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ВЫСШЕГО ОБРАЗОВАНИЯ

«ИНСТИТУТ УПРАВЛЕНИЯ, БИЗНЕСА И ТЕХНОЛОГИЙ»

Утверждаю:

Председатель приемной комиссии,

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ПРОГРАММА ВСТУПИТЕЛЬНЫХ ИСПЫТАНИЙ ПО НАПРАВЛЕНИЮ МАГИСТРАТУРЫ 38.04.02 «МЕНЕДЖМЕНТ»

Программа вступительных испытаний по направлению магистратуры 38.04.02 «Менеджмент» в Частное образовательное учреждение высшего образования «Институт управления, бизнеса и технологий» разработана в соответствии с требованиями Федерального государственного образовательного стандарта высшего образования по направлению 38.04.02 «Менеджмент».

### **МЕНЕДЖМЕНТ**

### 1. ЭКОНОМИЧЕСКАЯ ТЕОРИЯ

Общая экономическая теория. Экономические агенты (рыночные и нерыночные), собственность и хозяйствование: структура прав, передача прав, согласование обязанностей, экономические интересы, цели и средства, проблема выбора оптимального решения, экономическая стратегия и экономическая политика, конкуренция и ее виды; экономические блага и их классификация, взаимодополняемость И частичные И полные взаимозамещение благ, фактор времени и дисконтирование, потоки и запасы, номинальные и реальные величины; кругообороты благ и доходов; затраты и результаты: общие, предельные и средние величины; альтернативные возможностей); издержки (издержки отвергнутых экономические производственных возможностей, граница компромисс ограничения: общества между эффективность и равенством, компромисс индивида между потреблением и досугом; экономические риски и неопределенность; внешние (экстерналии); краткосрочный и долгосрочный периоды в сравнительной статики, экономическом анализе; метод показатели эластичности замещения.

Микроэкономика. Закон предложения, закон спроса, равновесие, рынок, равновесная цена; излишки потребителя и производителя, теории поведения потребителя и производителя (предприятия); монополия, естественная монополия, ценовая дискриминация; олигополия, монополистическая конкуренция, барьеры входа и выхода (в отрасли);

сравнительное преимущество; производственная функция, факторы производства, рабочая сила, физический капитал; инфляция и безработица; рынки факторов производства, рента, заработная плата; бюджетное ограничение, кривые безразличия, эффект.

Понятие предприятия, классификация внешняя и внутренняя среда, диверсификация, концентрация и централизация производства; открытие и закрытие предприятий, санация и банкротство; валовые выручка и издержки; экономическая, чистый денежный прибыль бухгалтерская и приведенная (дисконтированная) стоимость, внутренняя норма доходности; переменные и постоянные издержки; общие, средние и предельные величины выручки и издержек, эффективности; отдача от масштаба производства повышающаяся, неизменная); неопределенность: (снижающаяся, технологическая, внутренней и внешней среды, риски, страхование, экономическая безопасность.

Макроэкономика. Общественное воспроизводство, резидентные и единицы; макроэкономические нерезидентные институциональные показатели: валовой внутренний продукт (производство, распределение и потребление), личный располагаемый доход, конечное потребление, модели потребления, сбережения, инвестиции (валовые и чистые); национальное богатство, отраслевая и секторальная структуры национальной экономики, межотраслевой баланс; теневая экономика; равновесие совокупного спроса и совокупного предложения (модель AD-AS), мультипликатор автономных адаптивные и рациональные ожидания, гистерезис; денежное расходов; обращение (М.Фридман), сеньораж, количественная теория денег, классическая дихотомия; государственный бюджет, его дефицит и профицит, пропорциональный налог, прямые и косвенные налоги, чистые налоги; закрытая и открытая экономика, фиксированный и плавающий курсы покупательной способности; макроэкономическое валюты, паритет равновесие и реальная процентная ставка (модель IS-LM): сравнительный макроэкономической политики эффективности инструментов анализ

государства; стабилизационная политика; технологические уклады и "длинные волны"; теория экономического роста и экономического цикла; "золотое правило накопления".

Переходная экономика. Либерализация цен, приватизация собственности, инфраструктура хозяйствования, структурная перестройка экономики, влияние глобализации на выбор стратегии национальной экономики.

История экономических учений: особенности экономических воззрений в традиционных обществах (отношение к собственности, труду, богатству, деньгам, ссудному проценту), систематизация экономических знаний, первые физиократы, (меркантилизм, теоретические системы политическая экономия, марксизм). Формирование и эволюция современной экономической мысли: маржиналистская революция, австрийская школа, кейнсианство, монетаризм, направление, неоклассическое Вклад российских ученых в развитие институционализм. экономической мысли: особенности развития экономической науки в России, научный вклад М.И. Туган-Барановского в понимание экономических циклов, А.В. Чаянова в изучении крестьянского хозяйства и Н.Д. Кондратьева в понимание экономической динамики; традиции экономикоматематической школы в России и СССР (В.К. Дмитриев, Е.Е. Слуцкий, Г.А. Фельдман, В.В. Новожилов, Л.В. Канторович).

#### 2. ОСНОВЫ МЕНЕДЖМЕНТА

Исторические предпосылки создания общей теории управления. Содержание общей теории управления. Закономерности управления различными системами. Принципы управления.

Понятие и сущность организации. Внутренняя и внешняя среда организации. Понятие, сущность и структура менеджмента. Инфраструктура менеджмента. Методологические основы менеджмента. Социофакторы и этика менеджмента.

Природа управления и исторические тенденции его развития. Условия и факторы возникновения и развития менеджмента. Этапы и школы в истории менеджмента. Разнообразие моделей менеджмента: американский, японский, европейский. Влияние национально-исторических факторов на развитие менеджмента. Развитие управления в России. Перспективы менеджмента: возможное и вероятное.

Понятие цели организации. Система целей организации. Установление целей. Управление по целям.

Понятие и сущность коммуникации. Коммуникационный процесс. Виды организационных коммуникаций. Коммуникационные сети. Коммуникационные стили. Совершенствование коммуникаций в организациях.

Понятие и классификация управленческих решений. Методы и условия принятия решений. Моделирование ситуаций и разработка решений. Процесс принятия управленческих решений. Эффективность управленческих решений.

Понятие, сущность и классификация функций управления. Общие функции управления. Конкретные функции управления.

Эволюция систем планирования в организациях. Содержание и задачи планирования. Стратегическое планирование. Тактическое планирование.

Понятие и сущность организационных отношений. Деловые отношения. Социально-эмоциональные отношения. Силовые отношения. Отношения при ведении переговоров.

Понятие организационных структур. Типы организационных структур. Основные направления совершенствования структур управления в условиях рыночных отношений.

Понятие и виды мотивации. Содержательные теории мотивации. Процессуальные теории мотивации.

Понятие и функции контроля. Виды контроля: предварительный, текущий, заключительный. Поведенческие аспекты контроля.

Психологическая структура личности. Социальные основы поведения личности. Управление поведением человека в организации

Понятие и условия формирования лидерства. Виды лидерства. Характеристика основных теорий лидерства.

Роль и состав кадров управления. Стиль менеджмента и имидж (образ) менеджера. Система работы с персоналом управления. Организация управленческого труда.

Понятие и значение групп в управлении. Формальные группы. Неформальные группы. Эффективность групповой деятельности.

Понятие и классификация методов управления. Административные методы управления. Экономические методы управления. Социально-психологические методы управления.

Власть и управление в организации. Понятие и сущность социального партнерства. Формы социального партнерства.

Понятие конфликта. Структура конфликта. Методы и стили разрешения конфликтов.

Сущность эффективности управления. Факторы эффективного управления. Показатели эффективности управления.

## 3. СТРАТЕГИЧЕСКИЙ МЕНЕДЖМЕНТ

Эволюция стратегического подхода в управлении. Типы планирования и управления в организациях. Стили поведения организаций. Сущность и особенности стратегического управления. Ограничения стратегического управления. Конкурентные преимущества в стратегическом управлении. Элементы процесса стратегического управления.

Анализ макроокружения. Анализ непосредственного окружения. Анализ внутренней среды. Методы анализа среды.

Миссия организации. Цели организации. Установление целей.

Создание стратегии. Типы стратегий. Выбор и оценка стратегии.

Управление реализацией стратегии. Система двойного управления.

Стратегический контроль. Двойное финансирование. Функции и этапы внедрения стратегических изменений Основные факторы, влияющие на эффективность работы по внедрению изменений и их характеристика. Причины отрицательного отношения к нововведениям. Организация информационной кампании по поддержке стратегических изменений. Условия и факторы успешного проведения программы внедрения стратегических проектов.

### 4. УПРАВЛЕНИЕ ПЕРСОНАЛОМ

Персонал предприятия как объект управления. Понятие и характеристика персонала организации. Анализ кадрового потенциала.

Система управления персоналом. Понятие и сущность управления персоналом. Место и роль управления персоналом в системе управления предприятием. Принципы управления персоналом. Функциональное разделение труда и организационная структура службы управления персоналом. Кадровое, информационное, техническое и правовое обеспечение системы управления персоналом.

Перемещения, работа с кадровым резервом, планирование деловой карьеры. Понятие и содержание профессионального продвижения. Особенности японской модели профессионального продвижения работников по службе. Работа с кадровым резервом. Высвобождение персонала. Факторы и проблемы формирования деловой карьеры. Управление деловой карьерой.

Подбор персонала и профориентация. Содержание функции формирования персонала. Планирование потребности в трудовых ресурсах. Набор (вербовка) персонала. Сущность и виды профориентации персонала. Организация управления профориентацией персонала. Отбор кадров.

Переподготовка и повышение квалификации персонала. Необходимость обучения и повышения квалификации персонала. Анализ потребностей в переподготовке управленческого персонала. Стратегическое и оперативное планирование процесса переподготовки и повышения

квалификации. Роль кадровых служб в повышении квалификации управленческого персонала. Программы переподготовки и повышения квалификации. Методы переподготовки и повышения квалификации управленческого персонала. Активные методы обучения. Оценка качества переподготовки и повышения квалификации управленческого персонала

Мотивация поведения в процессе трудовой деятельности. Понятие и виды мотивации. Содержательные теории мотивации. Процессуальные теории мотивации.

Профессиональная и организационная адаптация персонала. Сущность и виды адаптации персонала. Организация управления адаптацией персонала.

Конфликты в коллективе. Понятие конфликта. Структура конфликта. Методы и стили разрешения конфликтов.

Оценка эффективности управления персоналом. Сущность эффективности управления персоналом. Факторы эффективного управления персоналом. Показатели и методика расчета эффективности управления персоналом.

# ИНОСТРАННЫЙ ЯЗЫК (английский)

Требования к поступающему в магистратуру в области иностранного языка состоят в следующем:

- 1. Знание специфики артикуляции звуков, интонации, акцентуации и ритма нейтральной речи в изучаемом языке, основных особенностей полного стиля произношения, характерного для сферы профессиональной коммуникации; умение читать транскрипцию.
- 2. Лексический минимум должен составить 4000 учебных лексических единиц общего и терминологического характера. При этом выпускник вуза должен уметь дифференцировать лексику по сферам применения, т. е. уметь вычленять бытовую, терминологическую, общенаучную, официальную

лексику и т. д., иметь понятие о свободных и устойчивых словосочетаниях и фразеологических единицах, знать основные способы словообразования.

3. Знание и практическое владение грамматическим минимумом, обеспечивающим коммуникацию без искажения смысла при письменном и устном общении общего характера; знание основных грамматических явлений, характерных для профессиональной речи.

# ТРЕБОВАНИЯ К ВИДАМ РЕЧЕВОЙ ДЕЯТЕЛЬНОСТИ:

**Говорение.** К концу обучения выпускник вуза должен владеть диалогической и монологической речью с использованием наиболее употребительных и относительно простых лексико-грамматических средств в основных коммуникативных ситуациях неофициального и официального общения и иметь понятие об основах публичной речи (устном сообщении, докладе).

Аудирование. Выпускник должен понимать на слух диалогическую и монологическую речь в сфере бытовой и профессиональной коммуникации, опираясь на изученный языковой материал, фоновые страноведческие и профессиональные знания, навыки языковой и контекстуальной догадки.

**Чмение.** К концу курса обучения иностранному языку выпускник вуза должен владеть всеми видами чтения - изучающим, просмотровым, беглым, поисковым, уметь работать с несложными прагматическими текстами и текстами по специальности (широкому и узкому профилю).

Письмо. Выпускник должен владеть такими видами письменных речевых" произведений, как аннотация, тезисы, сообщения, частное письмо, деловое письмо, составление биографии.

# ТРЕБОВАНИЯ К УРОВНЮ ОБУЧЕННОСТИ ОСНОВНЫМ ВИДАМ РЕЧЕВОЙ ДЕЯТЕЛЬНОСТИ

В соответствии с требованиями к поступающему в магистратуру, лица, имеющие законченное высшее образование, должны уметь:

- читать оригинальную литературу по специальности для извлечения необходимой информации, используя для этой цели различные виды чтения;
- переводить на русский язык, реферировать и аннотировать литературу по специальности на родном и иностранном языках;
- адекватно воспринимать иноязычную речь, принимать участие в беседе на общие и профессиональные темы, владеть устной монологической речью и уметь изъясниться на элементарном уровне в пределах пройденной тематики, соблюдая грамматические, лексические и фонетические нормы.

### Примерные варианты тестовых заданий

примерные варианты тестовых задании		
Тест 1		
Выберите правильный вариант.		
1 .When Mark arrived, the Johnsonsdinner, but		
stopped in order to talk to him.		
a) were having b) had c) had been having d) was having		
b) had d) was having		
2. While Toma book, MarhtaTV.		
a) was reading, watched c) was reading, was watching		
b) read, watched d) read, was watching		
3. The food that Ann is cooking in the kitchendelicious.		
a) is smelling c) smelt		
a) is smelling c) smelt b) smells d) will smell		
4. We called our friends in London yesterday to tell them about the reunion that we		
a) will plan c) plan b) were planning d) have planned		
b) were planning d) have planned		
5. Catherine is studying law at the university, and so		
Nick.		
a) is c) was		
b) does d) were		
6.1 feel terrible. I think Ito be sick.		
a) will c) am going b) go d) will be going		
7. My colleagues usuallyfour days a week, and tills		
week theyfive days.		
a) work, work c) are working, are working		
b) are working, work d) work, are working		
8. It outside; 1 do not like to walk in such weather.		
a) rains c) is raining b) is rain d) is rained		
b) is rain d) is rained		
9. Ia very difficult day tomorrow. I need to prepare		
for the exam.		
a) will have c) have		
a) will have c) have b) am having d) would have		
10. At 10 o'clock in the morning on Wednesday Tom		
a delegation in the office.		
a) will receive c) will be receiving		

b) is receiving d) would receive
11. Although the sun was shining, it was still cold, because ithard for two hours.
a) had been raining c) had rained
b) was raining d) is raining
12. Sheat the parcel long enough, before she
that it was for her brother.
a) had been looking, had understood
b) had been looking, understood
c) was looking, understood
d) was looking, had understood
13.1to the cinema but my friend persuaded me to stay.
a) am not going c) did not go
b) was going d) had been going
14. We were good friends, weeach other for years.
a) had known c) were knowing
b) had knowing d) know
15. We were extremely tired at the end of the journey. Wefor more than 24 hours.
a) had travelled c) had been travelling
b) were travelling d) travel
16. How longthis book? How many pages of this
book?
a) have you been reading, have you been reading
b) have you read, have you read
c) have you read, you read
d) have you been reading, have you read
17. We always go to Saint Petersburg for our holidays. Wethere for years.
a) have been going c) go b) are going d) were going
b) are going d) were going
18. I have lost my key again. Ithings. I lose things
too often.
a) always lose c) have always lost
b) am always losing d) was always losing
19. The economic situation is already very bad and it
worse.
a) is getting c) got
b) gets d) would be getting
20. What timeyour friendtomorrow?
a) will arrive c) will be arriving
b) is arrived d) will arriving
· · · · · · · · · · · · · · · · · · ·
Тест 2
Выберите правильный вариант.
1. Weto the top of Holborn Hill before I
that he was not smiling at all.
a) had got, knew c) were getting, knew
b) got, knew d) have got, have known
2. Turning from the Temple gate as soon as Ithe
warning, I my way to Fleet Street, and then
to Covent Garden.
a) was reading, made, drove
b) have read, made, drove
c) had read, made, drove

d) read, made, drove		
3. Seventy-seven detective novels and books of stories by		
Agatha Christieinto every major language, and		
her sales in tens of millions.		
a) are translated, are calculated		
b) were translated, were calculated		
c) have been translated, are calculated		
d) had been translated, were calculated		
4. In recent years, scientific and technological developments		
human life on our planet, as well as our views both		
of ourselves as individuals in society and of the universe as a whole.		
of ourselves as individuals in society and of the universe as a whole.		
a) have drastically changed c) are drastically changing		
b) drastically changed d) change drastically		
5. Before wefrom swimming in the river near the		
camp, someoneour clothes, and we had to walk		
back with our towels around us.		
a) returned, stole c) were returning, stole		
b) had returned, had stolen d) returned, had stolen		
6. Our new neighbours in Arizona for ten years before moving to their present house.		
a) had been living c) have been living		
a) had been living c) have been living b) lived d) were living		
7. We went into the house by a side door and the first thing 1		
was that the passagesall dark, and that		
shea candle burning there.		
a) noticed, were, left		
b) had noticed, had been, had left		
c) noticed, were, had left		
d) have noticed, were, had left		
8. The sunbrightly all day on the roof of my attic,		
and the room was warm.		
a) was shining c) has shone b) shone d) had been shining		
9. Although the period that we call "the Renaissance" in Italy in the fourteenth century		
this idea of rebirth in learning characterized other epochs in history in different parts of the		
world.		
a) begins c) began		
b) had begun d) will begin		
10. Egyptians left no written accounts as to the execution of		
mummification, so the scientists to examine		
mummies and establish their own theories.		
a) had c) are having		
b) have d) have had		
11. In spite of the fact that itall day long, the match		
and the stands were full of spectators.		
a) had been raining, was not cancelled		
b) rained, was not cancelled		
c) was raining, has not cancelled		
d) had rained, had not been cancelled		
12. Many football fans claimed that after "Real FC"		
that important game itno chance to win the		
championship.		
a) lost, had c) had lost, had		

b) lose, has d) will lose, will have
13. I wish helast Friday but his flightbecause of bad weather. If hethe next
day I would
have brought him by car.
a) arrived, was cancelled, called
b) had arrived, was cancelled, had called
c) had arrived, had been cancelled, called
d) arrived, have cancelled, had called
14. After many long years of devoted and patient instruction,
the doctorable to get the boy to clothe and feed
himself, recognize and utter a number of words, as well as write letters and form words.
a) was c) had been
b) has been d) were
15. At the first stages of the Industrial Revolution advertisinga relatively straightforward
means of announcement and communication and was used mainly to promote novelties and
fringe products whichunknown to the public.
a) had been, were c) was, were
b) had been, had been d) was being, were
16. Towards the end of the 19th century the larger companies
more and more on mass advertising to promote
their new range of products. The market during this periodby a small number of giant,
conglomerate
enterprises.
a) relied, has been controlled
b) relied, had been controlled
c) were relying, has been controlled
d) relied, were controlled
17. To cater for the fitness boom of the 80s and provide the up-to-date facilities people want,
over 1,500 private health and fitness clubsduring the past 15 years.
a) were built c) have been built
b) had been built d) will be built
18. In 1936 the British Broadcasting Corporationto
provide a public radio service. Since then the BBC by the establishment of independent and commercial radio and television, which the BBC's
broadcasting monopoly.
<ul><li>a) was established, was influenced, removed</li><li>b) was established, has been influenced, removed</li></ul>
c) was established, has been influenced, had removed
d) was established, had been influenced, removed
19. The Neolithic Age was a period of history which
in approximately 6000 B.C. and until 3000 B.C.
a) began, lasted c) began, was lasting
b) had begun, lasted d) had begun, had been lasting
20. A major problem in the construction of new buildings is that windowswhile air
conditioning systems
a) have been eliminated, have not been perfected
b) were eliminated, were not perfected
c) had been eliminated, had not been perfected
d) eliminate, are not perfected

## Тест 3 Выберите правильный вариант.

1 How longyou	?	
— Since I was 17.		
a) have been driving	c) did drive	
b) have driven	d) do drive	
2. She always	in Moscow.	
a) —, lives b) has lived	c) has been living	
b) has lived	d) has live	
3. How long you_	Kate?	
a) did know	c) have known	
b) have been knowing	d) do known	
4.1 here all my life	e.	
a) have lived		
b) have living	d) live	
	port again, it is the second time this	
	c) happened	
b) has happened	d) is happening	
6. Kate has been working	here .	
a) since two years		
b) two years ago	d) two years	
7 The boy sitting next to	me on the plane was nervous because hebefore.	
a) has not flown	c) had not flown	
b) did not fly	d) has not been flying	
8.1a lot but I don'		
a) was used to eat		
b) used to eat		
9. next week, so w		
<ul><li>a) I'm not working</li><li>b) I won't work</li></ul>	d) I shall not work	
	by the time we get to the	
cinema.	by the time we get to the	
	c) will already have started	
b) will already start		
11. Don't worryla	ate tonight	
a) if I'll be	c) when I'll he	
b) if I am	c) when I'll be	
12 At first I thought I	the right thing, but I soon realized that Ia serious mi	stake.
a) did, made	c) have done, have made	Julio.
b) had done, had made	A	
	g soon. Ifor two hours.	
13.1 Hope Rate is coming	c) had been waiting	
<ul><li>a) am waiting</li><li>b) have been waiting</li></ul>	d) waited	
14. At last Kate came. I_		
a) am waiting		
b) have been waiting	lay. This time next week she	
on a beach or in the	ie sea.	
a) is going to lay, swim	na .	
b) will be lying, swimmi	115	
c) will lie, swim		
d) is lying, swimming	the post office when you're out?	
- Probably, Why?	the post office when you're out.	
- FIGURABLY, WILV:		

I move to men the retter.	Could you do it for me?
a) are passing	c) will be passing
<ul><li>a) are passing</li><li>b) are going to pass</li></ul>	d) will pass
17. Wefor a walk	
a) will go, will stop	c) are going, will stop
b) will go, stops	d) go, stops
18. When you in N	c) are going, will stop d) go, stops Moscow again, you must come and
see us.	
a) will go	c) are
<ul><li>a) will go</li><li>b) will be</li></ul>	d) are going
	ot of books while Ion holiday.
b) will be	c) would be d) am going to be
20youyo	
— No. Do you want to be	
a) will be using	
	d) do use
	20 March 2000 & 1000 March 2000 M
Тест 4	
Выберите правильный	й вариант.
1. Waterat 100 de	•
a) boils	c) will boil
b) is boiling	c) will boil d) will have been boiling
2. The weather • ho	otter and hotter.
a) gets	c) is getting
b) has been getting	
3. The first modern Olym	pics in Athens more than a
hundred years ago.	picsin Athens more than a
hundred years ago.	
hundred years ago. a) were taking place	
hundred years ago. a) were taking place b) took	c) have taken d) had taken
hundred years ago. a) were taking place b) took 4. We20 new build	c) have taken d) had taken dings this year.
hundred years ago. a) were taking place b) took 4. We20 new buile a) built	c) have taken d) had taken dings this year. c) had built
hundred years ago. a) were taking place b) took 4. We20 new build a) built b) were building	c) have taken d) had taken dings this year. c) had built d) have built
hundred years ago. a) were taking place b) took 4. We20 new build a) built b) were building 5.1alwaysi	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants.
hundred years ago. a) were taking place b) took 4. We20 new build a) built b) were building 5.1alwaysi	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants.
hundred years ago.  a) were taking place b) took 4. We20 new build a) built b) were building 5.1alwaysi a) -, complain b) am complaining	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain
hundred years ago.  a) were taking place b) took 4. We20 new build a) built b) were building 5.1alwaysi a) -, complain b) am complaining	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants.
hundred years ago.  a) were taking place b) took  4. We20 new build a) built b) were building  5.1alwaysi a) -, complain b) am complaining  6. Ito the news or night.	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain
hundred years ago.  a) were taking place b) took  4. We20 new build a) built b) were building  5.1alwaysi a) -, complain b) am complaining  6. Ito the news or night. a) was listening	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last
hundred years ago.  a) were taking place b) took  4. We20 new build a) built b) were building  5.1alwaysi a) -, complain b) am complaining  6. Ito the news or night. a) was listening b) listened	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening
hundred years ago.  a) were taking place b) took  4. We20 new build a) built b) were building  5.1alwaysi a) -, complain b) am complaining  6. Ito the news or night. a) was listening b) listened  7. After theythey or	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening
hundred years ago.  a) were taking place b) took  4. We20 new build a) built b) were building  5.1alwaysi a) -, complain b) am complaining 6. Ito the news or night. a) was listening b) listened 7. After theythey ca) ate	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening cleared the table.
hundred years ago.  a) were taking place b) took  4. We20 new build a) built b) were building  5.1alwaysi a) -, complain b) am complaining 6. Ito the news or night. a) was listening b) listened 7. After theythey of a) ate b) had eaten	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain n television at nine o'clock last c) have been listening d) had been listening cleared the table. c) have eaten d) were eating
hundred years ago.  a) were taking place b) took  4. We20 new build a) built b) were building  5.1alwaysi a) -, complain b) am complaining  6. Ito the news or night. a) was listening b) listened  7. After theythey of a) ate b) had eaten  8.1for a whole how	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening cleared the table. c) have eaten d) were eating ur!
hundred years ago.  a) were taking place b) took  4. We20 new build a) built b) were building  5.1alwaysi a) -, complain b) am complaining  6. Ito the news or night. a) was listening b) listened  7. After theythey of a) ate b) had eaten  8.1for a whole how	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening cleared the table. c) have eaten d) were eating ur!
hundred years ago.  a) were taking place b) took  4. We	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening cleared the table. c) have eaten d) were eating ur!
hundred years ago.  a) were taking place b) took  4. We	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening cleared the table. c) have eaten d) were eating ur! c) have been waiting d) had been waiting d) had been waiting
hundred years ago.  a) were taking place b) took  4. We	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening cleared the table. c) have eaten d) were eating ur! c) have been waiting d) had been waiting d) had been waiting
hundred years ago.  a) were taking place b) took  4. We	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening cleared the table. c) have eaten d) were eating ur! c) have been waiting d) had been waiting phone because I left mine at
hundred years ago.  a) were taking place b) took  4. We	c) have taken d) had taken dings this year. c) had built d) have built if the service is bad in restaurants. c) will be complaining d) will complain television at nine o'clock last c) have been listening d) had been listening cleared the table. c) have eaten d) were eating ur! c) have been waiting d) had been waiting cleared the table. c) have been waiting d) had been waiting d) had been waiting d) had been waiting d) had been waiting phone because I left mine at

b) tastes	d) is being tasted
<ol><li>Long ago they</li></ol>	_most houses out of wood.
<ul><li>a) built</li><li>b) have built</li></ul>	c) were building
b) have built	d) had built
12. We stilllife o	n other planets.
a) didn't discover	
	d) haven't discovered
13.1when my fri	
a) slept, called	· · · · · · · · · · · · · · · · · · ·
b) was sleeping, was cal	ling
c) was sleeping, called	mg
d) slept, was calling	
14. Those potatoes	for an hour
a) have been boiling	d) had been boiling
b) were boiling 15. Youalways_	money!
13. 10uaiways_	a) will harrow
a) —, borrow b) has been borrowing	d) are horrowing
b) has been borrowing	a) are borrowing
	hours before theythe top
of the mountain.	
a) climbed, reached	1
b) had been climbing, re	
c) was climbing, reached	
d) climbed, has been rea	
17.1 think ita dif	ficult game.
<ul><li>a) is going to be</li><li>b) will be</li></ul>	c) have been
18.1 to you ever	
a) don't speak	
, , ,	d) will have been spoken
	ow, he is expecting my call.
a) phone	
b) am phoning	
( <del></del>	sland on Friday.
<ul><li>a) is leaving</li></ul>	c) is going to leave
b)leave	d)leaves
Тест 5	
Выберите правильнь	ій вариант.
<ol> <li>His grandfather</li> </ol>	_from his job a year ago.
a) has retired	c) retires
b) was retiring	d) retired
2. The backpacker knew	there was a lake because they it earlier in the day.
a) have seen	c) had seen
b) saw	d) hadn't seen
	t the opera before?
a) had spoken	c) has spoken
b) was speaking	d) did speak
4. What time it	?
a) did happen	c) had happened
b) has happened	d) was happening
5. Tomorrow at five he	football.
The contract of the contract o	

a) '11 play	c) plays
b) '11 be playing	d) play
6. This time last year h	
a) lived	
b) was living	d) has lived
7 I for you for r	
a) has waited	
b) have been waiting	d) was waited
8. He it for an h	
a) have been doing	
b) had been done	
9- he already	the doctor by that time?
a) has seen	c) was seeing
b) did see	d) had seen
10. She her wor	
a) hasn't finished	d) is finished
b) has finished	
11. When Iit	yesterday.
a) wake up, was rainin	g c) woke up, was raining d) 've woken up, was raining
	e bank when you go out?
<ul><li>a) be passing</li><li>b) pass</li></ul>	c) have passed
b) pass	d) to pass
	home at 11. Isupper and
thento bed.	and the state of t
	nt c) came, have had, went
	d) came, had, have gone
	_ many cities when you were in
France.	
a) did visit	c) are visiting
b) have visited	
	minutes when his mother came in.
a) talked	c) have talked
	d) had been talking
16. The room looks ve	
a) Did, clean	
c) Do, clean	d) Are, cleaning
17. Next year is my pa	rents' tenth wedding anniversary. They married for 10 years.
a) have	c) '11 have
b) are	d) '11 have been
18. Next week he	to Paris on business.
a) is going	c) goes
b) is going to go	d) go
	ticle by 5 p.m. yesterday.
a) have translated	
	d) had been translated
	nnis, hehis arm.
	c) was playing, hurted
b) was playing, hurt	
	k he in the Black Sea.
a) swim	
b) '11 be swimming	
OT THE DO SWITHING	#1 P.M.IIID

22. Last night Iir	bed when suddenly the phone	
rang.		
a) read	c) have read	
b) were reading	d) was reading	
23. Hefor Moscov	w by yesterday night.	
a) had left	c) has left	
b) left	d) was leaving	
24. Hevery fast w	hen the accident	
a) drove, happened		
b) was driving, has happe	ened	
c) is driving, happened		
d) was driving, happened		
25. Wefrom her s	ince June.	
a) have heard	c) had heard	
b) haven't heard	d) weren't hearing	