

Министерство науки и высшего образования Российской Федерации
Федеральное государственное бюджетное образовательное
учреждение высшего образования
Санкт-Петербургский горный университет

Кафедра иностранных языков

**ИНОСТРАННЫЙ ЯЗЫК
МЕНЕДЖМЕНТ
(ПРОИЗВОДСТВЕННЫЙ МЕНЕДЖМЕНТ)**

**MANAGEMENT
(PRODUCTION MANAGEMENT)**

ENGLISH FOR SPECIFIC PURPOSES

*Методические указания к практическим занятиям
для студентов бакалавриата направления 38.03.02*

**САНКТ-ПЕТЕРБУРГ
2023**

УДК 811.111 (073)

МЕНЕДЖМЕНТ (ПРОИЗВОДСТВЕННЫЙ МЕНЕДЖМЕНТ). ИНОСТРАННЫЙ ЯЗЫК. Методические указания к практическим занятиям / Санкт-Петербургский горный университет. Сост. *В.А. Спиридонова*. СПб, 2023. 32 с.

Методические указания предназначены для студентов бакалавриата направления подготовки 38.03.02 «Производственный менеджмент». На материале аутентичных текстовых материалов, в которых освещаются основные аспекты управления предприятием с учетом отраслевой специфики минерально-сырьевого и топливно-энергетического комплекса, студенты смогут овладеть необходимой лексикой для работы с профессиональной литературой, а также развить навыки ведения профессионально-ориентированной коммуникации.

Научный редактор доцент *Е.А. Варлакова*

Рецензент кандидат филологических наук *О.А. Пантина* (Санкт-Петербургский государственный университет)

© Санкт-Петербургский
горный университет, 2023

UNIT 1 PRODUCTION MANAGEMENT

Task 1. Look at the word map. Read and translate the words. Use them to brainstorm ideas about production management.



Fig. 1 “Production management word map”

Task 2. Check the pronunciation of the following words and practise reading them: *manufacture, industrialization, consumer, finance, identical, standardized, requirement, and unique, chemical, mechanical, organization.*

Task 3. Read the text about production management to check your ideas and learn more details. (Do not pay attention to the gaps at this stage.)

Production management is the process of producing products through the *manufacture* of raw materials into finished goods. The concept of production management was invented at the time of *industrialization*.

Production management is a broad field, and its usage is recognized in multiple areas concerned I).... providing services to the *consumers*.

In larger companies, there may be close links between production management and general or strategic management and marketing or *finance* roles.

Many companies are **involved 2)**..... several types of production, which may include:

- **flow (mass) production** - products are mass-produced on an **assembly line** and are *identical* and *standardized*;
- **batch production** - groups of products are manufactured together and one batch is finished before the next one starts;
- **job production** - items are made individually to the customer's specific *requirements* and are often *unique* or one-offs;
- **process production** - usually involving *chemical*, rather than *mechanical*, processes.

Proper product planning and control is employed to avoid faults in the manufacturing process of the product to **prevent** the company **3)**..... passing through the **loss phase** of resources or reputation that the company has developed over the years.

The production management department of the *organization* is one of its most important parts. Many other areas of work are affected if production management is not **carried 4)**..... properly. Often, it is **referred 5)**..... as the nervous system of an organization.

Task 4. Read the text again and fill in the gaps with the correct preposition from the list below. Two of them are odd.

to on in with from out by

Task 5. Now check how much you remember: try to define “production management” and name the existing production types without looking back at the text. Then check yourself.

Task 6. Translate the following word combinations from the text: *raw materials, finished goods, multiple areas, flow production, assembly line, batch production, job production, process production, loss phase.*

Task 7. Critical thinking:

Compare your variants with those of your group mates. Vote for the best variant of translation according to the given context. Dis-

cuss the resources you used to help you with translation and comment on their quality. Make a list of the most useful and most reliable of them.

1.1 Business roles within an organization

Task 1. Read the passage and answer the question: Why business roles are so important for an organization?

Business roles are positions that have certain sets of responsibilities. Business owners typically plan an organizational structure that outlines the different types of jobs and the tasks that each job type is responsible for. Depending on the industry and the nature of the company, employers designate 1) executive-level, 2) managerial and 3) operational roles.

Business roles allow owners and stakeholders to designate specific titles and duties to employees. Setting up business roles allows employers to delegate important tasks to professionals who are qualified to perform these jobs. When employees have a clear understanding of their responsibilities, they can better contribute to the company's success.

www.indeed.com

Task 2. Fill in the table. Form a missing noun, verb or adjective from the following words where possible. Use the text above to help you. Translate the words. Make up at least 3 sentences of your own with these words.

Noun	Verb	Adjective
	employ	
	organize	
	operate	
contribution		
		responsible
	execute	
	qualify	
	manage	
designation		

1.2 Managerial business roles

Task 1. Read about several common managerial business roles and fill in the gaps (1-6) with the correct role title (A-F).

- A. *Human resources managers*
- B. *Production managers*
- C. *Marketing managers*
- D. *Product managers*
- E. *Finance managers*
- F. *Project managers*

1..... oversee the entire marketing department, depending on the size of the company. In large corporations, there can be multiple teams within the marketing department, each with their own specialist.

2..... may focus their efforts on researching customer markets, evaluating in-demand products, assessing manufacturing processes for making products, analysing competitor products and collaborating with marketing teams to develop strategies for promoting products.

3..... initiate, design, monitor, control and finalize projects. This business role may have the added responsibility of analyzing and mitigating risks to various projects, and they commonly work with other department managers to plan and develop each aspect of a project, including budget, resources and timelines.

In smaller organizations, 4..... may oversee several financial aspects of business operations, such as calculating and projecting incoming revenue and company expenses. In larger businesses, these specialists may be responsible for managing staff accountants and bookkeepers, and they rely on the work of these professionals to create accurate financial reports and forecasts.

5..... recruit, interview, hire and onboard employees. These professionals commonly consult with top-level executives to initiate strategic plans and act as a liaison between upper-level management and company staff.

6..... are responsible for the technical management, supervision and control of industrial production processes. They ensure that manufacturing processes run reliably and efficiently. Shift and 'on-call' work may

be required, particularly where manufacturing/production equipment is in continual 24-hour operation.

Task 2. Read the text again and find the English equivalents of the following Russian words and word combinations: *связь\контакт, нанимать, точный, следить за, обеспечить, счетовод, зависеть от, разнообразный, быть ответственным за, потребитель\клиент, доход, рационально, вычислять, рабочая смена, оценивать, оборудование, сотрудничать, прогноз, уменьшать\снижать, бухгалтер, полагаться на, подсчитывать, исследовать\изучать.*

Task 3. In pairs, match each collocation* halves. Consult the text above to check your answers.

<i>mitigate</i>	<i>expenses</i>
<i>evaluate</i>	<i>plans</i>
<i>assess</i>	<i>risks</i>
<i>customer</i>	<i>forecast</i>
<i>company</i>	<i>products</i>
<i>financial</i>	<i>executives</i>
<i>top-level</i>	<i>equipment</i>
<i>strategic</i>	<i>processes</i>
<i>production</i>	<i>market</i>

***Collocation is the way words combine in a language to produce natural-sounding speech and writing. For example, a common collocation in English “to give\ deliver lectures” corresponds to «читать лекции» in Russian.**

1.3 Production manager. Job description

Task 1. Read the text and answer the following questions:

- *What does the subject matter of the described job depend on?*
- *What positions do most applicants get at the beginning of their careers?*
- *What is the level of education sufficient for getting this job?*
- *What are the main skills for production manager?*

The scope of the job depends on the nature of the production system. Many companies are involved in several types of production, adding to the complexity of the role.

Most graduates begin their career as a trainee or in a junior post such as a production supervisor, material planner or in inventory control.

It is possible to enter this profession with a degree or higher national diploma (HND)* in any subject. However, depending on the industry you are trying to enter, some employers may require a sector-specific discipline such as business management, electrical, electronic, mechanical, process or production engineering, materials science or biochemistry.

Among the key skills for production managers are confidence, technical skills, project management skills, organization and efficiency, leadership and interpersonal skills, problem solving skills, IT and numerical skills, communication skills, team working skills. Managers must also be able to handle responsibility and the pressure of meeting deadlines.

***(HND) higher national diploma** - *государственный диплом о высшем образовании*

Task 2. Match the skills (1-6) with their definitions (a-f).

skills:	definitions:
1) <i>responsibility</i>	a) <i>the quality of being certain of your abilities or of having trust in people or future plans</i>
2) <i>meeting deadline</i>	b) <i>the good use of time and energy in a way that does not waste any.</i>
3) <i>efficiency</i>	c) <i>connected with relationships between people</i>
4) <i>confidence</i>	d) <i>abilities to deal with numbers</i>
5) <i>interpersonal skills</i>	e) <i>good judgment and the ability to act correctly and make decisions on your own</i>
6) <i>numerical skills</i>	f) <i>to finish work at the time or by a date that has been previously agreed</i>

Task 3. Critical thinking

What do you think are the most important skills? What are the most difficult for you to master or develop? Evaluate the level of the skills you have on scale from 1 to 10. Make a table and suggest your personal development plan.

Task 4. Check the pronunciation and translation of the verbs in the table. Read the job requirements and fill in the gaps with the appropriate verb.

plan, decide, order, select, set, ensure, monitor, organize, liaise, collate, analyse, review, draw, take, implement, identify.

- 1).... and 2).... up a production schedule;
- 3).... on and 4).... the resources that are required and ensure stock levels remain adequate;
- 5).... equipment and 6).... responsibility for its maintenance
- 7).... the quality standards;
- 8).... that the production will be cost effective by estimating costs and negotiating and agreeing budgets with both clients and managers;
- 9).... productivity rates and product standards and 10).... quality control programs;
- 11).... the repair of any damaged equipment;
- 12).... with different departments, teams and companies;

13)....customer orders are completed on time and to budget and that quality standards and targets are met;

14).... and 15).... data, putting together production reports for both factory managers and customers;

16).... worker performance and 17).... training needs.

www.prospects.ac.uk

1.4. Production Manager or Director in Mining or Energy

Task 1. Read and translate the passage. Pay attention to the words given in bold.

*Production managers and directors in mining, energy and water supply plan, organize, direct and co-ordinate the activities and resources necessary for the extraction of minerals and other natural **deposits** and the production, **storage** and provision of gas, water and electricity supplies. This specialist ensures **compliance with issues** relating to the environmental impact of operations and with statutory and health and safety regulations.*

www.weston.ac.uk

Task 2. You are going to watch the video on how to deal with one of the hardest interview questions: “Tell me about yourself”. Before watching make sure you know the meaning of the following words and word combinations. Translate them into Russian.

1) **trick question** (*exp.*) - a question that makes you believe you should answer it in a particular way, when the real question is hidden or there is no right answer;

2) **approach** (*n.*) - a way of considering or doing something;

3) **beneath** (*prep.*) - in or to a lower position than something, or directly under something;

4) **alienate** (*v.*) - to do something that makes someone unfriendly or unwilling to support you;

5) **pique somebody's curiosity** (*exp.*) - make someone want to know about something;

6) **accomplishment** (*n.*) - something successful or impressive that is achieved after a lot of effort and hard work (*syn.* achievement);

7) ***maintain*** (v.) - to continue to have; to keep in existence, or not allow to become less;

8) ***disengage*** (v.) - to stop being involved in something;

9) ***flat voice*** (coll.) - not showing much emotion, or not changing much in sound as you speak;

10) ***passionate*** (adj.) - having very strong feelings or emotions;

11) ***animated*** (adj.) - showing a lot of interest and energy;

12) ***unapproachable*** (adj.) - seeming unfriendly and therefore difficult to talk to;

13) ***spontaneity*** (n.) - the quality of being natural rather than planned in advance;

14) ***mellow*** (adj.) - (of a person or mood) relaxed and pleasant.

Task 3. Now watch the video.

► https://www.youtube.com/watch?v=ge9QOO_F8Tg

Make notes while watching to answer the following questions:

1) *What should you say?*

2) *How should you speak?*

Task 4. Pretend you are going to an interview for a production manager position in one of the mining\ energy companies (choose one yourself). Make a plan for your 2-minute speech. Use the tips and examples from the video in Task 3. Prepare and rehearse your speech.

Task 5. Work in pairs. Role-play. Your partner is a Human resource (HR) manager who begins the interview and asks you to tell him\her about yourself. Present your 2-minute speech and see whether you'll get the job. Stay mellow and good luck!

UNIT 2 GLOBAL OPERATING MODELS FOR MINING COMPANIES

1.1 The growth of the mining industry

Task 1. Check the pronunciation of the following words and practise reading them: *supply, product, ability, resource, commodity, diversify, decline, emerge, decade, boom, cadre, affluence, demand, available, abundance, horizon, underpin*. **Translate the unknown words into Russian.**

Task 2. Read the following questions. How many questions to the subject can you see? What is special about the formation of this type of questions?

- *What economic model has been historically formed in the mining industry?*
- *What has transformed the outlook for the industry over the past decade?*
- *What drives to the strong demand for raw materials from mining companies?*
- *Why do the mining companies want to stretch their global reach?*
- *What will underpin a further massive increase in demand for mining products?*

Task 3. Read the text and answer the questions in task 2.

Historically, mining companies have tended to operate as focused mineral extractors, supplying their product to the metals **commodity markets** or under **long-term contracts** to a small number of customers. Under this model, the key to success has been the ability to secure **low-cost resources** and manage efficient, stable operations in each location. Before the year 2000, the prevailing view that **commodity prices** were in long-term decline meant most **management models** were driven by **cost containment** and a sharp focus on the performance of individual mines.

Over the past decade, the Chinese economic and infrastructure boom and the ever increasing export demand for **finished goods** supported by growth in other **developing countries**, has driven dramatic increases in raw material demand that have transformed the outlook for the

industry. Profitability has soared while industry restructuring has resulted in the creation of **large-scale**, diversified mining companies and a new cadre of national or commodity-specific champions.

In the next stage of the industry's development, economic growth in **emerging countries** still **holds out the prospect** of another step change in demand for raw materials, as hundreds of millions of people reach "middle class" status in China, India and the rest of the developing world. Increasing **affluence** drives massive infrastructure investment to build cities and towns, while also creating huge demand for **white goods**, automobiles and other **durables** – all requiring raw materials from mining companies.

While demand in the long-term looks healthy, there are challenges on the supply side. Although most commodities are available **in abundance** around the world, the number of places where they exist in high concentration is limited, and typically those areas are far removed from where the materials are used. To meet future needs, companies are looking beyond their home markets and driving deeper into new and more risky areas such as Africa and Inner Asia, further **stretching their global reach**.

There are short-term demand risks for the **mining industry** as Western economies struggle under their **debt burdens** and the Chinese economy deals with a potential infrastructure bubble and overdependence on exports. But on the planning horizon for mining companies (5 to 25 years or more), the prospects for continued **GDP* growth** and industrial development from the developing economies will underpin a further massive increase in demand for mining products.

GDP* - (**gross domestic product**) the total value of all goods and services produced in a country, in one year, except for income received from abroad.

Task 4. Read the text again. Pay attention to the details and the words given in bold. Find the English equivalents for the Russian phrases and complete the table.

Russian	English
рост внутреннего валового продукта –	
дешевые ресурсы –	
в изобилии –	
сдерживание затрат –	
долговая зависимость \ бремя –	
сырьевой рынок –	
товары длительного пользования –	
развивающиеся страны –	
достаток –	
страны с переходной экономикой –	
модели управления –	
широкомасштабный –	
крупные электробытовые приборы –	
готовые изделия –	
надеяться \ рассчитывать –	
расширяя географию своей деятельности –	
горнодобывающая промышленность –	
цены на сырьевые товары –	
долгосрочные контракты –	

Task 5. Look at the English phrases in task 4. Try to draw a picture next to a phrase where it is possible or create an absurd funny context for them. It will help you transfer these phrases from your short-term into your long-term memory. Cover one of the columns and test your partner on the phrases.

Task 6. Use the phrases you've learnt (task 4 and 5) as key points to retell the text about the growth of the mining industry. Present individually or make a group performance.

2.2 Global operating model for miners

Task 1. Match the verbs (1-8) with their definitions from Longman Business Dictionary (a-h).

verbs:	definitions:
1) <i>devolve</i>	a) to improve the quality or value of something
2) <i>yield</i>	b) to give someone what they need, or to make sure they get it
3) <i>implement</i>	c) to give work, responsibility, or power to someone at a lower or more local level
4) <i>tackle</i>	d) to take someone's attention away from something
5) <i>provide</i>	e) to make a judgment about a person or situation after considering all the information
6) <i>distract</i>	f) to try to deal with a difficult problem
7) <i>enhance</i>	g) to take action or make changes that you have officially decided should happen
8) <i>assess</i>	h) to produce profits, crops etc.

Task 2. Read the text once and answer the questions:

- *What are global operating models?*
- *How can a company increase the global perspective of its organization?*

Ideally, the operating model should **provide** for global consistency while maintaining local management autonomy. The goal is to create a global company with common approaches so that synergies can be achieved and controls **implemented**. At the same time, accountability needs to be **devolved** to the lowest practical level and individual operations should have the flexibility to respond to local needs. In achieving these seemingly conflicting objectives, a mining company can increase the global perspective of its organization by implementing measures in three areas:

- *Operational processes* covering both core mining functions and support services.
- *Management processes* dealing with corporate and governance activities.
- *Leadership and culture processes* dealing with organizational and people elements.

Global operating models are long-term programs that – year by year – **enhance** the outlook of the company through organizational change, global initiatives and capability development. Company leaders need to **assess** the right combination of areas to **tackle** that will **yield** the maximum benefit at a particular time while not overstretching the organization or **distracting from** core operations.

Task 3. Read the text again. Find the verbs from task 1 in the text. Analyse their patterns and fill in the table. Learn the verbs.

verb + prep. + object	verb + object

Task 4. Study the most common word-building noun suffixes, their meanings and examples.

noun suffix	meaning	examples
-er/ -or / -ar	person / thing that does (verb)	author, painter, teacher
-ist	person	dentist, artist, racist
-ance / -ence	the act of doing something	confidence, independence
-tion / -sion	the act of doing something	passion, dictation, action
-ment	the act of doing something	environment, discernment, agreement
-ness	the state of being (adjective)	happiness, kindness, darkness
-ity	the state of being (adjective)	charity, purity, clarity
-ship	the idea, quality of a group (noun)	kinship, sportsmanship, friendship

Fig. 2 “Noun suffixes”

Task 5. Use the appropriate suffix to build nouns from the words in the box below. Compare your results with your partner’s. Then find these words in the text and check. Analyse the forms you have. Try to formulate a rule.

accountable, organize, real, manage, flexible, capable, develop, combine, operate, leader, govern, active

Task 6. Revision

Work in pairs or individually. Look back at the new words and word combinations from Unit 1 and Unit 2. Complete the table classifying them into two groups:

economic term*	general vocabulary

**Term is a word or expression with a particular meaning, especially one that is used for a specific subject or type of language.*

UNIT 3 MANAGEMENT PROCESSES IN MINING INDUSTRY

Task 1. Read and translate the information about two management strategies adopted by world’s most successful mining and energy companies.

Portfolio management is the selection, prioritisation and control of an organisation's programmes and projects, in line with its strategic objectives and capacity to deliver. The goal is to balance the implementation of change initiatives and the maintenance of business-as-usual, while optimising return on investment.	Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Task 2. Read the passage. Name the companies which use “portfolio management” and which – “strategic management” approaches. Can you add any to each list? Work in mini-groups. Compare your results with your group mates.

Successful mining companies deploy a number of strategies for the corporate centre, from the “**portfolio management**” approach of **Xstrata (Switzerland)** or **Noble Group (Asia)** to the “**strategic manager**” approach taken by **BHP Billiton (Australia)** and **Rio Tinto (Australia-Great Britain)**. In support of the various corporate strategies, companies must develop the management processes that provide for a global view. The main opportunities arise in these areas: 1) *strategy and planning*, 2) *business process model and IT solutions*, 3) *performance analytics*.

Task 3. Choose one of the global mining \ resource companies mentioned in the text in task 2 or any other you like. Prepare a 3-minute speech and a PowerPoint presentation to perform in class.

3.1 Strategy and planning

Task 1. Read the text. Answer the following questions:

- *What is a company's strategy?*
- *Why is planning important?*

Pay special attention to the pronunciation of the words given in bold. Check their meaning.

All companies have developed **strategic**, operational and financial planning processes that drive the **annual** and monthly **cycle** of budgeting and reporting. The opportunity is to turn all this into a single process that unites the global organization and identifies areas of **synergy** and **commonality**, rather than simply creating the financial numbers for the annual plan.

The following are ways in which companies can **leverage** the strategy and planning cycles:

- Defining global strategy themes. For example, an innovation theme drives all operations to identify ideas for new products and processes that can be shared across the company.
- Identifying areas of collaboration across business units early in the planning process. For example, **targets** can be set for meeting company best practice in functions or operations, creating the need to communicate and collaborate.
- Setting up peer reviews of strategic plans, within geographical, **technical** or **functional** areas, to challenge those plans and share experiences.

Task 2. Study the scheme below.

- *What are verbals?*

- *How do they function in a sentence?*

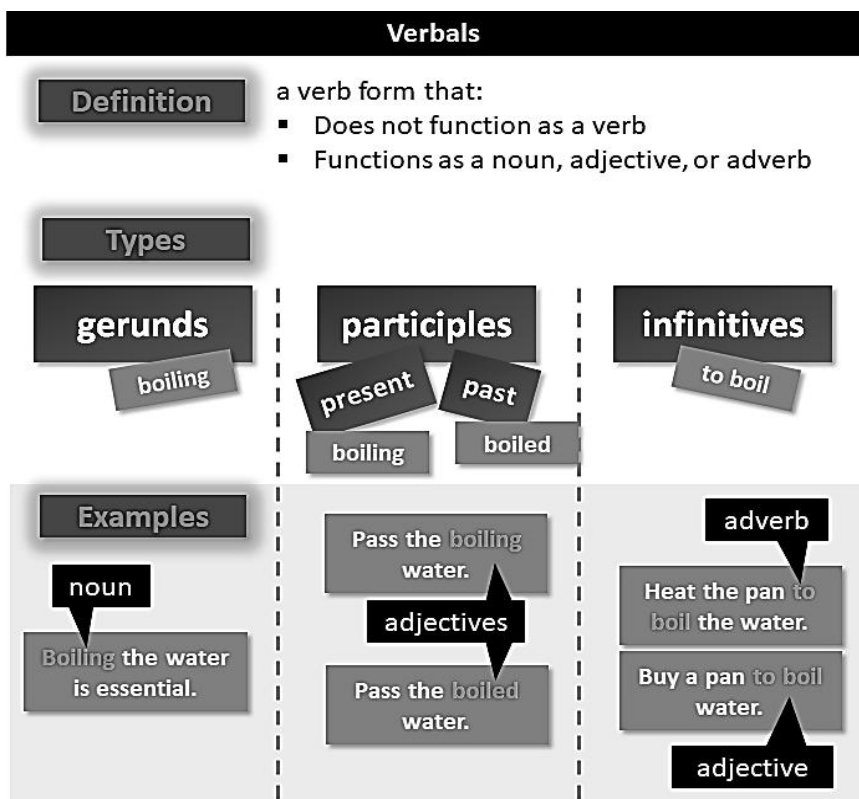


Fig. 3 “Verbals”

Task 3. Follow the link <https://www.grammar-monster.com/glossary/verbals.htm> to learn more about the verbals. Do interactive exercises to have additional practice.

Task 4. Look through the text in task 1 again. Underline all the verbals and specify their functions. Translate the text into Russian.

3.2 Performance analytics

Task 1. Read the text and answer the questions:

- *What is “performance analytics”?*
- *Where can mining companies make the best use of performance analytics at the global level?*

An emerging technology called “performance analytics” provides a powerful mechanism for connecting and comparing operations across the company. It achieves this by extracting the vast volumes of data and creating a global view of the organization through information highlighting trends, root causes, and like-for-like comparisons.

Areas where mining companies can make the best use of performance analytics at the global level are:

- Reliability programs analyzing usage and performance trends to reduce **downtime**.
- **Exploration**, bringing together the vast amounts of geological and technical data from different units.
- Supplier programs drawing together traditional spend data with operational performance in support of minimizing the total cost of ownership.
- Global **supply chain management**, providing visibility across the different business units.
- Marketing and trading, where market intelligence and trends can be identified early.

Task 2. Study the following terms definitions. Translate them into Russian.

1) ***Downtime** is time lost in producing goods because something has gone wrong, for example because a machine has broken or materials have not arrived.*

2) ***Exploration** is the act of travelling through a place in order to find out about it or find something such as oil or gold in it.*

3) ***Supply chain management** is the planning and control of all the processes involved in producing, selling, and delivering a product.*

Task 3. Study the information about **verbal phrases**. Analyse the patterns. Translate the given examples.

Verbals (see 3.1 p.22) don't usually stand alone. They're most often part of a larger phrase, together with objects, modifiers or other complementary words.

There are three basic types of verbal phrases: *infinitive phrases*, *participial phrases* and *gerund phrases*.

1) **Infinitive phrases** use the infinitive form, along with modifiers if necessary, to create a verbal phrase. Infinitive phrases are the most versatile of all of the types of verbal phrases. You can use them as **nouns, adjectives or adverbs**

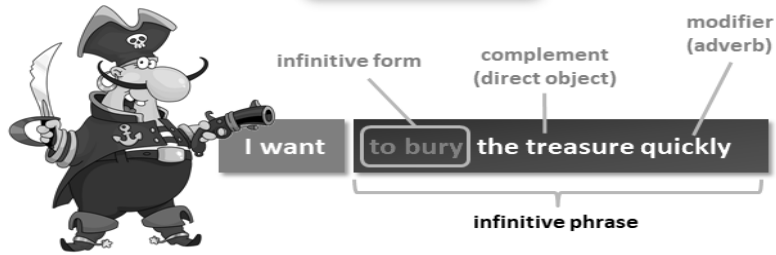


Fig. 4 "Infinitive phrases"

Examples:

- **NOUN**: Alex likes **to collect books about gardening**.
- **ADJECTIVE**: Do you have any food **to bring to the party**?
- **ADVERB**: Aaron flew to Arizona **to visit his grandmother**.

2) **Participial phrases** use the past (-ed (from regular verbs)\ 3d form of irregular verbs) or present (-ing) participle of a verb to make an **adjective** in a sentence.

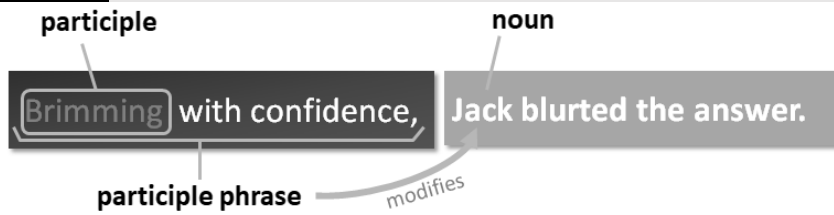


Fig. 5 "Participial phrases"

Examples:

- **ADJECTIVE**: **Playing his ukulele**, Richard sang a sad song.
- **ADJECTIVE**: **Frightened by the zombies**, Catherine ran into the nearest house.
- **ADJECTIVE**: **Emitting clouds of black smoke**, Mark's toaster suddenly died.

3) **Gerund phrases** use the gerund form of a verb (-ing), along with the necessary verbal phrase modifier, to function as a **noun**.

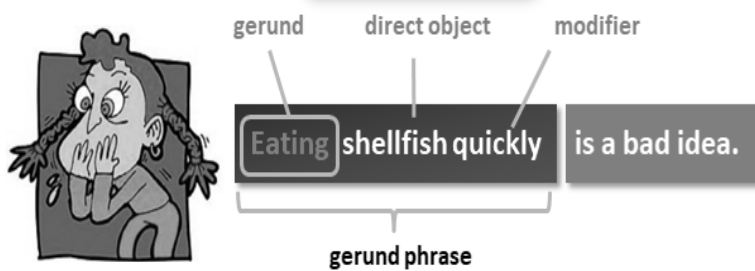


Fig. 6 "Gerund phrases"

Examples:

- **NOUN**: I love **writing custom content**.
- **NOUN**: Mel enjoys **going to class**.
- **NOUN**: John makes a living by **fighting zombies**.

Task 4. Read the information on how your writing and reading can benefit from smart use of verbals and verbal phrases. Answer the title question.

Why Should I Care about Verbals?

Native English speakers can use verbals without hitting any snags*. Nevertheless, here are three good reasons to give verbals a little more thought.

1) *Participle phrases let you say two things efficiently.* Participle phrases are useful for saying two or more things about the subject, not only efficiently but also in a way that adds that variety to your sentence structures. The sentence structure with a fronted participle phrase is particularly useful when writing personal appraisals.

2) *Gerunds can reduce your word count and improve reading flow.* As a rule, a well-placed verb is the best way to fix a jolty, noun-filled sentence (e.g. “The **development** of the U-bend assisted with the **removal** of smells”. (11 words)), but gerunds (being a bit verb-like themselves) are also good for reducing your word count and creating better-flowing sentences. (e.g. **Developing** the U-bend assisted with **removing** smells. (7 words))

Overusing nouns is common in business writing because staff members believe that noun chains make their writing sound more corporate.

3) *An infinitive can usually replace “in order to”.* To reduce your word count, you can often replace “in order to” with “to” without any loss of meaning. Be careful though, using “in order to” makes it clear that the text that follows is the reason for performing the action. Also, sometimes, using the full “in order to” is useful for removing **ambiguity****. So, remove “in order” to save two words, but then check your sentence still reads okay.

* **hit a snag** (idiom) – face a problem. Ex.: The negotiations to finish the miner’s strike *hit a snag*.

** **ambiguity** (noun) – the state of being unclear, confusing, or not certain, or things that produce this effect.

3.3 Business process model and IT solutions

Task 1. Look through the text below. What do all word combinations in bold have in common?

Global standardization across **business units** is typically achieved by developing a global business **process model** and backing this with common **IT systems** and shared **services organizations**. The benefits are providing a **best-practice set** of processes, allowing the sharing of common data for procurement and other functions, and managing **IT costs**. Dealing with **business processes** and **enterprise IT** at the corporate level creates the scale to put in solutions that could not be considered at the **business unit level**. The challenge is successfully managing a **large-scale change project** and maintaining a consistent set of processes while still meeting local operational and **country requirements**. In doing this, mining is following a well-established trend in other industries, such as **oil and gas, chemicals and consumer products**.

Task 2. Read about attributive nouns. What are they? How are they formed? How do they function?

In English grammar, an **attributive noun** is a noun that modifies another noun and functions as an adjective. The first attributive noun of a sequence is usually singular. Yet plural form is also possible nowadays (*sports car, women leaders, and "animal rights campaign*).

www.thoughtco.com by R. Nordquist

Task 3. Translate the attributive constructions from the passage in task 1 from English into Russian in a written form. Analyse your variants of translation and complete the table.

Translation model	Example

UNIT 4 THE FUTURE OF MINING

4.1 Innovation management challenges

Task 1. Read the passage and be ready to define “innovation management”.

Innovation Management is all of the activities and decisions a company undertakes in bringing ideas, products and services to market, thus adding value to the business. Among them are boosting innovation processes and systems, integrating Innovation across the company; key departments, organizational structures, leadership, champions and metrics, adapting the processes to major strategic change, growth or restructuring, preparing the innovation roadmap for the next 5 years.

Task 2. Read the following passage to learn more details about innovation management. Translate it into Russian. Pay attention to the constructions with the formal subject “you”.*

Innovation thrives where consumer insights, technology and business opportunities collide. To boost your innovation performance you should combine market insight and technology analysis to support your decision-making process. You should understand future market trends in your sector or ecosystem and support your direction of travel for product or market diversification. You should provide fast-tracking customer discovery, outreach and networking phases and develop innovative business models.

*English is an analytical language, whereas Russian is a synthetic one. This fact can explain the existing inconsistency between English and Russian. There is a fixed word order in English with the subject being an obligatory part of a sentence structure. Thus, even impersonal (Идет дождь. > It rains.) and indefinite-personal sentences (Невозможно не любить его. > You can't help loving him.) are structured as personal.

4.2 Technologies changing mining industry's future

Task 1. Which technologies will be central to the future of the mining industry? Brainstorm in mini groups. Make a list or a mind map. Provide arguments.

Task 2. Make sure you know all the following words and word combinations: *stakeholder, to value, reliability, asset, equipment,*

footprint, seek, employee, predictability, sustainable, output, ratio, to enable, bulk, coarse, preserve, waste rock, tailings, evaporation, closed loop, continuous rock-cutting vehicle, hard-rock mining, explosive blasting, lower-grade ore, complex mineralogy, overall, biodiversity, commit to, thrive, host region, blueprint, prosperous.

Task 3. Watch the video about FutureSmartMining. Answer the question: *What are AngloAmerican's main targets?*

► <https://www.angloamerican.com/futuresmart/futuresmart-mining>

Task 4. Read the introduction to The ABB Digital Mine. Translate the passage from English into Russian in a written form. Compare your variant of translation with your group mates'. Vote for the best translation.

Mines are an essential part of modern economies, providing the raw materials needed for the technology that powers the modern world. However, miners often put their lives at risk, travelling deep underground in dangerous conditions to bring these precious elements to the surface. ABB has a comprehensive portfolio of products and solutions that are transforming the way mines operate, creating a digitally-enabled environment that is safe, clean and sustainable, with a workforce carrying out exciting, stimulating tasks.

Punctuation is the use of special marks divide a piece of writing into sentences, phrases etc.

Task 1. Read about the usage of the marks. Where do they usually go in a sentence?

PUNCTUATION MARKS:

. (period)	, (comma)	“” (quotation marks)	! (exclamation mark)	? (question mark)
where to stop.	where to pause.	when someone is speaking.	when there is a strong emotion.	where there is a question.

Task 2. Study the basic rules of the use of commas. Which rules are the same in your language? Which are different? Write down the examples of your own to illustrate each rule.

COMMAS:

1	between words in a series, to make a list <i>e.g. I like to eat cookies, cake, brownies, and ice cream.</i>
2	before a conjunction in a compound sentence <i>e.g. I like to eat cookies, but I don't like to eat onions.</i>
3	to set off a dependent clause at the beginning of a sentence <i>e.g. After thinking about it, I decided to eat the last cookie.</i>
4	before closing and opening quotation marks <i>e.g. "I like to eat cookies," I said. / I said, "I like to eat cookies."</i>
5	in the opening and closing of a letter <i>e.g. Dear Mom, I like cookies. Love, Sally.</i>

Task 5. Watch the video about the ABB Digital Mine. Punctuate the script below (Dialogs are not included.). Start each new sentence with a capital letter.

► <https://www.youtube.com/watch?v=dPwV6hP8p2w>

for thousands of years mining has provided us with the raw materials we need to develop economies and build communities this is as true today as it's always been but mines are entering a new era the environment of the modern miner is being transformed welcome to the ABB digital mine in the digital mine every operational detail is connected improving safety productivity and efficiency mine location intelligence optimizes the potential for remote working real-time positioning in sites and controls give miners 100% secure access control and shorter evacuation time monitoring and analysis services give you a real-time window into the most hard-working piece of kit on-site the hoist detecting abnormal safety conditions early and avoiding production losses of up to 1500 tons per hour the Gillis mill Drive can be monitored anywhere anytime this means greater Drive efficiency and availability with reliability pushed to nearly 100% downtime is inevitable but it can be dramatically reduced using insights taken from data analysis mitigating and controlling one of the biggest and least predictable costs swift responses resolved remotely mean a lower cost per tonne and expensive assets need replacing less frequently intelligent scenario forecasting ensures that problems are resolved as efficiently and effectively as digitalization is having a major impact on all industries and has the potential to unlock huge value for mining companies it's estimated that mine digitalization could save 373 billion dollars by 2025 raising productivity reducing waste and keeping our minds as safe welcome to the future of sustainable mining.

4.3 Final challenge. Revision

Make two (or more) teams. Use any economic term as a name for you team. Think of a corresponding motto. And ... meet the challenge!

1) Name at least 7 types of management mentioned in this study guide.

7 points

2) Name at least 5 grammar topics discussed in the study guide. Provide examples.

5 points

3) Name translation transformation you've analysed.

2 points

4) Enumerate the basic rules of the English punctuation.

5 points

5) Name at least 4 global mining or energy companies.

4 points

6) Name 10 skills necessary for a product manager.

10 points

7) Make a least of new words and word combinations you have learned from this study guide. (*To get a point you have to either translate them or explain in English.*)

depends on the number of the words

8) Choose 10 words or word combinations from your list. Make a group story with them. Requirements to be met are:

- creative approach to the plot (The sky is the limit!),
- coherent and cohesive text,
- correct use of the words,
- use of verbals \verbal phrases,
- correct punctuation.

20 points

You total score is _____. Well done!

REFERENCES

1. Building Vocabulary with Suffixes [Электронный ресурс]. URL: <https://iagtm.pressbooks.com/> (дата обращения: 13.01.2021).
2. Cambridge Dictionary Online [Электронный ресурс]. URL: <https://dictionary.cambridge.org/> (дата обращения: 12.01.2021).
3. Future of mining. [Электронный ресурс]. URL: <https://new.abb.com/> (дата обращения: 12.01.2021).
4. Innovation management [Электронный ресурс]. URL: <https://www.ayming.co.uk/> (дата обращения: 05.01.2021)
5. Longman Business Dictionary Online [Электронный ресурс]. URL: <https://www.ldoceonline.com/> (дата обращения: 11.01.2021).
6. McCarthy, K. Using Verbals and Verbal Phrases for Better Writing [Электронный ресурс]. URL: <https://www.bkacontent.com/using-verbals-better-writing/> (дата обращения: 12.01.2021).
7. Nordquist, R. Attributive Nouns in Grammar [Электронный ресурс]. URL: <https://www.thoughtco.com/what-is-attributive-noun-1689012> (дата обращения: 12.01.2021).
8. Poole, R. Oxford Collocation Dictionary for Students of English. Oxford University press. – 2009, 992 p.
9. Production Manager [Электронный ресурс]. URL: <https://www.prospects.ac.uk/> (дата обращения: 09.01.2021).
10. Production Manager or Director in Mining or Energy [Электронный ресурс]. URL: <https://www.weston.ac.uk/> (дата обращения: 07.01.2021).
11. Strategic management [Электронный ресурс]. URL: <https://www.investopedia.com/terms/s/strategic-management> (дата обращения: 15.01.2021).
12. Twenty Essential Business Roles within an Organization [Электронный ресурс]. URL: <https://www.indeed.com/> (дата обращения: 10.01.2021).
13. Verbals [Электронный ресурс]. URL: <https://www.grammar-monster.com/glossary/verbals.htm> (дата обращения: 12.02.2021).

CONTENTS

UNIT 1 PRODUCTION MANAGEMENT	3
UNIT 2 GLOBAL OPERATING MODELS FOR MINING COMPANIES	12
UNIT 3 MANAGEMENT PROCESSES IN MINING INDUSTRY	18
UNIT 4 THE FUTURE OF MINING	25
REFERENCES	31

**ИНОСТРАННЫЙ ЯЗЫК
МЕНЕДЖМЕНТ
(ПРОИЗВОДСТВЕННЫЙ МЕНЕДЖМЕНТ)
MANAGEMENT
(PRODUCTION MANAGEMENT)
ENGLISH FOR SPECIFIC PURPOSES**

*Методические указания к практическим занятиям
для студентов бакалавриата направления 38.03.02*

Сост.: *В.А. Спиридонова*

Печатается с оригинал-макета, подготовленного кафедрой
иностраннных языков

Ответственный за выпуск *В.А. Спиридонова*

Лицензия ИД № 06517 от 09.01.2002

Подписано к печати 08.02.2023. Формат 60×84/16.
Усл. печ. л. 1,9. Усл.кр.-отг. 1,9. Уч.-изд.л. 1,6. Тираж 50 экз. Заказ 90.

Санкт-Петербургский горный университет
РИЦ Санкт-Петербургского горного университета
Адрес университета и РИЦ: 199106 Санкт-Петербург, 21-я линия, 2