

# Handout – Unit 8

## Article - questions

1. What is the appeal of becoming a consultant?
2. What is the current trend in employing the services of professional consultancies in the UK?
3. What types of companies mainly use consultancies and what do they expect of them?
4. What are the perks of being a consultant and what is expected of them?
5. What risky situations may consultancies find themselves in?
6. What is the role of the Institute of Management Consultancy?
7. How was the situation different 25 years ago?
8. How can companies make sure they'll get a high quality consultancy service?
9. How did Barclays Bank succeed and fail in hiring a consultancy?

## 1. Complete the sentences with correct prepositions or particles.

I'd love to jack \_\_\_\_\_ my job and go and live in the Bahamas.  
The sale of the house only brought \_\_\_\_\_ about £45,000.  
The council has failed to deal \_\_\_\_\_ the problem of homelessness in the city.  
Employees need to keep \_\_\_\_\_ the latest technical developments.  
He is always helping people without expecting anything \_\_\_\_\_ return.  
They felt the British economy was being held \_\_\_\_\_ by excessive government controls.  
Minicab drivers are not allowed to tout \_\_\_\_\_ business.  
The government then called \_\_\_\_\_ troops to stop the disturbances.  
Simmons specialized \_\_\_\_\_ contract law.  
We're taking \_\_\_\_\_ 50 new staff this year.  
Be very clear \_\_\_\_\_ what jobs should be completed, and by when.  
A survey is now being carried \_\_\_\_\_ nationwide.  
Before taking a loan \_\_\_\_\_, calculate your monthly outgoings.  
An increasing number of people are consulting their accountants \_\_\_\_\_ the tax laws.  
Her show never really got \_\_\_\_\_ the ground in the UK.  
Many children with learning difficulties are integrated \_\_\_\_\_ ordinary schools.

## 2. Find the terms for the following definitions

1. \_\_\_\_\_ - money that you earn very easily by doing a job that is not difficult
2. \_\_\_\_\_ - a product or business that earns a lot of money
3. \_\_\_\_\_ - the department of a bank or other financial institution that manages or organizes the work of the institution, but that does not deal with customers
4. \_\_\_\_\_ - behaving in an unfair or dishonest way
5. \_\_\_\_\_ - the department in a company that deals with employing, training, and helping people
6. \_\_\_\_\_ - an amount of money that you pay to do something or that you pay to a professional person for their work
7. \_\_\_\_\_ - a large amount of data stored in a computer system so that you can find and use it easily
8. \_\_\_\_\_ - Written guidelines issued by an official body or a professional association to its members to help them comply with its ethical standards.
9. \_\_\_\_\_ - Report or item that must be completed and delivered under the terms of an agreement or contract

10. \_\_\_\_\_ - Arrangement in which a contractor is paid on the basis of (1) actual cost of direct labour, usually at specified hourly rates, (2) actual cost of materials and equipment usage, and (3) agreed upon fixed add-on to cover the contractor's overheads and profit (income).
11. \_\_\_\_\_ - To reduce the size of a business hierarchy, especially in terms of a reduction in management. This creates a flatter (less layered) organizational structure.
12. \_\_\_\_\_ - Thorough rethinking of all business processes, job definitions, management systems, organizational structure, work flow, and underlying assumptions and beliefs. Its main objective is to break away from old ways of working, and effect radical redesign of processes to achieve dramatic improvements in critical areas (such as cost, quality, service, and response time).
13. \_\_\_\_\_ - All management activities and functions involved in determination of quality policy and its implementation through means such as quality planning and quality assurance.

### 3. Grammar

**A Choose the correct alternatives to complete the sentences.**

- 1 If we ~~went~~ / go for a fixed-price contract, the consultant *will assume* / ~~assumed~~ most risk.
- 2 Unless we *would hire* / hire an independent consultant, we *won't / wouldn't* sort out our mess.
- 3 If a company *is* / will be very cash-generative, it *may* / would decide it doesn't need to sell any investments at all.
- 4 They said further strike ballots *are* / were likely if talks between the union and the companies *will* / did not succeed.
- 5 The system *allows* / would allow for reductions in penalties for corporate crimes if companies already *have* / will have programmes to detect and prevent misconduct.
- 6 If we *had found* / found their previous report more illuminating, we *turned* / would have turned to the same management consultancy firm.
- 7 I *won't / wouldn't* agree to pay such a high fee if I *were* / am you.
- 8 We *wouldn't have agreed* / didn't agree to such a high fee if the consultant *weren't* / hadn't been so well known.
- 9 We *have* / had serious problems at management level. If only we *hire* / could hire a consultant!
- 10 If only I *hadn't taken on* / didn't take on that contract, *I'd be* / I'll be much happier today.

**B Rewrite the following as conditional sentences.**

- 1 We were not given sufficient time and resources. That's why we couldn't do the research in-house.  
*If we had been given sufficient time and resources, we could have done the research in-house.*
- 2 I know they don't have the necessary skills to do the work in-house. That's why they have to rely on an outside expert.  
If they .....
- 3 I was not well prepared. So now I don't feel good about the negotiation.  
If I .....
- 4 He isn't a good communicator. We can't ask him to conduct the negotiation.  
If he .....
- 5 They didn't set a realistic timescale. The project wasn't completed on time.  
If they .....
- 6 It's a pity I wasn't able to negotiate better terms.  
I wish I .....
- 7 We didn't bring in a consultant. The crisis wasn't defused very quickly.  
If we .....
- 8 He is an inefficient manager. His projects are not on budget.  
If he .....
- 9 I didn't realise my client was dissatisfied. I didn't make a substantial concession.  
If I .....
- 10 We weren't clear about what we wanted. Now we aren't pleased with what we've got.  
If we .....