may be a little tricky."

Chainsaw Al - (Noun - nickname) Al Dunlap, former CEO of Sunbeam and other companies, who has the reputation of becoming CEO of troubled companies and then cutting lots of jobs. The cutting is so severe that it's as if he has not a knife but a chainsaw. His latest CEO assignment ended badly, to the delight of his critics.

Chairman of the Trustees - (Noun) Head of a board, appointed by the State of North Carolina, which is responsible for and in charge of UNC. "The chairman of the trustees is a powerful man."

Challenged - (Adjective) Handicapped [in politically correct jargon]. "Frank Kenan was a little short dude -- or in modern terms, 'attitudinally challenged.'" This quote comes from Professor Rollie Tillman. The word challenged can be used positively or negatively. (Positive, Politically Correct) "The mentally challenged (i.e., the retarded) cannot be held responsible for this actions." (Positive, verb) "I was challenged (i.e., found it difficult) by the assignment." (Negative, slang) "Do not worry about Bob. He can be a little challenged (stupid) sometimes."

Charter - (Noun) Contract or mission or job. "My charter is executive development."

Cheap shot - (Slang - noun) Insult or low blows or unfair attack. "Many believed that the Republican's attacks on Bill Clinton's personal life were cheap shots at his character. Others believed that these 'attacks' were well deserved." "Asking her how her x-boyfriend is doing was a cheap shot."

Cheat sheet - (Noun) A piece of paper you take into an exam with answers or formulas on it. "Some professors allow students to take a cheat sheet into the exam."

Check - The word check can have many meanings. (Verb) To hand over: "Don't check common sense at the door, use common sense in the class discussion (as when you leave your winter coat in a checkroom at the entrance to a restaurant)". (verb) Make a specific mark on a paper: "check your

answer on the paper." (Verb) To verify something: "check it out (take a closer look)." "You had better double check your numbers (I think you are wrong)."

Check out - (Verb) To leave a hotel room and to pay for the room. "The hotel has a 3 PM check out policy." (Verb) to borrow something "I checked it out from the library."

Check the box - Multiple-choice situation like the GMAT, where you choose the best answer. "Life is not like a check the box test, it's like a series of in-depth interviews."

Check-in - The act of signing into a hotel or signing into an event: "Check-in is at 9 AM." Can also be used to indicate a brief conversational assessment: "It's a 90-second check-in about this topic with the people sitting near you."

Cheesy - (Slang) Weak, pathetic, lacking class or substance. "I gave a cheesy answer (I wasn't thorough enough)." "People who wear red plastic cowboy hats are cheesy (have no taste in style)."

Chicken in every pot - Something for everyone; minimum (economic) standards for everyone; even the least fortunate. "My proposal ends up with a chicken in every pot."

Chink - Weakness. "I see a weakness or a chink in the armor of people who don't have MBA's."

Chip on one's shoulder - (Slang) Description of someone with an attitude problem. "Tom had a chip on his shoulder (Tom had a bad attitude)." This expression provides a visual image of someone who places a small wood chip on their shoulder and dares someone else to knock the chip off his shoulder to give him an excuse to start a fight with the other person.

Chummy - (Slang with a negative connotation) Friendly. "People who hold on to a handshake too long are getting a little chummy" "Don't get too chummy with them."

Civic leader - (Noun) Person who is active in not-for-profit or political life. "We would be remiss if we didn't let you know that being a business leader involves being a civic leader."

Closure - (Noun) Conclusion or an ending. Implies reaching a satisfactory result. "If the class didn't reach closure for you, ask for more help from the faculty during office hours." For example, closure would consist of the following kind of feeling on the student's part at the end of a class: "Here is what the problem was, here is an approach to the problem, and here are alternatives for dealing with it."

Clueless - (Slang) Totally ignorant (the term "clueless" may be insulting) "Don't say clueless," say "beginning level of awareness." "Don't be clueless (think a little harder)."

Cohort - (Noun) Group with the same age or the same time of entry. "We have lost 3 kids in the first four cohorts."

Cold beverages - (Slang) Literally, means any chilled beverage, but normally implies beer. "He and his friends had a few too many cold beverages to drink (they drank too much alcohol)."

Cold call - (Verb) when a professor unexpectedly requests an answer from a student in class. Surprising and probably unwanted designation of a student to answer a question or to speak. "Sometimes professors choose international students for cold calls."

Colin Powell - (Proper Noun) Formerly the top General in the US military. Now, a leader of volunteer efforts, he was mentioned as a candidate for President. "You may have heard of General Colin Powell's initiative."

Come to - (Verb) Wake up after fainting. "After coming to, the student rushed to school (after waking up, the student rushed to school)."

Come up with - (Verb) create, invent; produce, especially in dealing with a problem or challenge [*come up with* a solution]. "We came up with the Durham scholars program." "He came up with amazing stories."

Comfort level - (Noun) Degree to which one feels at ease. "People have different comfort levels when we talk about issues relating to diversity."

Comfort zone - (Noun) An area or situation that is known or comfortable to a person (does not feel threatened). "You need to step out of your comfort zone." "His personality invades other people's comfort zones."

Constructive criticism - (Noun) A suggestion that can help you improve criticism often takes a negative form, but it's constructive rather than destructive if the criticism concerns something you can change. An example of constructive criticism would be "you need to stop being late." A subtler example would be "I wonder if our meeting times are too early." An example of destructive criticism would be "you're too short." "When someone offers constructive criticism, say 'thank you.'"

Conventional wisdom - What most people think? "Conventional wisdom says you've decided to endure the rigors of business school for a better job."

Core and tracks - "Innovation is part of the core and the tracks." (The Kenan-Flagler curriculum is largely made up of the core classes and tracks (or concentrations) such as finance, consulting, etc. aimed at career paths.

Core corporate value - A core belief or concept that the corporation believes holds equal weight with profit seeking. "Good corporate citizenship is a core corporate value for us."

Corporate America - (Noun) U.S. big business [this term does not include small business or entrepreneurs]. "In corporate America, climbing the ladder of success is a challenge."

Count - (Verb) To be important, make a difference, even in a no quantifiable way. "If an employee works fifty hours for a nonprofit they [the employee] think it counts [and we give the nonprofit \$500]."

Country kings - (Noun) Managers responsible for a country in a multinational enterprise. "He went to the country kings and got agreement, but nothing happened." [This may be jargon that one company uses and would not sound right if an outsider used it.]

Cover Your Ass (CYA) - (Slang) Take actions to make one's self look good. To put spin on your past actions to change present and future perceptions of your past actions. To hedge. "I'd better cover my ass." [Note: abbreviated as CYA – cover your ass. Please note that "ass" is generally not proper in polite conversation, so abbreviations like CYA are used instead.]

Crap - (Noun) Derogatory statement that means nonsense (mildly vulgar and should not be used in proper settings). "Don't feed me that crap (don't bull s**t me or don't lie to me)! Tell me the truth." "That is a bunch of crap (that is useless)!"

Crash and burn - (Verb phrase) To try and fail. "Teams with the highest intelligence sometimes crash and burn." - Lynn Russell, Orientation 1997. "He will crash and burn on the first try because he is too cocky."

Crop - (Noun) Group (the original meaning is an agricultural term for plants that are to be harvested). "[We welcome] a new crop of colleagues."

Culture - (Noun) Total human situation. "What is the culture here at Kenan-Flagler?" (Noun) Art within society. "Some people say the US has no culture. I disagree."

Cushy - (Adjective) Easy. "Some people had the cushy job of working in air conditioning."

Cut it - (Slang - adjective) be useful; work well. "Political correctness will not cut it for this program. It will kill us." [Usually used in negative expressions such as "won't cut it"] "Wearing tennis shoes with business professional clothes just doesn't cut it."

Cut to the chase - Skip the unimportant parts of a story to get to its conclusion (from movies, where the chase scene is often the dramatic ending and where editing film involved literally cutting it with a sharp instrument). "I'll cut to the chase."

Cut you slack - (Verb) To give you some time or to bend the rules for someone. To be patient. "US students will cut an international student more slack than they will for each other (U.S. students will be more patient with an international student than with other U.S. students)." "Cut me some slack! I have had a rough day."

Cute tricks - (Slang with negative connotation) Interesting features or actions such as high-tech gadgets. Implies useless or not impressive. "The Frank Kenan Football Center has lots of cute tricks (bells and whistles)."

CYA - Cover your ass (see "cover you ass"). "Protect yourself. Be careful."

D

Deal - (Noun) another way of saying 'ok' or 'your offer is accepted.' "Mr. Barbee offered a lot of land to the University. The Trustees said 'Deal. Let's have a drink.' The Trustees then quickly accepted the donation and moved on to celebration." (Noun) Contract. Agreement. "It is a done deal (the agreement is completed, accepted)." (Verb) To be included in the relationship. "You will have to deal with me (You have to include me. You will have to get my permission.)" "Deal me in (include me)."

Deng Xiao Ping - (Proper Noun - Name) Former leader of China. "Madame Mao had Deng Xiao Ping imprisoned during the Cultural Revolution because she thought he was a capitalist. Deng Xiao Ping survived her and he was a capitalist."

Descend upon - (Verb) To arrive from above. "To have talented people descend upon these communities is not to be taken lightly [not to be disregarded]."

Dialogue - (Verb) -- talk ["dialogue" is ordinarily a noun]. "We'll have a chance to dialogue with this group."

Dirty pool - Unfair action [in the game of pool or billiards, "dirty pool" means cheating]. "I won't give you [crucial] math problems on the test after telling you I would and then say 'just kidding.' If I gave you [crucial] math problems on the test and did not give the same examples to other students that would be dirty pool." "Paying someone else to do your work is dirty pool." [Note: in this use the word pool means billiards.]

Disconnect - (Noun) Mismatch. "There can be a disconnect between the compensation scheme and what management wants to reward (compensation is driving people to behave in a manner that management does not like)."

Ditch - (Slang - verb) get rid of, eliminate (from "throw into a ditch"). "You need to ditch the tribal gear [African-influenced clothing] when you move to Texas: they are very conservative down there." [This comment was made by an insensitive and unsympathetic character in a cultural awareness dramatization.]

Diversity - Accepting or valuing different kinds of people, typically different in race, culture, gender, or sexual orientation. "We're going to talk a lot about diversity this week, even though we're all wearing identical T-shirts."

Done - (Verb) Finished. "We may be done, I hope, with the Clinton-Lewinsky saga." "I am done (I finished my work)."

Download - (Verb) Transfer information "Take a minute and download -- tell your buddy what I just said and what has been going through your minds." Original meaning was limited to electronic data transfers. Literally, downloading is passing information from a network into a computer. Such as downloading a picture from the internet to your computer.

Drag on: Last too long "Drag on" avoids the judgmental word "too," but it's a fine way to say "take too much time." "I'm afraid that having let this drag on for nearly a week has allowed the problem to compound itself." Statement of a Canadian opposition leader after the Prime Minister accepted the resignation of the aide who called President Bush a "moron."
http://story.news.yahoo.com/news?tmpl=story&u=/nm/20021126/ts_nm/canada_usa_moron_dc_2

Drawing breath - (Verb) Breathing, but is commonly used to mean alive. "Many of my daughter's friends want to be admitted to the undergraduate program here at UNC, so they are all very friendly to me. But my daughter doesn't want to acknowledge that I'm drawing breath still."

Drinking from a fire hose - Trying to drink water from a tightly focused, fast-moving stream of water is not easy. "I'm getting something like 750,000 observations a day. And so keeping up with that is a little bit like **drinking from a fire hose**, and I'm behind on reducing the data." Quote from an astronomer receiving data from space, <http://www.cnn.com/TECH/space/9908/04/space.salvage/> This phrase may sound a little too trendy or cute for some listeners, but the image hasn't been overdone, and it will sound fresh to many. Google shows about 700 hits for *drinking from a fire hose*, versus about 2300 for *overwhelmed with information*. I heard this phrase at least a couple of years ago, in Orientation, with this quote: "The first year of the MBA program can be like drinking from a fire house. Too much is happening for you to catch it all." But part of the plan is to have students deal with this kind of situation in school so you'll be ready later. June 18, 2002

Dude - (Slang - Noun) Male, probably young (very informal). "Frank H. Kenan was kind of a short dude who was willing to get out there on the football field." That quote came from Professor Rollie Tillman. "Dude! You're getting a Dell." That's an advertising slogan in 2002.

Dunking [bobbing] for apples - Trying to get an apple from a large pot with only your mouth while not using your hands. "If you're short, get closer to the [restaurant] table. You don't want to look like you're dunking for apples." This is a game that children play at parties.

Dying - (Verb) Losing life. "Main Street is dying (Downtown businesses in small and middle-sized towns are closing down because they are losing customers to malls)." "He is dying on us (this man is in the process of dying)."

E

Each one - (Noun) each person (used for emphasis). "We're happy that each one of you is here (we are glad that each person here is here)."

Easy way out - (Adjective) An action/decision that is not painful, but does not necessarily solve the problem or help the situation. "Integrity means . . . Not taking the easy way out." *Day tripper*, by the Beatles, includes this line "[I've] got a good reason for taking the easy way out."

Ebenezer Scrooge - (Proper noun - name) A character in Charles Dickens' *Christmas Carol* story that hated to spend money, especially for the poor. "Even if your shareholders are directly descended from Ebenezer Scrooge, with a heart like a rock and a head only for capital gains [good corporate citizenship makes sense]."

Economically distressed - Poor. "The program targets kids in the most economically distressed areas in Durham."

Eddie Haskell - (Proper noun - name) A character on the old TV show "Leave It To Beaver" [I think he was thoughtless and clumsy]. "What if you spill your wine on the person next to you? Eddie Haskell wants to know."

Edge - (Noun) Advantage. "Coming to this summer session will give you an edge that the rest of the students will not have."

Edith Bunker - (Proper Noun) a character on *All in the Family*, a TV show in the 70s. She was submissive to her husband and only did house work. She was kind, but was a little simple-minded. "My mother was sort of like Edith Bunker"

Embrace - (Verb) To welcome. Literally, denotes to meaning is hug, but it is usually used more as a 'to welcome.' "Differences are opportunities: we need to embrace them."

Emotional intelligence - (Noun) Ability to handle situations and maybe especially social situations on an emotional level. "Your IQ [intelligence quotient, a measure of intelligence] is wasted without emotional intelligence." EQ is also measurable.

End up - (Adverb) 'Resulting in' or 'causing.' "The new building wasn't ready in time last year so we ended-up having orientation at the Friday Center (The new building was not ready yet, resulting in us having orientation at the Friday Center)." "I will tell you how we ended up on this hill (I will tell you how we can to be on this hill.)"

Enlightened self-interest - (Noun phrase) Something that is good for others, but also benefits yourself. "Community involvement is a form of enlightened self interest." "A corporation donating money to improve its local community is enlightened self interest."

Enviably task - Almost always used in a Usually used ironic manner, therefore, it means the opposite of enviable such as unenviable or unpleasant task. "Yesterday we had the enviably task of explaining the basics of finance to folks who are saying 'how does that passbook savings account work again? (This task or duty was not fun. The passbook savings account is the simplest type of bank account).'"

Exchange student - (Noun) International students that are taking classes in UNC for one semester only. Some US Americans refer to students from other countries as "exchange students," because many students come here as part of exchanges that send US students abroad. "Are you an exchange student?"

Executive program - (Noun) A program that is designed for working professionals. Typically, an executive program is for high-level managers who keep their jobs and are students part-time at night. "I am teaching in an executive program this week." "The E-MBA program is an executive program."

Extra points - (Noun) The points that a student can earn in addition to the standard points that are always part of a score. For example, if you earn 90/100 points (which is equal to a H-) and then the professor offers some extra credit and you earn 20/20 extra points. Your total score will be a

110/100. "You get extra points if you go over to the main campus and find the 200-year old Davie poplar tree."

Eye contact - (Noun) looking at someone when speaking or listening. "Here in the United States, maintaining eye contact is positive. In other countries, people break eye contact." Note from the American MBA student who helped edit this document: "Eye contact and handshakes are critical in American society. The first impression made by these actions can set the tone for the rest of the conversation."

F

Face-to-face - (Adjective) In person. "You need to have sensitive conversations face-to-face, not over the phone."

Facilitate - (Verb) To lead a discussion where the participants other than the leader do most of the talking and may be more important than the leader. "I want to cover three topics while facilitating this debriefing session."

Factor in - (Verb) To be a part (a factor) in. Be part of the equation. "How does religion factor into the this situation?"

Fair game - Acceptable; possible to be included. " Chapters 4 and 5 are fair game for the exam (chapters 4 and 5 may be included in the exam)."

Fall for something - (Verb) To be fooled. "I was trying to trick you and you fell for it." "Do you think she will fall for our trick."

Fall off a cliff - (Verb) To drop drastically. "The market for gunpowder fell off a cliff when the civil war ended." "The tech market fell off the cliff last spring."

Fast forward - (Verb) skip parts of a story that aren't essential. "They decided to build a museum in Spain. Fast forward to today, and attendance exceeds expectations."

Fast track - (Noun) accelerated career track or accelerated approval process. "You've just gone on the fast track." "This management training program is designed for those new hires that are on the fast track to become our next generation of leaders." (Verb) "That decision has been fast tracked."

Fat and happy - (Adjective) Complacent, overconfident, self-satisfied. "My fear is that we in America have gotten fat and happy."

Feed your soul - (Phrase) don't think only about money. Nurture your spirit. "Oscar Wilde said England was soul-starved amid its creature comforts." "Religion feeds your soul."

Feel out - (Verb) Learning how someone feels about something by communicating with them about it. Implies finding this information out without letting the other person know for certain what it is that you want to know. "Let's feel Joe out about making the trip to Dare County (Let's talk to Joe

and see his reaction when we mention the trip. If he is enthusiastic about going, he will probably be the one to make the trip. If he hates the idea, he probably will not be the one to go.

Finger of death - (Slang) To be singled out. "The professor comes into the room and says, 'Bruno, give me your analysis of the case', if you get this finger of death all you can hope for is a decent burial (if the professor asks Bruno for his analysis, he had better have done the analysis)."

Finger on the Pulse - To have one's finger on something's pulse: To monitor something constantly. Like a nurse or doctor with a finger on a patient's wrist, the observer notices every change. "We have our finger on the pulse of all the major media outlets." Dean Julie Collins at MBA Town Hall meeting.

Finish up - (Verb) Finish. "When you finish up with breakfast, head for the busses."

Fink - (Noun with negative connotation) To snitch, to tattletale on, or leak information to management what peers are doing and saying without telling your peers that you are reporting this information to management. "You're a bunch of finks."

First pass - First round of analysis. Looking at only the simplest case. "In standard, traditional, first pass monopoly, you have one set of customers and one price." [There are more complicated issues we can analyze, but the "first pass" considers only a situation without complications.]

Fix up - (Verb) Fix or repair. "We spent our day fixing up a building."

Flak - (Noun) Criticism (literally, enemy weapons fire). "He got a lot of flak for that decision."

Float in - (Verb) Arrive. "Some people who float in here [to KFBS] don't know how to operate in a group."

Follow - (Verb) To happen after something. "Bob and Rollie were such good speakers that I didn't want to follow either one of them (He did not want to speak after Bob or Rollie)."

Foot in the door - Merriam-Webster defines "foot in the door" as "**the initial step toward a goal.**" "But in their hurry, the companies often underbid to **get a foot in the door**, with prices that fail to take account of the full cost of upgrading old and inefficient water systems. Contracts are therefore regularly renegotiated."
http://story.news.yahoo.com/news?tmpl=story&ncid=68&e=1&cid=68&u=/nyt/20020826/ts_nyt/as_multinationals_run_the_taps_anger_rises_over_water_for_profit

For real - Truth. "Any company can look at itself as an information business. That's for real. It's no longer speculation."

Force it down their throats - (Phrase) To make something happen regardless of objections. "Management could force it down their throats." "I do not care if they do not like it. I will force it down their throats."

Foreign national - (Noun) Someone who is not a U.S. citizen. "We like to hire foreign nationals and bring them to Austin for six months or a year." -- Michael Dell

Four-letter words - (Noun) Obscene language. "I don't often mention Duke because we aren't supposed to use 4 letter words around here. But we sometimes pronounce the f word: Fuqua." Almost all of the worst English curse words have four letters.

Frame - (Verb) Put in context. "I wanted to frame this issue for you." "Let me frame this issue for you."

Franklin street - (Proper noun - name) The main street in Chapel Hill. "It's not as crowded as 5th Avenue, but depending on the score of the Duke Carolina game, it can be." When Carolina beats Duke in basketball, students go to the main part of Chapel Hill's main street, the 100 block of East Franklin Street, to celebrate. The crowd is so large that the police stop auto traffic, and the street fills with students.

Freeway - (Noun) Divided in-town multilane highway with exits, like an Interstate. Freeways are in town. Highways are between towns and are controlled by the State. Interstates are between towns and are controlled by the federal government. "Miami had a problem with German tourists being shot on the freeway by little kids."

Fried alive - (Slang -verb) To hurt someone. "When he gave the incorrect answer the professor fried him alive (when the professor realized the student had not done the work, he continued asking him questions to embarrass the student." Toasted can be used to mean the same thing. "I walked into the interview unprepared and I was toast. The interviewer completely toasted me."

From (a point in time) on- Beginning with (a point in time) and continuing, "From now on, I'll be a better husband." "From 1999 Hong Kong has been part of China."

From the neck up - Intellectually. "She had it from the neck up. She didn't have it from the neck down (She was competent to do her job, but she didn't dress appropriately)."

Front and center - (Noun) Important. Something you can see clearly. "Diversity is going to be front and center in any consulting you do." "Keep your main point front and center in your dialogue."

G

Gas - (Slang) Funny person or situation. "He's a gas."

Gazillion - (Slang) A large number. "Do we have enough capacity to produce 20 gazillion units next quarter?"

GDP - (Noun acronym) Gross domestic product -- a measure of the total production and consumption of goods and services in a country. "I'll give you 5 reasons why India might beat China in surpassing the GDP of the USA."

George Marshall - (Proper noun - name) World War II military leader who led the rebuilding of Europe after that War (the Marshall Plan).

Get a feel for - (Verb) Acquire some general information about. "Let me get a feel for this: how many of you are most used to lectures? How many are most used to discussion classes?"

Get a hold of - (Verb) To have in your power or in your grip. "Some people who run companies suffer from hubris. They think they know everything but they don't. Those are the guys you just love to get a hold of as clients, if you are a consultant. You can wring a lot of blood, sweat and tears from them because they're arrogant (it is fun to have arrogant people as your clients and prove them wrong)." "Get a hold of yourself (pull yourself together)."

Get a question out on the table - (Phrase) To start to discuss a question or topic. To make a preliminary question. "It is often good to just get a question out on the table to get things going."

Get airtime - See airtime.

Get going - (Verb) To start working or to start taking action while implying that discussion of what action to take should stop. "We've got to get going on this project right away (we need to stop talking about this and to start doing something to complete this project)."

Get in someone's face - To confront someone aggressively. "I don't think you have to get in the client's face to make your point (you do not need to be rude to make your point)." "Don't get in my face!"

Get into - (Verb phrase) To become involved with. "People often wonder, 'Why are we getting into in a program like this?'" "Already you can hear people shifting in the seats [and asking themselves this question]: 'What is she getting us into?'"

Get past - (Verb) To move on beyond (one issue to other issues). "You need to get past the [racial] label and consider the individual."

Get the ball rolling - (Verb) To start a discussion. "Who got the ball rolling in your study group meeting yesterday (Who organized it or who started the discussion in the study group)?"

Get the hint - (Verb) To understand an implied suggestion. "If you're offended by people smoking at your table, don't deliberately start coughing and hope they get the hint."

Get the point - (Verb) To understand something. To understand what the teacher wants you to learn. "Many people don't get the point (many people do not understand)." Similar to "get it"

Get to know - (Verb) To meet and to learn about. "The faculty can't help you if they don't know you. Get to know them and get to know your classmates." "I look forward to getting to know as many of you as I can during the next few years."

Get to the point - (Verb) To be direct. To say what you mean. "Get to the point! Stop beating around the bush (stop talking about other things and just say what you are thinking. Stop alluding to what you are thinking and just say it.)" "By the time we got to the point, it was too late (by the time we said what we wanted to say it was too late)."

Give a hand - (Verb) To help (not necessarily physically). "George, can you give him a hand with that answer (George, do you know the answer)?" "Can you give me a helping hand with this problem (do you know the answer)?"

Give and take - (Noun) A compromise. "There's some give and take here (there is a compromise here)." "This is room for some give and take here (there is room for negotiation)."

Give me a break - (Verb) To give someone a rest or pause, but implies frustration with the situation or disbelief. "She kept saying the same thing over and over, so I finally said 'Give me a break' (the speaker was talking too much and the listener became frustrated and finally interrupted)." "Give me a break! No one is going to believe that story (Be real. That story is obviously false)."

Glee club - (Noun) Singing group. "We may be forming the Kenan-Flagler glee club."

Global - (Adjective) Foreign. International. "How do you get ready for a global assignment, something that is uncomfortable?"

Glue - (Noun) Key person on a team or key item for a project. "As we all know, Shannon is the glue that holds the school together." "Ambition is the glue that holds it all together."

Go away from - (Verb) To move away from. Disregard. "My father taught me some things that I had to go away from (my father taught me some things that I had to forget)."

Go ballistic - (Verb) To get very angry (literally, to use nuclear weapons). "The managers went ballistic when they found out that Jerry Rodriguez changed the recipe secretly." The image is that of a person becomes so angry that they shoot off into space like a missile.

Go broke - (Verb) to become bankrupt. "Three of Ben Franklin's nine business ventures went broke." "We give you cases about people who go broke, on the theory that you can learn nearly as much by reading about people who go broke, and it's not nearly as painful."

Go for it - (Verb phrase) To take the risk and just do it. Jump in and participate. "Go for it early and give it a try."

Go on (went on) - (Verb) To continue (sometimes to excess). "Mary Lily Kenan Flagler Bingham went on a bit and had several husbands (she remarried a few times)." "He went on and on about nothing (he talked for a longtime about nothing)."

Go on the board - (Phrase) To become a member of the board of directors. "I've gone on the board of a couple of technology companies that I have an interest in." This is a very colloquial method of expressing: 'to become a member.' This should not be used as a proper example of how to express this idea.

Go out of one's way - (Verb) To do more than what is normally expected just to be nice. "He doesn't want to people to go out of their way to please him."

Going nowhere fast - (Phrase) Making no progress. Treading water. Only maintaining the status quo. Not advancing. "I'm one of their top producers, but I'm going nowhere fast (I should be promoted, but I will not be promoted)."

Going nuts - (Verb) To become crazy or incomprehensible. "This guy is just going nuts (he is going crazy or acting very excited)." "Don't go nuts on us now (don't do anything crazy now)."

Good corporate citizen - A corporation that does good things for its community. "We find that good corporate citizenship can be the tie-breaker in a customer's decision of which company to buy from (some consumers choose to purchase from corporations that do good for the community)."

Goodwill - The excess of a company's value over the value of its assets. "That company has a lot of goodwill." ("Goodwill" in a non-technical sense can also mean a positive feeling.)

Gospel - (Proper noun) In modern English, the Gospel is four specific chapters in the Bible. The word gospel denotes "good news" in Greek, which was used to signify 'the revealed truth of Christianity.' The contemporary use of the word gospel has come to mean 'something you should accept on faith without questioning.' For example, "You can take this as the gospel. There's some math to prove it, but you don't need to worry about it (You can just accept this as true without doing the math to prove it)."

Greasy spoon - (Slang - noun) Restaurant, usually inexpensive, that serves greasy [high-fat] food. "People came up the stairs out of the Rathskellar [in the 100 block of east Franklin], maybe the greasiest spoon in town. They saw a woman lying in Franklin street, and they asked her why she was in the street. She said 'we've lived in Chapel Hill for 2 years, and we've finally found a parking place on Franklin street. I'm lying here saving this place while my husband buys a car.'"

Group - (Noun) More than two people. "Mr. West sometimes spoke to the audience as "group."

Gumption - (Noun) Boldness, courage. "My great-grandmother had the gumption to hire herself an attorney."

H

Hand down - (Verb) To pass judgment. To make a decision. "The supreme court handed down two important decisions." (Verb) To give something to someone else, typically you hand something down to a younger sibling. "He handed down his toy to his younger brother." (Slang - noun) A derivative of the verb hand down is 'hand-me-down.' "When I was growing up, the only clothes I had were hand-me-downs from my older brother (the only clothes I had as a child were my older brother's used clothing.)"

Hang in there - (Verb) To maintain your composure. To stay strong. To survive. The response "I'm hanging in there" usually means "I'm working hard, but I'm OK." For example, an answer to question: 'How are you doing?' Can be, "I am hanging in there (I am surviving or I am staying strong)."

Have it together - (Phrase) To have it all figured out. To manage everything well. Commonly used to say that they have 'life' figured out. "I was one of those people who thought he had it all together (I was one of those people who thought he had 'life' all figured out)."

Have one on - (Verb) To possess an advantage over. Implies that the person is clever or is ahead of you or is ahead of the game. "No matter how much finance and accounting you know, these kids have got one on you (no matter how much finance and accounting you know, these kids are going to beat you... you are going to lose)."

Have something down - (Verb) To know something perfectly. "I'll let Kevin operate the remote control -- I thought I had this down (I thought I knew how to operate this technology perfectly)."

Have-nots - (Noun) Poor people. "There is a growing gap between haves and have-nots. I don't think we can compete in the global marketplace with this growing disparity." The world can be divided into two groups: those that have something and those that do not. We often explain the digital divide as those that have access to a computer and those that do not.

Head up - (Verb) To be the leader of something. To be the chairman or president. "Some people think that an MBA only means more bucks [dollars] of accumulation. But a funny thing happens on the way to the bank. Look who heads up the United Way (Some people think that an MBA is only about making money, but some MBAs use their knowledge instead to lead organization such as the United Way)."

Heart in the right place - (Adjective phrase) To have good intentions. To be honorable. "I think his heart is in the right place (I think he is trying to do the right thing)."

Hillbilly, Hick, Bubba, and Rube - are all more or less insulting slang terms meaning uneducated, unsophisticated person from a rural area. **Hillbillies** are from mountainous areas. **Bubba** describes a male, probably a young adult from the Southern USA (the term comes from a nickname derived from a young child's effort to say "brother"). **Hick** strikes me as more of a Southern term than **rube**. From <http://www.washingtonpost.com/wp-dyn/articles/A9235-2002Aug28.html>: CBS is bringing back "The Beverly **Hillbillies**." This time, however, Hollywood actors won't play the family members we laugh at; they'll be real live **rubes** from the South. After spending decades trying to shed the **Bubba** image it contracted in the 1960s when its prime-time lineup included a slew of backcountry characters, CBS has decided to embrace once again its biggest **hick** hit of all. The network already has a crew of casting agents combing "mountainous, rural areas" in Arkansas, West Virginia, North Carolina, Tennessee and Kentucky in search of a "multi-generational family of five or more -- parents, children and grandparents -- who will be relocated for at least a year" to a mansion in Beverly Hills, said CBS spokesman Chris Ender. Verbatim from <http://www.word-detective.com/061300.html>: Believe it or not, **hick** is just a shortened, familiar form of the proper name "Richard." At the time **hick** arose as a derogatory term for a country bumpkin in England around 1565, "Richard" was considered (unfairly, of course) a typical "country" name, much in the way "Paddy" (short for "Patrick," after the patron saint of Ireland) came to signify "Irishman." As a synonym for "uncultured and unsophisticated," **hick** is now heard largely in the U.S., where it has become an adjective as well as a noun, giving us combinations such as "hick town." A similar (and equally unfair) epithet based on a supposedly typically rural personal name is **rube**, formed from the name "Reuben." An American invention of the 19th century, "rube" became so widespread that it spawned the classic carnival workers' warning cry "Hey Rube!" a coded signal meaning that some of the local **rubes** had figured out that they were being fleeced and were fixing to exact revenge.

Hi there - Colloquial expression that means "Hi." 'Hi', 'hi there', and 'hey' all are informal greetings. 'Hello' is more formal than 'hi'. . "Hi there" sometimes indicates that the user is not comfortable enough to simply say "hi."

High yield debt - (Noun) Junk bonds. A bond with a speculative credit rating of BB (S&P) or Ba (Moody's) or lower is a junk or high yield bond. Such bonds offer investors higher yields than bonds of financially sound companies. "High yield debt might be less expensive, but it is a high risk investment"

High yield fund - (Noun) Mutual fund that invests in a riskier pool of investments; its potential for profit is greater. "Wally stayed away from high yield funds; they were too risky for him."

Hired gun - (Slang - noun with negative connotation) Outside expert or consultant. Literally, hired guns are mercenaries. The term is from the "Wild West", a time period in history when cowboys and Indians roamed the western half of the US. Hired guns were cowboys that could be bought for protection or assassination. "I don't know if this information will save you money, but you'll know how to deal with hired guns after I tell it to you (you will know how to handle consultants after I explain this to you)."

Hit - (Noun) Negative consequence. "Horst may have to take a short term hit on efficiency in order to achieve his long term goals."

Hit the ground running - Start operating at full speed with no transition effort "This is a short program with extremely challenging projects, so all teams are expected to **hit the ground running**." <http://www-913.ibm.com/employment/us/extremeblue/apply2.html>, the application forms for IBM's Extreme Blue internship program, described at <http://www-913.ibm.com/employment/us/extremeblue/>. Ideally, when a parachutist jumps out of an airplane, instead of falling or stumbling, the parachutist lands -- literally hits the ground with his feet -- and starts moving fast in the right direction.

Hobbling - (Adverb) Limping. "The man was hobbling down the road (the man was limping down the road)."

Hook - (Noun) Lure, enticement. "Basketball is merely the hook. We bring young men into the gym using basketball as a hook."

Hook up with - (Slang - verb phrase) To get together with or meet. Depending on the context, 'hook up with' can mean to meet your friend, to meet someone of the opposite sex for the first time, or to have a romantic encounter with someone. "We'll try to hook up with you later (we will try to meet you later in the night)." "They hooked up in a bar (they met in a bar)." "I think they hooked up last night (I think they had sex last night)."

Hook, line, and sinker - (Slang - noun) Totally (from fishing, when the fish swallows not just the bait and hook but much more). "Do you think I would fall in that trap - hook, line, and sinker? (How dumb do you think I am. Do you think I would fall for that trick?)" Literally, the hook, line and sinker are the pieces necessary for fishing.

Hoot - (Slang - noun) Wild or funny experience. "I had an accounting class in a former army barracks. It was a hoot. It influenced my decision to become a marketing major." "He is a hoot (he is a lot of fun)!" Literally, a hoot is a type of sound.

Hosed - (Slang - verb) Literally, to be hosed is to be sprayed with water from a hose. Figuratively, this means to be 'screwed' or to be in trouble. "If you don't know demand, you'll be screwed. If you don't know costs, you'll be hosed as well (you have to know both demand and cost)."

Hot button - (Noun) Something you feel strongly about. "My hot button is suburban oblivion."
"Speaking in one language when not everyone present speaks that language is a hot button."

Hot issue - (Noun) Intensely debated or contested political issue. The concept is that this issue has been bounced so much from person to person that it has built up energy from the movement or friction and that this energy is being emitted from the item as heat. "In some countries, distribution of income is a hot issue (in some countries distribution of income is one of the most important political issues being debated)."

Hot seat - (Slang - noun) To have all attention focused on you. To be responsible while others are waiting and watching you. Many people are uncomfortable to perform while others watch, so we say, "I don't want to put you on the hot seat [this is unstated: by asking you an uncomfortable question] (I do not want to make you uncomfortable by making you answer a question while everyone is watching you)." It is clear from this sentence construction that the speaker recognizes that you may be uncomfortable, but the speaker is going to ask you the question anyway.

Hotlink - (Noun) A symbol or a word you can click on to reach another web page. A hotlink simply means an Internet link that is enabled. "If you go on the web you'll see there's a hotlink to community outreach."

I

In conjunction with - At the same time or together with. "Let's negotiate your salary in conjunction with your stock options"

In kind - Something that is not monetary. "We make in kind contributions to schools of computers and lab equipment (they give computer and lab equipment to charity)."

In some other life - In a previous experience or at an earlier time "If you don't read the material, you won't understand the class, unless you've had the course in some other life." This is a sarcastic reference to the belief of past lives.

Inquisition - (Proper noun) The Inquisition was a historic event that happened in medieval Spain where the Spanish brutally tortured dissidents and persecuted Jews. In contemporary English we sarcastically use it as a reference to asking tough questions. For example, if a professor were to repeatedly ask tough questions then we might say, "This is like a 5 minute Inquisition."

Instrumental - (Adjective). Important, key, critical. "Basketball coach Dean Smith was instrumental in bringing an end to segregation in Chapel Hill."

Interface - (Verb) Interact with and get to know. "It's important for them to interact with people like you." (Noun) The control panel. "The interface of the computer is well designed."

International - (Noun) Foreign. "She is an international student." -- She comes from another country. The word "foreign," though more precise, appears to strike some people as rude. Foreign can also mean strange, odd, or not normal. Accordingly, it is rude to call someone a foreign student. Yet, the word foreigner does not have any double meanings and therefore cannot be construed as rude.

Introspective - (Adjective) To contemplate one's self. To look inside yourself "I would like you to be introspective right now."

J

Jack Daniels - (Proper noun) A brand of bourbon whiskey. "If you want to do math in economics, I can set you up in the economics department. There you can get a Ph.D. in economics in 4 years and drink a lot of Jack Daniels (You do not need to do math in Economics [because you only need to understand it theoretically]. Earning a degree in economics will make you want to drink alcohol a lot)."

Jam [something] down someone's throat - (Verb phrase) To make someone accept something, such as information or even action. "A review session isn't a chance for me to jam more stuff down your throats." During a review session, I will not give you new information that I did not already give you in class. Also see 'forcing something down your throat'.

Jazz musician - (Noun) A musician that plays the jazz genre of music. Jazz musicians have a reputation for being free spirits that do not follow rules. Accordingly, a jazz musician implies someone who improvises rather than strictly following a plan. "There's more than one way to do these things. Some of my colleagues like to do scripts, like choir, with soprano, alto, tenor, bass.. But I'm more of a jazz musician (I like to assess the situation frequently and adjust my plans and actions as the situation evolves)."

Jock - (Noun) Informal term meaning athlete, but sometimes implies someone who is dumb depending on the context. "You don't have to be a jock to need to learn technology (everyone needs to learn about computers, even smart people)."

John Templeton - (Proper noun) A wealthy owner of investment businesses, such as the Templeton Funds. "John Templeton offered to buy his business, but he turned down the offer."

Join me in welcoming - (Phrase) Clap for. "I invite you to please join me in welcoming her today, Margaret Dardess."

Jump in - (Verb) To participate. To be involved in a class discussion by starting to speak. "I expect everyone to jump into the class discussion as they have something to say."

K

Keep your day job - (Phrase) Don't quit your regular work, because you don't have the talent to succeed in show business. [Jim Johnson, after hearing section c sing:]. "Section c, keep your day jobs." This term comes from how artist often find their singing or acting careers. It is common that a singer, for example, will be an accountant in the day and sing in a bar at night. He should not quit his day job (accounting) until he can support himself with his singing career.

Kenan Flagler business school foundation - (Proper noun) An organization that raises funds for the school.

Key - (Noun) Important factor. Perhaps the most important piece of a puzzle or dilemma. "You may have noticed that some of your classmates [studying with other professors] are doing math problems. If I thought doing math problems was the key to your being successful, we'd do math problems. I've never had a student come back after graduation and tell me 'You know that isoquant stuff we did? That was the key to my promotion.'"

Kick off - (Noun) The start or the beginning. The term originates from sports. In football and soccer, kicking the ball off starts the game. "We had a kick off day about a year before the Special Olympics events began." Later, Jim Johnson said "We had 260 young men last season, and we're about to kick off the third season."

Kind of - See "sort of"

King for the day - A mock title given to someone to honor him or her. It is often used as part of a sarcastic complement or to tease someone depending on tone of voice. "George is king for the day (George gave a good answer or the answer George gave was so obvious that I am mocking him for stating the obvious)."

Kitchen sink - The last item. Absolutely everything. "Your locker is so crowded you've got everything in there but the kitchen sink (you have too much stuff in your locker)."

L

Labeled - (Verb) Defined. To be stereotyped or given a descriptive name. "It's hard enough around here without being labeled. I was starting to be thought of as the voice of Asian Americans."

Laid back - (Adjective) To be relaxed or easygoing. "People in Jamaica are more laid back than people in the USA."

Lame - (Adjective) Weak. "That's really lame; that's second rate thinking."

Late night? - (Phrase) Did you have a late night? Did you get to bed late?. "Looks like a couple of people might have had a late night (they look tired)?" Or you will hear people simply ask, "Late night?" instead of saying "were you out late night? You look tired."

Lead off - (Verb) To go first (the leadoff hitter is the first batter in a baseball game). "We have with us today to lead off a person from a respected business in our community. "

Leftovers - (Noun) the remaining. Food that was cooked earlier and is not so appealing as when it was first cooked. Today, the term meant people who are extra members of their group because they "counted off" last. "The leftovers are up there [in the last row]."

Lemon - (Noun used as an adjective) Bad car or something bad. Defective. "North Carolina has a lemon law protecting purchasers of defective vehicles." (You might hear the term "peach" for a good car.) There is a saying, "when life gives you lemons, make lemon aid (when life gives you something bad, change the situation so that ad thing becomes a good thing - i.e., be flexible.)"

Lets get this party started - I'm the boss, and I'm beginning this meeting. "OK, folks, let's get the party started" - from a Southwest Air TV ad running on CNBC. Some languages clearly convey the relationship between speaker and audience. Japanese "respect language" and the familiar *tu* in Spanish in French or *du* in German are examples. US English can convey relationships, too, though less formally. In the ad in today's sample, a man enters a conference room and takes a seat at the head of the long table where other adults, dressed like him in business clothes, are waiting. His greeting and statement, as well as his body language, show that he's the boss. His reference to "**party**" means "internal business meeting": a subordinate would not treat the meeting so casually. "**Let's** . . ." shows that he is in charge, and that he decides when the meeting will start - and end. (If he were not the boss, he might ask a question, like "Are you ready . . .?") He is addressing subordinate, not customers; with customers, he would be more formal, and probably would not say "**folks**."

Leverage - (Verb) To use as a tool to your advantage. Originally derived from the lever, one of the seven simple machines, which allows you to multiply your strength. Finance terms meaning debt (noun) or borrow (verb) against assets ("You can leverage your real estate" = You can borrow money by using your real estate as collateral), now expanded to mean, "use" more generally: "You can leverage your rock band background by going into concert promotion."

Life history - (Noun) The full story of someone's life. May imply story with too much detail. "If you have to ask for a new fork because the one at your place is dirty, don't give a life history of the fork [don't explain where the dirt is or how it got there]. Just ask for a new fork."

Lifestyle - (Noun) Standard of living or chosen manner of living. "We can expect a pretty comfortable lifestyle, but not everybody has the same advantages we have." "His lifestyle is destructive (implies that he parties too much or works too much to the extent that it is not healthy)."

Like - "Like" can mean "about" or "around" or "roughly," as in "He was making like a million dollars." Note that "like" there can also be a filler that stalls for time as the speaker comes up with a number. This use of "like" turns up in speech, not in writing. A filler, like "um" and "uh" (phrases for August 19, 2002), condemned by Tim Koegel - but it can add subtle meaning. (Thanks to Brent Davidson '03, who writes: "*Maybe you should follow up [um and uh] with an explanation of the ubiquitous "like" phrase, which is a vocabulary staple for just about everyone under 25.*" And to Jim Dean who suggested "like" long ago.) And here are three more possible nuances from Public Radio commentator Geoffrey Nunberg's interesting discussion, taken verbatim from <http://www-csli.stanford.edu/~nunberg/like.html>: [O] ne way or another, like lays

a certain distance between speakers and their words. Sometimes it can soften a request, as in "Could I, like, borrow your sweater?" Sometimes it communicates disaffection: "Whaddawe [what are we] suppose to, like, read this?" Or you can use it to nod ironically at the banality of your words, as in, "Do you suppose we could, like, talk about it?" My favorite example is "Like, Wow!" It parodies the use of the word "like" as filler. "Wow!" is an interjection of surprise or delight that people use when they can't think of any appropriate statement. "Like, Wow!" takes it a step further: "Like" here makes the speaker seem even more inarticulate. Saying "Like, Wow!" today could make people think you have smoked marijuana very recently. Verbatim from <http://www-csli.stanford.edu/~nunberg/like.html>): Like is "more than just an unconscious tic, or a filler that people stick in while they're vamping for time. It's a word with a point of view Like a lot of modern sensibilities, that point of view and that use of the word got their start with the hipsters of the fifties. In their mouths, it wasn't a sign of inarticulateness, the way people would come to think of it later . . . [T]he word contributed to the sense of a language that didn't actually mean anything so much as it evoked, the way a jazz riff does. It turned everything the hipsters said into a kind of extended simile, as if to say, "I, like, gotta use words when I talk to you." Mainstream Americans didn't learn that kind of talk from the hipsters themselves. They got it from TV and radio programs that diffused the lingo in a diluted form . . . [T]here was Maynard G. Krebs, the goateed beatnik wannabe that Bob Denver played on the late-fifties TV show The Many Loves of Dobie Gillis. Krebs was given to saying things on the order of "Like, wow! That is, like, really, like, cool!"

Like a deer in the headlights - (Phrase) Panicked. A look of terror in the face. To be still. The phrase originates from the fact that a deer on an empty road will "freeze" or become motionless when a bright light shines on it. One of a deer's best protective mechanisms is to be still. Its fur coat provides excellent camouflage. Accordingly, when a deer is afraid its first instinct is to be still. Obviously, this is exactly the wrong choice for how to avoid a car driving on a highway. "The student was like a deer caught in headlights (he had a panicked look on his face and he obviously did not know what to do)."

Live up to - (Verb) Deserve; be worthy of. "I'm going to see what I can do to live up to that great applause (I am going to work hard to deserve that applause)."

Liver function - Sobriety. "He had reasonably good liver function." He was sober and not hung over [by the time class started]. The liver metabolizes alcohol in the body, so a person with a good liver function can drink a lot of alcohol.

Look over one's shoulder - (Verb) To be suspicious. "I don't want anybody looking over their shoulder feeling as if they are being checked out [investigated]."

Loose cannon: unpredictable, dangerous person or group. "[A]t his Crawford, Tex., ranch, the president will lay it on the line to his visitor from China, Jiang Zemin: Do you want a **loose cannon** on your border loaded with nukes?" This metaphor, from today's NY Times, describes North Korea. <http://www.nytimes.com/2002/10/24/opinion/24SAFI.html> Here is the long, striking **loose cannon** passage from Victor Hugo's Novel, Ninety-Three : <http://www.gavroche.org/vhugo/cannon.gav>; for the original French text, go to <http://michel.balmont.free.fr/pedago/93/txt93/caronade.html>):

Lousy with - (Verb) To be full of (maybe too full of). "The investment banking business is lousy with MBAs: we've got them everywhere." [Much more often, lousy means only "bad" or "terrible," but not here.] Lousy, in this sense, refers to lice – to be full of lice.

M

MAC - (Proper noun) Master's in Accounting – another graduate degree program offered by Kenan-Flagler.

Machiavellian - (Adjective) To be cold and calculating. The term comes from Machiavelli, an Italian renaissance political writer. He was known for his ruthless advice. He touted the principle that 'the end justifies the means Machiavelli.' "There is both a Machiavellian and a pedagogical purpose for asking tough questions."

Main Street - (Noun) Ordinary people and small businesses. (Monied people and financial institutions are called Wall Street). "It's Main Street I want to talk about today." "This is a battle between Main Street and wall street!"

Make a difference - (Verb) To have a positive impact. To do something good (I've never heard "making a difference" to mean making a *negative* difference.) "He has devoted much of his time to making a difference in the community."

Make money hand over fist - (Verb) To financially be very successful. "When your country engages in competitive devaluation, your export businesses may make money hand over fist." [You make more money than your hands can grab.]

Make time - (Verb) To make something a priority in your schedule. To reserve some of your schedule. "Make a little bit of time for basketball here." "Make time for yourself."

Marginalized - (Verb) To become less important. "Without globalization, companies run the risk of being marginalized." "Do not marginalize the importance of marketing."

Matriculate - (Verb) To begin work as a student at a school. "This is your matriculation day. You're the first class to matriculate with me."

Maverick - (Noun) A rebel or independent thinker and normally implies something positive about a person, but depending on context it can be used negatively. (Positive) "Ted Turner is a maverick in the news business." (Negative) "He thinks he is a maverick so he does not follow the rules."

Mayberry - (Proper noun) Mayberry is an fictional small town from the Andy Griffith TV show. In the show everyone in Mayberry is a happy and life is simple. As with many shows of its time, all the characters were white. "You grew up in Mayberry (you didn't have to worry about anything)." "Middle America lives in Mayberry (middle class America has simplistic lifestyles and ideas, but a happy life)." Sometimes people refer to Mayberry as a "bubble." See bubble.

Medium rare - (Adjective) less cooked than medium, but more cooked than rare. There are five basic degrees for cooking meat: rare, medium rare, medium, medium well, and well done. "Your filet mignon is medium rare. It looks like it's going to move [as if it's still alive]. Don't send it back. Just leave it and eat what you do like: the vegetable and the potato."

Methodist - (Proper noun) A group ("denomination") of Protestant (non-Catholic) Christianity. See Baptist for more information.

Milestones - (Noun) Goal. Important dates. A significant point of development. "The broadband development is a milestone for the Internet Age."

Mirror - (Verb) To copy. "If you are unsure of the proper etiquette mirror the actions of your host (if you do not know the proper etiquette then follow the host's example)."

Mode - (Noun) Manner of being. Way of thinking. "If I'm interviewing with a law firm, and they are still in the skirt mode, I'll play the game (If they think slacks are inappropriate, I'll wear a skirt)."

Move on from - (Verb) To quit an action and away from that action. "If you want to move on from your conversation with Kevin you might say, 'Kevin, you ought to meet Mark. He's interested in start-up businesses, too.' You introduce Kevin and Mark and then you fade away."

Move on to - (Verb) To quit your current action and start the next action. "We started with immunization, we moved on to disease prevention, and now we're working on new programs."

Moving right along - (Phrase) Let's start discussing the next item: we've spent enough time on this one. "All right, moving right along . . . we will now start discussing the marketing aspect of the case." This phrase implies that the speaker is a little frustrated or annoyed that so much time was spent on one subject.

Mr. Last supper - (Noun used as adjective) someone who eats so much food that it seems he thinks he will never eat again. "[When entertaining several clients or guests, only one of whom orders an appetizer,] I might ask my other guests to join the one who ordered an appetizer. I don't want Mr. Last supper to feel bad." The speaker here is mocking the person who ordered the appetizer by comparing them to a prisoner on death row who is receiving their last meal before being executed. [Note: the last supper in the Christian religion has a different, more frequently used, meaning: it is a dinner that Jesus and his disciples held the night before the crucifixion. The term 'last supper' usually refers to this religious event and not of a prisoner's last meal before execution. Also common, the Last Supper is the name of a painting by Leonard Da Vinci depicting Christ's last meal before being crucified.]

Muscle - (Slang - noun) Strength or ability. "Sales of the Kit Kat candy bar went up because of Nestlé's marketing muscle (sales of candy bars increased because of Nestlé's superior marketing prowess)."

My bad - My mistake; My fault; I said something that was inaccurate Other similar expressions: Sorry: informal I stand corrected: old-fashioned and very formal, when you said something inaccurate I got that wrong: informal; when you said something inaccurate I can't remember hearing anyone over 40 years old use it, but I hear people in their 30s say it all the time. People will understand "my bad," but if your audience is my age, maybe you aren't speaking their language.

My cut - (Noun) My position on a particular question. My opinion. If someone asks "Can the student bring in outside information to help analyze the problem?" The professor might reply, "My cut is that there is this thing called the Internet which you can use so it is unrealistic to say no you cannot bring in anything (yes, you can bring stuff in)."

Myers-Briggs indicator - (Proper noun) A popular tool for looking at personality types. "How many of you have taken the Myers-Briggs?" Here are details from the "association for psychological type" web page:

"The Myers-Briggs type indicator (MBTI) is a self-report personality inventory designed to give people information about their Jungian psychological type preferences. Isabel Briggs Myers and Katherine Cook Briggs began developing the MBTI in the early 1940s to make C. G. Jung's theory of human personality understandable and useful in everyday life. MBTI results indicate the respondent's likely preferences on four dimensions:

• Extraversion (e) or introversion (i) • sensing (s) or intuition (n) • thinking (t) or feeling (f) • judging (j) or perceiving (p).

"Results on the indicator are generally reported with letters representing each of the preferences as indicated above. There are 16 possible ways to combine the preferences, resulting in 16 MBTI types: ISTJ, ISTP, ESTP, ESTJ, ISFJ, ISFP, ESFP, ESFJ, INFJ, INFP, ENFP, ENFJ, INTJ, INTP, ENTP, AND ENTJ."

For more, you might search the web for "Myers-Briggs." Some sites let you take a form of the test alone, while other sites say you should get a trained professional to administer it.

Mystified - (Verb) To be confused, surprised, or lost. "You shouldn't be mystified when people talk about e-business."

N

Nada - (Noun) Nothing (Spanish). "Did you hear anything after your interview?" "Nada."

Nail - (Verb) To answer correctly. [After students listed good ideas, professor dean said:] "Did you guys read my notes? I'll get you the check [a cash reward for good performance – a joke here] later . . . I think you nailed it."

Nail down - (Verb) Pin down; decide or set. "Let's nail down the date of the meeting before we start talking about hotel reservations."

Name recognition - (Noun) Public awareness of a name. "We went from 9% name recognition in Indiana to 94 % today -- all without paid media [TV or print advertising]. We did this by naming Riverfront Stadium 'Cinergy Stadium.' We are the first utility to name a sports stadium, but we got a good deal -- we spent only \$6 million for naming rights." [Many corporations these days are promoting their brand names by paying money to stadium authorities to put the corporate name on the stadium.]

Nature - (Noun) Something alive. "We found some nature -- we found a copperhead [a poisonous snake]."

Negative feedback - (Noun) Criticism. "[The white employee said:] 'I'm tired of getting negative feedback. I'm tired of being referred to as snowball and snowflake.'"

Nerve - (Noun) Audacity; inappropriate boldness. "The nerve of this white guy coming in here talking to me this way." [Note: this quote is an interjection, not a complete sentence, but it's regular us English.]

Net - (Noun) In the final analysis, considering all factors. "Net, an MBA is a good investment." Paul Fulton

Networked - (Adjective) Connected with important, useful people. "Rollie is one of the most creative and the most networked individuals in the school."

Nice to see you - "I'm glad to *see* you" OR "I'm glad to *meet* you." This phrase has an advantage of ambiguity: if you can't remember whether you've met someone before, "Nice to see you" covers either case, so you won't be embarrassed. "Nice to see you" can be one whole side of the conversation, as the speaker moves quickly on to another person. So in certain contexts, both "Hello" and "Goodbye" can be part of the meaning. **Nice to meet you** indicates that the speaker has never met the listener before. In earlier years, I've had second-year international students who definitely knew me but who hadn't seen me before say "Nice to meet you" – as if we were strangers, or they had forgotten me. **Good to see you** is less common, but OK. **Great to see you** may ring false to me. It packs too much emotion into too little of the speaker's time, though I've heard it as a substitute for "Nice to see you." To strengthen "nice to see you," a more natural statement requires more time and more detail:

"Ah, Susie, it's great to see you again after all these years." Or

"Senator, it's great to meet you at last. I appreciate all you do for us."

The full sentence is "It's nice to see you." The word "It's" may be pronounced or not.

No win - (Noun) A situation where there is no good result and where everyone loses. "It's a no win. If Margie had come to the golf course, she would have been turned away."

No-brainer - (Adjective) Easy. A problem with an obvious solution (a problem that requires no brain). "Would you rather live in Chapel Hill or in Durham?" "That's a no-brainer – Chapel Hill."

Nodding off - (Verb) To be in the state of falling asleep. "There were two people up there [in the audience when the sound system made loud noises] that were sort of nodding off."

Not so hot - (Adjective) Bad. Not well. It is a possible answer to the question "How are you?". "There's a 5-foot embankment. Down at the bottom with a sickle is Chenghuan, cutting waist-high weeds. Someone asked 'How are you doing?' and in perfect English, without the smile leaving his face, he said 'Not so hot.'"

Now hiring - (Phrase) we have jobs. "The sign in the store window said 'Now hiring' so my sister went inside and filled out an application."

Nuts and bolts - (Noun) Details. "We have developed a program that trains nonprofits in the nuts and bolts of business practices."

O

Off the hook - Comfortable, immune from questioning. "My wife never lets me off the hook -- she always makes me think." Out of danger. "Taka volunteered and took the rest of you off the hook."

Officer pool - Top executives. "A while back it took 20 or 25 years to build the officer pool; now we want people to become vice-presidents in 5 or 6 years."

Oil of Olay - (Proper noun) A cosmetic [from Procter & Gamble] that is supposed to make the skin look young. "I say to Amy, 'Miss.' that means her Oil of Olay is working." [If I said "Ma'am," I would think she is older than someone to whom I say "Miss. "]

Old maid - (Noun) A woman who never married and is growing older with few prospects for finding a husband. "Mr. Kenan had a sister, a 32-year old maid. Mr. Flagler married her."

Old stomping grounds - Familiar territory. "Morgan Simon [a nonexistent firm] is Alexis's old stomping ground."

Oldest rat in the barn - (A self-deprecating term) the person who has been here longest. "I'm the oldest rat in the barn."

On edge - Nervous. "With all the tough decisions you have to make, you may be on edge."

On point - Correct, relevant. "Let me articulate it [your comment] back to you to make sure I'm on point."

On staff - Working for. "Students can talk to a Nobel laureate who is on Glaxo-Wellcome's staff."

On the spot - Exposed to questioning. "You may be on the spot."

Online - (Verb) To be completed and ready. "We have a new building coming online."

Oomph - Boost; added strength. "When the local currency appreciates, the luxury goods market gets this big oomph." [People buy more luxury goods.]

Open up - (Verb) To create. "When you go to a top school, it opens up a lot of choices."

Out of here - Leaving, sometimes joyfully (original meaning: gone; not here)
"I left Troy, New York, and I thought, 'I'm so out of here.'" -- I'm leaving here with enthusiasm.

Outgoing - Not shy. "Be as outgoing as possible -- engaging with all your peers here. My suggestion is go out of your way to get as much from your time here as you can possibly get."

Outsourcing - Use of outside suppliers. "Deere and Co. has recently pulled back on some of its outsourcing by bringing back the manufacturing of some products back in-house to a Deere plant in Georgia." (Paraphrase of WSJ article 9-17-97, page A3.)

Over the top - Excessive. "He always tries to dominate class discussions -- his performance is over the top."

Own - Feel [this meaning is more of a "social science" meaning than the usual meaning]. "Don't assume that a colleague believes it, or owns it, or has it as part of their value system." Control or participate in "You can own the process here" -- you can participate meaningfully in the way the School works. "You own the School. Your degree is equity." -- you are not simply passing through Kenan-Flagler, you are a stakeholder whose future depends in part on how well the School does.

P

Pain in the can - Pain in the rear; pain in the butt; pain in the ass [slang] – annoyance. "It's a larger pain in the can to covert this material to something usable than it appears."

Paradigm - Model or way of thinking. "The vice president there changed my paradigm."

Parameters - (Noun) -- guidelines or limits. "When the parameters aren't defined, you can still accomplish your goal."

Paranoid - Fearing everything; unduly fearful. "If I don't give you the problem set, you all are paranoid." [You think you should get the problem set, and you worry if you don't get it.]

Partner - Work together [with]. "You're going to be partnering with executives from some of the businesses that support the school."

Pay off - Produce benefits. "[Community involvement] will pay off in everything you do."

Peace of mind - Calm, relaxed attitude. "Buying life insurance may give you peace of mind."

Peer counselor - Peer -- equal, someone who is on your level or in your situation
Counselor – advisor. "I want to be a peer counselor next year and help first-year students."

Pick on - Call on in class. "Faculty may pick on the members of one study group."

Pick someone's brain - Get information from someone by asking questions. "You can pick Jennifer's brain."

Pick up on - (Come to) understand. "How did you pick up on the fact that people thought as an Asian woman you would be meek and mild?"

Pick up the gauntlet - Accept the challenge. "I encourage you to pick up the gauntlet." Note: "Throw down the gauntlet" means to issue a challenge.

Picking the low hanging fruit - Getting business from customers who are already disposed to buy from the company. "They could pick the low hanging fruit." (Literally, you don't have to climb a ladder to reach low hanging fruit: you just grab it.)

Piece of cake - An easy task. Years ago, people used the expression: "As easy as pie." "That exam was a piece of cake, so I aced it."

Piggyback - (Verb) get a free or cheap ride; combine things. Origin: one child puts legs around another's waist and "rides piggyback". "After my interview with Goldman in New York, I'm going to piggyback visits to other some companies."

Piss off - (To) anger (warning: this word is VULGAR) First student: "What's the matter? You look pissed off." Second student: "John is always late for our study group - that's what pisses me off."

Pit - A large sunken brick area on the main campus of UNC-CH. "Bingham is near the Pit, near the student stores."

Pivotal points - Important things. "There are a few other pivotal points going on in the year 2000: a global cease fire on January 1..."

Plan B - A backup plan in case your primary plan ("plan A") does not work. "Have your Plan B ready; if that doesn't work, be ready with Plan C or D."

Plant - [Noun] deliberately inserted fact. "This is my plant in the case [the piece of data] -- that I put in the case when I wrote it -- that is crucial: here, the number that, when analyzed, shows that capacity is limited."

Play - Take on a role [in]. "Let me not play the game" = Let me step out of the role of case discussion leader and explain what is happening.

Pooped - Tired. "I'm glad it's the last day of orientation because I'm pooped."

Position yourself - (A marketing term) act in a way that the market will see you the way you want to be seen. "How do you position yourself for the year 2000, 2005, and beyond?" Compare "we are positioned in a small college town."

Positive feedback - Praise. "My wife gave me some positive feedback: 'you do understand.'"

Potbellied stove - Wood-burning heater used earlier in this century. "Some men were sitting around the potbellied stove in a country store."

Poverty line - An amount of income the government says is adequate to live decently. "Some people work every day but don't have enough income to be above the poverty line."

Praise the Lord - I'm thankful. "John Motley Morehead, praise the Lord, died with out any children. The Lord has a way of looking after southern state universities."

Predicate adjective - [For grammar fans only] – adjective that appears after the verb (such as be, appear, feel) rather than before the noun. "[Chapel Hill is unique.] People feel different here. If my mother were here she would say 'people feel differently.' I think 'different' is correct, because it's a predicate adjective." [Note: "different" is better. You might say "I feel differently now that the surgeon has reattached my severed thumb," meaning "I feel things in a different way." "Differently" is an adverb.]

Pretty - (As an adverb, "pretty" is a mild intensifier, not so strong as "very"): "I think you'll find it to be a pretty exciting day." "We started working on orientation pretty early on."

Pretty much - More or less. "Part of the campus looks pretty much like it did in 1792."

Prima donna - Female opera singer -- someone who thinks she is much better than everyone else. "That study group has five decent people and one prima donna."

Pro forma (usually for financial statements) - Adjective: projected or predicted - noun: projection or prediction. "Management shows pro forma return on investment of 19 percent, but I'm skeptical."

Problem solve - Solve problems in a meeting devoted to that activity. "One study group thought they learned to problem solve."

Pro-con - Method of evaluating a proposal by listing advantages (pros) and disadvantages (cons). "Do a pro-con analysis on one sheet of paper."

Progressive Farmer magazine - This magazine (which Gordon Smith's grandfather led) contained information about scientific advances in agriculture. When the grandfather saw the farm population shrinking and the suburban population growing, he started Southern Living magazine. (Smith says his grandfather was like the makers of horse-drawn buggies who, when Ford started making automobiles, figured out that they were in the transportation business.)

Pull ahead - Move in front. "Pull ahead of the pack by buying KFBS business cards."

Pull off - Accomplish. "I didn't think I could ever make a sale to GE, but I pulled it off." (I did it; I succeeded.)

Punch out - is totally different. It can mean either (1) hit with your fist - and knock down or (2) for an hourly worker, insert a time card into a shoulder-high factory clock that records his presence or absence.

Punch up - add passion to; make more interesting. "Punch" can mean "action" or "vigor" or "enthusiasm," as in "That speech needed some punch." Adding "up" turns it into a verb. Similarly, you can "spice up" or "jazz up" a presentation, but those terms may indicate adding interesting stuff that's unrelated (so maybe not helpful). This phrase struck me as maybe too colloquial for some situations, but the New York Times uses it today in a serious article, so ... it's probably OK. In the sample, though, the meaning is clear from the context: [A]t a speech earlier this month at the United States Chamber of Commerce, [Vice-President Dick] Cheney read his lines in such a Cheney-esque monotone that he lulled some members of his audience to sleep. Mr. Cheney's advisers acknowledged that his speech on the economy will need **punching up** before the vice president takes it on the road.

<http://www.nytimes.com/2003/01/31/politics/31CHEN.html?pagewanted=3>

Push back - Reply to a point you disagree with. "How do you push back?" = How do you refute an argument?

Push the ball down the field - Slow steady progress (in U.S. football). "Our marketing strategy doesn't include any new products or new promotions: we'll just push the ball down the field."

Push the envelope - Do smart things that others have not done. "We won't survive unless we are pushing the envelope."

Put out - State, verbalize, present to a group [not the usual meaning]. "It's fabulous that you put out that observation [that someone with the last name Rodriguez is not necessarily someone who does landscaping or other manual labor]."

Put pants on one leg at a time - Be human. "Consultants put their pants one leg at a time" = consultants are human, not superhuman.

Put someone in a position - Force someone to act. "I hope no one in this room ever puts me in the position of making that kind of decision [to expel or suspend a student]."

Put together - Organize or create. "Thanks to Peter, who helped me put this [orientation] week together."

Put up with - Tolerate. "You're going to have to put up with me this week."

Q

Quad - Quadrangle – four-sided area on a campus. "The building across the quad [the Kenan center] was built in the late 80s."

Quiet life - Calm existence, without problems. "'The great advantage[?] Of monopoly is the quiet life.' Sir John Hicks." [Monopolists don't have to worry with competition.]

Quite a bit - A lot. "We have quite a bit going on." [Here, "going on" means "happening."]

R

Rain date - Second chance for a meeting (in baseball, when the weather turns bad, you get a rain check, a ticket that can be used at a later date; a game might be postponed to a specific later time, a "rain date"). "[Since you can't come with us tonight,] we'll have to have a rain date."

Raised - Brought up by parents. "I was raised strict Irish Catholic." -- I had to conform to my parents' conservative moral values.

Rap - Popular form of music; performed primarily by African-Americans, with more focus on rhythm and rhyme than on melody.

Ratings - The number of people estimated to watch TV shows. "Good news [like corporate philanthropy] doesn't increase ratings. Monica Lewinsky does."

Ratings game - Here, MBA rankings by national magazines. "We're in a ratings game. The name of the game is to have lots of graduates out there. "

Rattle someone's cage - Get the attention of someone who is working. "My pay check was late, so I went to the bookkeeper's office and rattled his cage."

Reach out - Make positive contact with (someone outside your group). "President Clinton is trying to reach out to undecided voters." Take active steps toward people. "Reach out to our friends, reach out to this entire community. You'll learn as much from your peers as you will in the classroom. Don't be reticent. Don't wish you'd done it. Do it while you're here."

Read between the lines - Infer. "The author doesn't come right out and say he is a socialist: but if you read between the lines, you know he is."

Read the tea-leaves - Look for information even in unlikely sources [reading tea leaves is a form of fortune telling or trying to predict the future with little or no basis in fact]. "If you don't know where demand is, guess. Read the tea leaves." [You must have some idea or clue about demand to for this analysis to be helpful.]

Ready to deal - Ready to analyze a case publicly: "Your group will have to be ready to deal."

Real McCoy - Real thing (The origin of this term is not clear.) "Is that bracelet gold?" "Yep, it's the real McCoy."

Red herring - Some fact in the case that is not really an issue. (Herring is a fish that is white or silver, never red). "There are no red herrings in this case."

Red tape - Bureaucratic problems. "Buying real estate in France involves a lot of red tape."

Reflect - To think; to discuss thoughtfully. "I've reflected on this with other folks." -- I've spoken with and listened to people in discussions about his topic.

Regrets - (On an invitation) – Please respond if you cannot attend this event. "The invitation says 'Regrets only,' and I'm planning to go, so I don't have to tell them I'm coming."

Resting on our laurels - Relaxing because we have a good reputation. "We have no intention of resting on our laurels."

Restraining order - A court's (judge's) instruction to stop doing something. Gerry Bell: "How would you like your worst leader to raise your kids?" Voice from the crowd: "Restraining order!" (I would ask a court to stop it.)

Right off the bat - From the beginning. "Right off the bat, they'll ask you 'What's the problem?'"

Rocket science - Difficult area of knowledge ("brain surgery" is another metaphor). "This material is easy -- it's not rocket science."

Rocket scientist - Brilliant person. "You don't need to be a rocket scientist to know that's a good return on your investment." Note: a similar term is "brain surgeon."

ROI - Return on investment. "We can't quantify ROI for community involvement." There is no formula to calculate the income eventually derived from contributions.

Role model - Person whose actions set an example for others.. "A child said 'girls can't build things.' so we provided positive role models."

Ronald McDonald house - One of a series of structures designed to house families of sick children who are hospitalized; McDonald's Corporation supports these houses, which tend to be located near big hospitals (like the one here at UNC).

Room full of strangers - Social situation where you know no one. "When I walk into a room full of strangers, I pretend to know someone far across the room and I wave." {Can someone who was there today identify the student who said this so he can get credit?}

Root out - Eliminate completely. "Our only defense [against lawsuits] is to show that we have an aggressive program to root out this kind of thing."

Ropes course - Outdoor activities designed to help build teams. "We used to work on team building with outdoorsy kinds of activities -- like a ropes course with low electric fences -- nobody got too hurt."

RSVP - Please respond to this invitation (from the French, Répondez, s'il vous plaît (respond, please)). "The invitation says 'RSVP,' so I've got to call to let them know I'm coming."

Rule of thumb - A general, imprecise rule. "As a rule of thumb, it is wise to wait one year after a divorce before remarrying." "As a rule of thumb, 3 feet equal 1 meter."

Run into someone - Meet someone without planning to meet. "I ran into Joe at Sutton's Drug Store." You can also "run into someone" by hitting him with your car or bike, but that usage is less common, because wrecks are less common than coincidental meetings.

Run out the clock - To keep an advantage by doing nothing or by acting cautiously, a term of football or basketball. "We're ahead 13-0. Let's freeze the ball and run out the clock."

Run the numbers - Analyze the data. "For this model you input your assumptions, run the numbers and then make your decisions"

Run-in - Face to face conflict or confrontation. "I had a run-in with Norm."

S

SAC - Strategic Air Command -- the bomber force of the US military. "Lee Butler, the final commander of the Strategic Air Command, said a nuclear war would wipe out the human population within 6 months."

Safe house - Place where people can hide from danger. "My great grandmother had a safe house for Russian immigrants."

Same sheet of music - Common idea. "One student in my section isn't singing from the same sheet of music as everyone else" -- One student is lost, or unusual.

Save his butt - (Save his backside) -- protect his career. "He was trying to save his butt."

Say grace - Pray before a meal. "What is the appropriate way to say grace at the table? Just say it to yourself. I promise she will hear you. Just a joke." [The joke is that many people think of god as masculine rather than feminine.]

Scare up - Produce. "You can scare up the numbers yourself" = you can produce or find the numbers.

Scramble - Improvise, act without a clear idea of the best procedure. "We had to scramble to find a drill."

Screen - Eliminate. "Employers screen employees [job applicants] on the soft skills: the way you look, the way you dress. "

Screw up - (Mildly vulgar) – make a mistake. "We had to give the chancellor 3 names. We told the chancellor 'your job is to hire him [Sullivan, who was one of the 3]: don't screw it up.'"

Scrounge - Get by as needed by scavenging [from Merriam-Webster's Dictionary]; search for from any source. "We always scrounge around looking for a fourth [golf is usually played in groups of 4]."

Scrunchy - A little piece of elastic material that holds a woman's hair in place. "Don't wear scrunchies."

Second-guess - Criticize after the fact. "Don't second guess the value of your own opinion."

Second nature - Easy. "For some people talking to strangers is second nature."

Self-starter - Someone who doesn't need instructions or directions but who can figure out some work to do. "Everyone here is a self starter."

Senior moment - Lapse of memory cause by aging. "Never say 'I'm having a senior moment. 'Never mention Alzheimer's disease."

Senior peers - Second year students. "You'll meet your more senior peers who have taken advantage of these opportunities."

Senior Vice President for Corporate Affairs - A person who works on relations between the corporation and the community

Set the tone - Establish a background. "Do you want to see a video about Euro-Disney to set the tone [for the discussion]?"

Shake up someone's brain cells - Make someone think. "You shook up my brain cells a little bit."

Share with - Tell about. "I want to share with you several projects we are working on."

Sheets to the Wind - Four sheets to the wind: drunk **Three sheets to the wind** is the usual term: I don't know if "four sheets to the wind" means "very drunk" or is just a misquote or a mangling of the usual term. "I knew how to have a lot of fun, sometimes too much. There were plenty of times when I was disengaged, frivolous, **four sheets to the wind** on a weekend."-- Democratic presidential hopeful John Kerry trying out a little pre-candidacy confession with the New Yorker's Joe Klein in the upcoming issue. <http://www.washingtonpost.com/wp-dyn/articles/A23173-2002Nov21.html> (The technique of getting bad news to the press in a preventive or prophylactic mode is sometimes called "inoculation.")

Show me his stuff - Speak intelligently. "George will have a chance to show me his stuff."

Shut (someone) off - To stop someone from talking. "You have to shut them off after 2 or 3 minutes."

Sick and Tired - A parent may say he is "sick and tired" of something when (1) he hates something but (2) doesn't know exactly what to do about it. "I'm sick and tired of your whining," a parent may say to a child. So to me, the phrase means more than "intolerant of the current situation" or "impatient." It carries a meaning of frustration, that is, inability to change the situation now, too, though the speaker may have the upper hand or great strength. "I'm sick and tired of games and deception," Bush said in Washington, signaling impatience with Iraqi President Saddam Hussein. http://story.news.yahoo.com/news?tmpl=story&ncid=578&e=2&cid=578&u=/nm/20030114/ts_nm/iraq_dc

Silver bullet - Easy answer (literally, a bullet that will kill an enemy that regular bullets won't kill). "Many times, there is no silver bullet."

Sit in on - Attend as an observer rather than a degree-seeking student. "Every time I sit in on one of Ann-Marie's classes, I learn something."

Sitting - Incumbent. "There were 5 sitting Deans at top schools who applied for the job of Dean here."

Sitting at a table - Participating in a face to face meeting. "[When we decide how to give money away,] most of the time our people are sitting at the table with nonprofits discussing how we can work together."

Skivvies - Men's underwear. "Does business casual mean skivvies [only]? No."

Skunkworks - Area of an existing organization that is devoted to new ventures. "We had our Skunkworks literally in the basement of a building, as many entrepreneurial ventures do."

Slick - Designed to impress (Original meaning: slippery ("The roads are slick.")) For a person: "He's slick" = he is trying to impress you – be careful. For a presentation: "It was slick" = it was artfully done.

Slop on - Apply carelessly. "At first we're slopping on paint, but we [realized that it was important for us to do a good job]."

Small talk - casual conversation, often preliminary to discussing business

Examples with acquaintances or friends:

"How do you like this weather?"

"Did you have a good weekend?"

"How's your family?"

With relative strangers:

"Have you lived here long?"

"Do you like sports?" [That sounds a little strained, maybe.]

The phrase is not new: the great Russian writer Tolstoy used it in the 1870s novel *Anna Karenina*: "Do tell me something amusing but not spiteful," said the ambassador's wife, a great proficient in the art of that elegant conversation called by the English, small talk.

Snotty - Disrespectful (from "snot," the vulgar slang word for nasal mucus). "She was snotty."

Socialized - Trained or taught. "Many of us have been socialized to believe we are different. Get in touch with how you were socialized." [Compare: "it's impossible to escape the social programming that brought us where we are today."]

Socratic method - One where the teacher asks questions rather than lectures. Relating to Socrates or his philosophical method of systematic doubt and questioning of another to elicit a clear expression of a truth supposed to be implicitly known by all rational beings .

Sorority - Group of female undergraduates who exclude others and who may be snobby. "What sorority was she in?"

Sort of - Kind of informal for "somewhat": a noncommittal answer that some people use to avoid stating a strong opinion. Often completely polite. If someone asks you "Do you like pizza?" "Maybe" or "I don't know" are not good answers (if you have ever tried pizza). "Sort of" means that you are willing to eat pizza, but it is not one of your favorite foods. "Sort of" is a less enthusiastic answer than "ok" or "all right." The meaning of "ok" and "all right" depends on the tone: a lackluster tone can be noncommittal or even negative. "I am sort of hungry". As a statement, "I am sort of hungry" can be a preliminary step toward an invitation to eat together. But if the speaker knows you plan to eat without him, "I am sort of hungry" can mean he is getting ready to leave you. As an answer to the question "Are you hungry?" (a question that can be a preliminary step toward a meal together). "I am sort of hungry" may mean "I am not really interested in eating right now, but I value you and if you really want to stop and get something to eat you might be able to get me to agree without twisting my arm." "Sort of promised" -- indicated without firmly committing "Thanks for asking (me to lunch), but I sort of promised my wife to take her out today."

Sound out - See "feel out". "Sound out" usually involves only speaking, while "feel out" can include writing. "I don't know whether my wife wants to play golf next week; I'll sound her out."

South side of Chicago - An area where most residents are Black. "[West's boss:] I propose that we start hiring people who are not Black. [West:] Here, in the South side of Chicago?"

Southern Living magazine - This magazine, sold to Time in 1985, contains information about cooking, gardening, and travel in the Southeastern USA.

Spam - unwanted email. SPAM is a pork product from Hormel: the name comes from "spicy ham," and was created in a contest. <http://www.spam.com/sp.htm>. For more info on SPAM the meat product, go to www.spam.com or, for info on the latest marketing campaign, go to <http://slate.msn.com/?id=2074884>. Early Internet users started calling unwanted messages spam, and the word caught on. The source for this is <http://www.templetons.com/brad/spamterm.html>.

Spark plug - Part of an engine person who starts a group going (and maybe keeps it going). "Theresa is a spark plug for international activities."

Spineless - irresolute or weak-willed.

Spitball - Tightly compressed sphere (formed of paper and saliva). "Never a spitball, never a wad." [Don't crush your napkin into the smallest possible volume.]

Splat - The sound of an accident; like a ripe tomato falling on a hard floor. "You can hit bad data with a big stick and it's still going to go 'splat'. So why drag out the heavy artillery?" [If your data is not correct, wonderful tools {a big stick or heavy artillery} will not help you.]

Spread too thin - Working on too large a number of tasks to do them all well. "Horst may be spread too thin."

Spreadsheets - Excel (or other) tables that can list crucial data or the data they contain.

Jim Dean: "Spreadsheets are nice, but we aren't going to worry about spreadsheets, are we, Sherry?"

Sherry Wallace [admissions director]: "Nah . . ."

Jim: "Well, we should." (August 1999)

Explanation: The spreadsheets list data like GMAT scores and Grade Point Averages; these objective data are not the only important criteria, but the School likes to have high averages for those data.

Stakeholders - People with whom a company has a relationship, including employees, customers, suppliers, and neighbors. "The CEO writes his annual report to stakeholders, not just to shareholders."

Stakes - Amount that can be won or lost in gambling, and in business. "Competition is raising the stakes."

Stand - Take a position. "Where do you stand on the issues?"

Stand with - Support. "Do we want government leaders to stand with us [when we face difficulties]?"

Step back - Assess the situation. "[After a couple of hours,] I stepped back, and pretty much everything was done."

Stick it to [someone] - Gain an advantage over [someone]. "Where can you stick it to buyers? Where there is inelastic demand." [Note: the "it" here is always "it," because it doesn't really refer to anything.]

Stop by - Make a brief stop at. "You have a case you must read for Thursday. Stop by Lynn Loomis's desk and pick it up."

Straight up case - Easy case. "This problem is not complicated: when demand falls, prices go down. It's a straight up case."

Stressed out - Uncomfortable, nervous. "Were a lot of borrowers stressed out when interest rates went up?"

Stumble across - Find by accident. "What did I stumble across [on the internet]? A book of Cuban recipes."

Subcontinent - The Indian subcontinent of the Asian continent, including India, Pakistan, Bangladesh, and Burma (now Myanmar).

Suck it up - Endure suffering for a good reason (One might suck up his abdomen to look and feel better.) "Suck it up" (Gerry Bell): Study hard and don't play too much.

Suckers - [Slang] -- small things. "I'll let you know as soon as I get those suckers [items of information] posted [on the web]."

Sugarcoat - Disguise a fact or opinion with sweet-sounding language [bitter pills are often sugarcoated]. "I'm not trying to sugarcoat anything."

Surface - (Verb) bring up for discussion. "The goal is to surface as many issues as we can."

Synergize - Combine with beneficial results. This supports a win-win situation, instead of compromising. To describe it, compromise means $1+1=1.5$, whereas synergising, $1+1=3$. "Synergizing implies better solutions for everybody, but requires an abundance mentality to create new options."

T

Taboo - Culturally inappropriate or incorrect. "In many countries it's taboo for men to put their hands in their pockets. If you don't know why, see me after we finish."

Tacky - Not exhibiting good breeding; marked by a lack of style [from Merriam Webster's Collegiate Dictionary]. "We're glad to have the Executive MBAs [students who keep their regular jobs and study for an MBA part-time over a longer period of time] here, but we don't tell you when they are coming. It's tacky for you to put your resumes on their windshields. For you international students, Mr. Oglesby will give you a memo to explain the term 'tacky.'" OK, here goes: The Executive MBA student's work for good companies that are looking to hire new people. While these Executive MBAs might be able to help you find a job, you should approach them

intelligently and not crudely [you should not put your resume on their windshields, a cheap, impersonal form of untargeted advertising].

Inappropriate. "Clinking your spoon [banging it on the dish] is tacky. It sounds like the bride and groom are ready. [To quiet a crowd before speeches begin, as at a pre-wedding dinner, someone will make a clinking sound by tapping a dish or glass with a spoon.]"

[The] tail is wagging the dog - Unimportant things are given too much consideration

"When the football coach gets a higher salary than the President of the University, the tail is wagging the dog." Ann Sabath A stationary dog wags (moves) its tail, ordinarily. In fact, a dog's tail cannot remain still and force the dog to move, so when "the tail is wagging the dog," something is wrong.

Take a deep breath: Relax; calm down; gain control of one's anger. "The spokesman for the White House, Ari Fleischer, said it was 'time for everybody concerned to **take a deep breath**, to stop finger-pointing and to work well together.'

<http://www.nytimes.com/2002/09/26/politics/26CONG.html> Fleischer was responding to this:

"Pent-up partisan rancor over domestic security legislation and Iraq policy erupted today when Senator Tom Daschle, the majority leader, demanded an apology from President Bush for saying the [Democratic-controlled] Senate was 'not interested in the security of the American people.'"

Telling someone to take a deep breath sounds condescending, as if talking to a child. It implies that the speaker is in control of himself, while the person spoken to has lost control of his emotions. The speaker of this phrase is confronting and probably offending the person to whom he speaks. The phrase is inoffensive in some contexts, as when a speaker in an auditorium asks the audience to rise and take a deep breath. There, the phrase just means, "relax."

Take a fresh look – reconsider. When your boss tells you to take a fresh look or a new look at something, the boss may want you to change your mind. Below are some excerpts from a New York Times article dealing with such an instruction from Sandy Weill, CEO of Citigroup, to Jack Grubman, former telecommunications analyst for Salomon, a unit of Citigroup. Grubman resigned in August after negative publicity about his allegedly rating companies highly in connection with Citigroup getting the companies' investment banking business. Samples from <http://www.nytimes.com/2002/11/14/business/14WALL.html>: Mr. Weill acknowledged publicly for the first time that he had urged Mr. Grubman in 1999 to "take a fresh look" at AT&T. In a statement, Mr. Weill said that his request of Mr. Grubman was not meant to be viewed as pressure on the analyst to upgrade AT&T, a company which Mr. Grubman rated a tepid "hold" at the time. Nevertheless, Mr. Grubman soon did raise his rating on AT&T to "buy." A few months later, in April 2000, Salomon won a coveted role selling shares in AT&T's wireless division to investors. "'Just take a fresh look' is 90's code for change your opinion," said Tom Brown, chief executive of Bankstocks.com and a former brokerage firm analyst. "At the investment banks in the 90's, everybody realized we were making money because of transactions. Whether it was your direct boss, the head of equity trading, head of investment banking or the C.E.O. of the firm, the type of pressure that was put on you was exactly what Sandy did." I would understand "take a fresh look" to be a deniable order: the boss could say "I didn't give an instruction, I gave only a suggestion." Could the subordinate come back to the boss and say "I took a fresh look, and decided not to change my opinion"? Yes. But the boss would not be happy, and might react in a number of ways, such as finding a new analyst to cover that company.

Take a long walk on a short pier - Go kill yourself [usually said in jest]. "Instead of saying 'take a long walk on a short pier' in response to criticism, I said 'thank you.'"

Take anything away from - Denigrate, criticize. "This is not to take anything away from those activities (like the rope course last year's students had) -- we think they can be productive."

Take away from - Minimize; downplay. "She has a big problem -- that's not to take away from your situation."

Take on - To undertake or to do or to try to do: "Anybody want to take on a summary?"

Take someone apart - Refute someone's arguments successfully. Some students might think they know it all "until one of the faculty takes them apart piece by piece one day."

Take someone's temperature - means a one-time check. *Sites take temperature of Oscar watchers* is the headline of a story at <http://news.com.com/2100-1023-834515.html?legacy=cnet>. The meaning is that websites allow people ("Oscar watchers") to log on and predict the winners of the Oscars, the movie Academy Awards for best picture and so on. "Take someone's temperature" may be obscure, but it was used a lot when I worked for the US Congress and people wanted to know others' views. We would take the temperature of the Senate Republican staff, for instance, about a proposal.

Take something for granted - Assume that something will continue, even if you do nothing. "Pepsi took Wendy's business for granted, but got surprised when Wendy's switched to Coke."

Take the bull by the horns - Adopt a proactive attitude. Be aggressive about speaking in class. Attack the problems directly. "If you have a difficult situation, take the bull by the horns and solve it"

Take with a grain of salt - View suspiciously. "We need to take all that with something of a grain of salt."

Takeaways - Lessons you learned (from a meeting or class); what you know now that you didn't know before. "If you can't list the takeaways, you're not done: the casework isn't finished."

Teetotaler - Person who drinks no alcohol: "If it's a teetotaler country, the snack industry is different."

TGIF - Thank God it's Friday. "How many of you are glad it's Friday? [Many students raise hands.] Yes. TGIF."

Thanksgiving - takes place the 4th Thursday of November each year. Many holidays are controversial: some people think Halloween is Satanist; some think Christmas, as a Christian holiday, receives too much attention from Government while others think Christmas is too commercial and not Christian enough. Thanksgiving, in this land of many opinions, has no organized opposition. Thanksgiving is often observed with family. Students might find three weeks of Christmas vacation with family too long, but the shorter Thanksgiving holiday may not tire families out with each other. The Friday after Thanksgiving is typically the busiest retail-shopping day of the year. Malls are so crowded that I don't shop then. Often, families with out-of-town grown children find shopping an activity that all can enjoy. (The Saturday after Thanksgiving is very busy, too.) The Wednesday before Thanksgiving used to be the busiest travel day of the year when schools closed at the end of the day Wednesday. Now many schools don't open on Wednesday, so the travel is divided between Tuesday and Wednesday. Still, look for I-40 to be packed Wednesday afternoon.

The finger of death - Being called on by the professor. "You'll get the finger of the death" = you'll be asked to speak by the professor.

The follow up - The next question. "The follow up [to a question whose purpose you don't understand] may be how do I use that information to figure out the problem?"

The least among us - The poorest, or the least fortunate. "Our competitiveness depends on the least among us not behind left behind."

The Peace Corps - An arm of the US Government that sends volunteers to third world countries. "I worked for the Peace Corps for several years."

The urban community - The inner city. "The private sector has an obligation to invest in the urban community."

The war - The Civil War [1861-65]. "[UNC closed during] what southerners call The War, or the War of Northern Aggression."

The X thing - X. "We know how to manage this diversity thing." George Bush used to say "the vision thing" when he meant "vision."

There is no way - The situation is impossible. "When she [the project leader] explained all we had to do, we thought 'there is no way,' but we got it all done."

There you go - Yes. Person 1: "You mean that 'RSVP' means I must tell whether I plan to attend?"
Person 2: "There you go."

Think-tank - (Verb) – brainstorm. "Let's think tank that problem for an hour or two."

Thinking forward - Thinking about the future. "Innovation is this process of thinking forward."

Third degree - Questioning so tough that its torture. "I have the third degree, I can give the third degree." = I have three academic degrees (bachelor's, master's, doctorate); I can ask difficult questions that students can't easily answer.

Third sector - Nonprofits (the first two sectors are government and business). "[We want to make] the third sector a major influence."

Throw in the towel - Quit (When a boxer's manager needs to stop a fight, he throws a towel into the ring.) "It's 1 a.m. I'm tired. Let's throw in the towel for tonight."

Thrown at you - Assigned. "What's going to happen to you is that by design you're going to get more work thrown at you than you can possibly do and then you've got to figure out how to do it."

Tightly - In an well-organized way that does not waste time. "We're going to try to keep things moving tightly."

To a person - Including everyone. "To a person within the MBA staff, we are not complacent."

To be about - To have as a core value. "Integrity and civility: that's what we're about here at Kenan-Flagler." "Behaviors like this [pornographic emails] are not what we're about." To include. "It's not leadership to talk [negatively] about someone else in your group. Leadership is not about that."

To round - To fill in gaps. "We are trying to round people as part of our job" = we are trying to train well-rounded managers, that is, to eliminate students' weaknesses.

Toady - Sycophant; person who seeks favor with a superior. "Dexter looks like a toady of John."

Token - A symbol, often of small magnitude. "The first 5 students who email me an idea for this list will receive a token \$1 cash prize."

Token of appreciation - Gift for a speaker or performer. "I'd like to present her with a small token of our appreciation."

Touch upon - Mention. "I want to talk about three issues that I think all of you touched upon." Discuss briefly without going into depth. "We'll just touch upon what 'business casual' means, because you already know this."

Touchdown - A big score (in U.S. football), but not always enough to win the game. "We beat the sales forecast by 18 percent: it's a touchdown."

Touchy-feely - For an issue, not quantifiable, a matter of intuition: "Professor Bell teaches touchy-feely subjects." For a person, one who is not guided by logic: "He is too touchy-feely to do well in quant."

Tough guy part - Words of warning. "Any behavior that is unacceptable in a professional setting is unacceptable here. That was the tough guy part of it. I'll get to the nice guy part in a minute."

Tradeoffs - Things you must sacrifice in order to gain other things. "Faculty will have a precise idea about how the tradeoffs should work."

Tree hugging - Dealing with nature rather than modern technological civilization. "If you think that personal development is a bunch of touchy-feely, tree hugging crap, you probably have a problem."

Tricks - Pieces of information "There are no extra tricks in the review sessions; I do all my tricks here."

Trust funds - Wealth transferred, over a period of time, to another person, usually a younger family member. "About 80% of children with trust funds are hurt by the money."

Truth serum - A drug that makes you tell the truth. "Don't let alcohol become truth serum for you."

Tune in - Pay attention. "In deciding whether to have a beard, tune in to the highest level people in your organization."

Turn in an assignment - Hand in an assignment -- deliver an assignment to your professor. "I turned my assignment in late, so my grade won't be very good."

Turn on a dime - Move in a totally new direction immediately. From Peggy Noonan's *Wall Street Journal* web page: "People here [New York] keep asking each other if they've changed since Sept. 11. I say I think I've just become more so. Everything is provisional and tentative. Everything is infused with grace. **Life can turn on a dime.** There are levels of mystery we don't understand. Life is good in and of itself. These to me are facts that, once you have absorbed them, leave you moving on, and appreciating the moment you're in, and looking forward to steak and Merlot and the brightness of friends." <http://www.opinionjournal.com/columnists/pnoonan/> A vehicle with a tight turning radius is said to turn on a dime, but that's an exaggeration. I've heard of a horse "**turning on a dime and leaving a nickel's change,**" a playful way of saying that the horse can turn in a smaller area than a dime. The word dime, the smallest US coin, comes from the Latin "decem," meaning "ten."
DOING A 180 means reversing course completely. **Turning on a dime** is different: it can mean heading in any new direction, not necessarily the opposite direction.

Turn over - Pass (transitive verb). "I'm going to turn it [the microphone or the program] over to Rollie."

U

Unleash - Allow to act; free up (to unleash a dog is to let it run freely). "If Europeans unleash their entrepreneurship, they'll experience what we've experienced."

Up close and personal - In person, in the flesh. "This is our chance to see you up close and personal."

Up front - (Adverb) – from the beginning. "You need to recognize cultural differences up front when you deal with people from other cultures." (Adjective) – not secretive; forthcoming. "I'll be up front with you: I'm going to oppose your application for subdivision."

Up to me - In my power to decide. "If it were up to me, I would have hired someone black."

Up to speed - Comfortably functioning well. "You can blow it (this advice) off because you'll be up to speed" = you can disregard it because you already know it and don't need it.

USSR - Union of Soviet Socialist Republics (the former Soviet Union). "We had targets across the 11-plus time zones in the USSR." The former Soviet Union was so huge that when it was noon in the east, it was 1 a.m. in the west.

V

Vaclav Havel - Writer, now head of the Czech Republic. "Vaclav Havel said the key to our success for the future is individual responsibility."

Velvet glove and iron fist - Mercy and toughness. "We have to have the velvet glove and the iron fist."

Venture out - Take risks; do new things. "Venture out if you want to get ready for a global assignment."

W

Waffle - Be indecisive. "Did you ever see a manager waffle a little bit?"

Walk off with - Take away with you when you leave, even far in the future. "There's a real sense of community here. That's something you're going to walk off with [in 2000]."

Walk over - Dominate. "My boss thought that since he could walk over his wife [an Asian women, like the speaker], he could walk over me as well."

Warm-up - Practice; easy analysis. "This is a warm-up for the important stuff, because most folks end up selling branded products [a situation that is partly but not totally like a monopoly]." [Analysis of a monopoly is easier than the more typical real-life situation of analyzing the market for branded products.]

Watch your back - Protect you, perhaps secretly. "Maybe he's watching your back." This expression used to mean "protect yourself; be careful," but the meaning has evolved.

Waving of the hands - [Adjective] -- quick and imprecise. "Let me give you a waving of the hands kind of answer and I'll come back to it in detail later [there are only 3 minutes left in the class period]."

We - Can mean "you." "How are we doing? Did we have a good day?"

Welcome - Here, clap for. "Ladies and gentlemen, please welcome section c."

Well received - Greeted with approval. "Glaxo-Wellcome just reported its 6 month results to the results to the financial community and I'm delighted to say those results were extremely well received."

What's up? - Like many greetings, this one depends on the physical context: For example, "What's up?" From a classmate walking in the opposite direction probably does not show a desire to stop and talk; it instead calls for a minimal response such as. "Not much, how about you?" (It may be said quickly, sounds like "sup?") But "What's up?" From a classmate waiting with you at a bus stop probably invites a conversation. "What's happening?" Is similar to "What's up?" "How's everything?" Shows more desire to converse. A Budweiser ad campaign (in 2000) features exaggeration of the length of the expression as friends greet each other: "Wassuuuup?"

Where the rubber meets the road - Where the crucial test is, where the real work is. "[For globalization,] the Kenan center is where the rubber meets the road." (This expression comes from an ad for automobile tires.)

Why do you need to know that? - GE CEO Jeff Immelt says GE managers "must continually seek information from employees to improve performance. And he dislikes staffers who, when asked a question by a manager, say, 'Why do you need to know that?' 'If you have to ask the perfect question to get the answer,' he says, 'fire that person today.'" From the *Wall Street Journal* of Tuesday, January 28, page B1, column 1. Ok to use? Not if you are in a subordinate position, according to the CEO of this top US company. Immelt's point is that subordinates should respond directly and immediately and should not quibble about a boss's question. Especially if the question calls for a precise answer, asking, "Why do you need to know that?" sounds insubordinate. While at some point the subordinate and the enterprise may benefit from having the subordinate know the boss's intention, that point will occur after the subordinate answers the question, and the process will likely play out naturally without the subordinate having to ask. So this question would be inappropriate for an interviewee to ask a recruiter, right?

Widgets - Any object. An unnamed article considered for purposes of a hypothetical example. (Merriam Webster's Collegiate Dictionary, 10th edition. "We'll talk about how to talk with someone who is selling widgets. "

Wimpy - Weak [describing a person or attributes of a person]. "Make your handshake sincere -- not a bone crusher, not wimpy."

Win-win - Mutually beneficial (outcome). "Think win-win" means "try to reach a situation where both parties are better off." "We're approaching these negotiations in the hope of achieving a win-win solution." Situation where all participants gain. "Community involvement is a win-win for everyone [the community and the company]."

Wind down - (Verb) – approach a conclusion, near an end. (Synonyms include "wind up" and "finish up.") "If the case is winding down, and there are 5 minutes left in the class, [you need to think about takeaways]."

Wine and cheese crowd - A group of spectators at a sporting event that is too sophisticated to cheer loudly. "A Florida state basketball player once said he didn't fear playing in the dean dome because the fans here were a 'wine and cheese crowd.'"

Wishy-washy - Spineless – weak. "The 'word' think is a spineless term. 'Suggest' and 'recommend' are not so wishy-washy."

With all due respect to - I disagree with this famous or honored person: "With all due respect to Mr. [Milton] Friedman [a famous economist] we think good corporate citizenship is important."

Weatherspoon Distinguished Faculty Scholar Lecture: A lecture by a famous person who gets a lot of money to travel and speak, so much money that friends of the University and the Business School, the Weatherspoon family, have given a substantial amount to pay the speaker.

With regard to - About. "You can use the skills you have learned in the classroom here with regard to finance and operations and so on in the larger community."

Work out - Solve; handle. "If you have a problem with someone, try and work it out with them.. If the behavior continues, and you can't work it out with them, [contact the appropriate person]."
[Have you heard the Beatles' tune "we can work it out"? Or are you too young?]

World class - On the level of the best in the world. "Organizations are striving to become world class in their chosen fields."

World is one's oyster - One is comfortable and at home everywhere. "For more and more businesses, the world is their oyster."

Worry about - Study; think about. "Thursday we'll start to worry about the issue of exchange markets."

Y

Y'all - You two or more people (Southern slang). "I missed seeing y'all when you were in Europe." Do not use y'all for just one person.

Yakking - Talk persistently "Someone asked if he should bring his lunch to a meeting. I told him he was more than welcome to but that I would probably be too busy yakking to eat."

Yada-yada-yada - Etc.; And so on (apparently popularized by the TV show Seinfeld). "We had to take shots for diphtheria, tetanus, smallpox, yad-yada-yada."

Yeah - Slang for Yes. "You should eliminate the word 'Yeah' from your vocabulary."

YMCA - Young Men's Christian Association -- a do-good organization that is now not necessarily just for Christians or just for young men

YMCA song - A song that appeals to children because of the spelling out of letters with arms and body. It's usually sung at Durham Bulls baseball games. "I want to personally thank all our international students who still have no idea what we're doing [spelling YMCA with gestures]."

Yes, Ma'am. - Yes, I agree completely [to a female colleague or peer]. This term was ordinarily used to show respect to elders. It may now sometimes be used to show emphatic agreement. "Yes, sir" is the male equivalent.

You bet - Yes. "Do you want a ride home?" "You bet."