

TEST ONE

LISTENING approximately 30 minutes

Before listening to the recording and completing Sections 1–4, go on to pages 14–15.

SECTION 1 QUESTIONS 1–10

Questions 1–5

Complete the details below.

Write **NO MORE THAN TWO WORDS** or **A NUMBER** for each answer.

Example
Identification and security check: Platinum Card Service

Card number: 6992 1..... 1147 8921

Name: Carlos da Silva

Postcode: 2.....

Address: 3..... Vauxhall Close, London

Date of birth: 13 July 4.....

Mother's maiden name: 5.....

Questions 6–10

Circle the correct letters A–C.

- 6 The caller has paid
- A less than the computer shows.
 - B more than the computer shows.
 - C £500 twice.
- 7 The caller is also worried about
- A a bill that is too high.
 - B an overpayment to a restaurant.
 - C a payment that he does not recognize.
- 8 The interest
- A went up in April.
 - B has not changed.
 - C has gone down.
- 9 The caller's number is
- A 020 7997 9909.
 - B 020 7989 7182.
 - C 020 8979 7182.
- 10 The operator will ring the caller
- A tomorrow.
 - B in two hours.
 - C very soon.

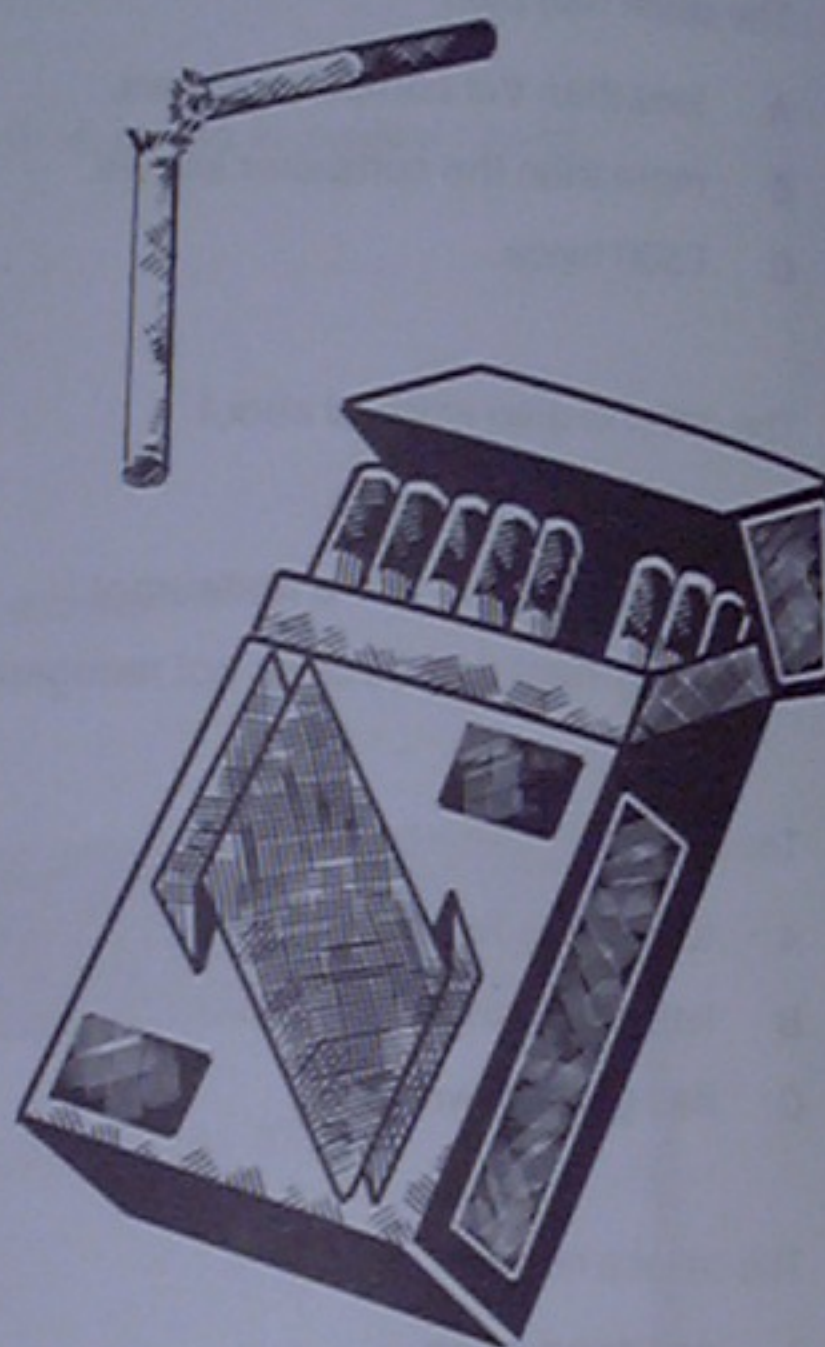
Stop the recording when you hear 'That's the end of Section 1'.

SECTION 2 QUESTIONS 11-20

Questions 11-13

Circle the correct letters A-D.

- 11 Mr Gold had problems because he
- A hated smoking.
 - B smoked.
 - C couldn't touch his toes.
 - D was very lazy.
- 12 Mr Gold used to travel across London to
- A get exercise.
 - B see London at night.
 - C get cigarettes.
 - D buy food.
- 13 What did Mr Gold have difficulty with in the past?
- A running
 - B giving up smoking
 - C getting to sleep at night
 - D getting up early in the morning



Questions 14-20

Write **NO MORE THAN THREE WORDS** for each answer.

- 14 Mr Gold stopped smoking on
- 15 Mr Gold said he was if people had not seen him smoking.
- 16 The worst side effects he experienced were
- 17 He saw giving up smoking as an
- 18 It was easier for Mr Gold to stop smoking than he had
- 19 The radio presenter would like to have Mr Gold's
- 20 The presenter hopes listeners will find their own to success.

Stop the recording when you hear 'That's the end of Section 2'.
Now check your answers to Section 2 of the test.

SECTION 3 QUESTIONS 21–30

Questions 21–23

Write **NO MORE THAN TWO WORDS** for each answer.

Lorraine

- has been with them on the course for 21.....
- has left because she has got a 22.....
- has returned to 23.....

Questions 24–30

Circle the correct letters **A–D**.

- 24 Steve's mark could have been better if he had
- A not made mistakes in his project.
 - B done a better book review.
 - C written more words.
 - D chosen a different topic for his project.
- 25 Steve's book review was
- A too long.
 - B not as good as his project.
 - C excellent.
 - D fairly good.
- 26 Steve's tutor criticizes which aspect of his project?
- A the beginning
 - B the argument about road pricing
 - C the end
 - D the length
- 27 The tutor recommends that Frances should do
- A a PhD but not an MPhil.
 - B an MPhil or a PhD.
 - C another project.
 - D her work more carefully.

- 28 As regards getting funding, the tutor thinks Frances's
- A chances are slim.
 - B chances are greater than many other students'.
 - C exam results will be decisive.
 - D chances are better now than in the past.
- 29 The last time a student in the department achieved a first in their exams was
- A three years ago.
 - B thirty years ago.
 - C last year.
 - D in the first three years the college was open.
- 30 Steve does not plan to go on to do research because he wants to
- A stop studying.
 - B do lots of really exciting things.
 - C earn some money to do the things he would like to do.
 - D return to his job.

*Stop the recording when you hear 'That's the end of Section 3'.
Now check your answers to Section 3 of the test.*

SECTION 4 QUESTIONS 31-40

Questions 31-33

Write NO MORE THAN THREE WORDS for each answer.

Notes:

The speaker specializes in management 31.....

Bullying in the workplace costs the 32..... up to
£4 billion a year.

Bullying is caused by

- insufficient experience,
- insecurity, or
- a lack of 33..... on the part of managers.

Questions 34–40

Write **NO MORE THAN THREE WORDS** for each answer.

Main methods of bullying

- Setting 34..... tasks.
- Constantly moving the goalposts.
- Stopping individuals 35..... to criticism.
- Not 36..... or replying to e-mails. This means you cannot expect your staff to 37..... you.
- Using technology. Companies should develop an 38..... of practice.

Task

In groups 39..... other bullying strategies and ways in which they can be 40.....

Stop the recording when you hear 'That's the end of Section 4'

Now check y

FURTHER PRACTICE FOR LISTENING SECTIONS 1-4

PREDICTION SKILLS

Preparation for listening is an important aspect of this part of the examination. Looking carefully at the questions can help you to predict a number of things, both about what you are going to hear and the answer that is required. The following exercises will give you practice in predicting answers.

GAP-FILLING 1

It is important that you develop the skill of predicting the content of each gap to be filled.

Look at Section 1 on page 8 and for questions 1-5 make notes about what type of information is needed.

- 1
- 2
- 3
- 4
- 5

MULTIPLE-CHOICE QUESTIONS

With multiple-choice questions, it can be useful to change the stem into a question. This prepares you to listen for the answer you need.

For example, questions for the answers required for questions 1-5 are as follows:

- 1 What are the missing numbers in the credit card number?
- 2 What is the postcode?
- 3 What is the house number?
- 4 What is the caller's date of birth?
- 5 What is the maiden name of the caller's mother?

Now make questions for 6-10 on page 9.

- 6
- 7
- 8
- 9
- 10

KEY WORDS

It can also be helpful to identify words that should be in the question, in the stem of the multiple-choice question, or in the options. These words are called key words. If you hear these words you know that the answer is near.

However, remember that these words may not be heard on the recording; they may be paraphrased. In addition, the words you hear may be part of a longer word or phrase that you are listening for.

Look at Section 2, questions 14–20 and make notes about the key words and phrases you need to listen for.

GAP-FILLING 2

Some questions ask you to fill gaps in sentences. When you are listening, it is important to think about the grammar of the answer that is needed.

Look at Section 4, questions 31–40 and make notes about the grammar that is needed in each case.

31

32

33

34

35

36

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KEY AND EXPLANATION

TEST ONE

p8-15 LISTENING

FURTHER PRACTICE AND GUIDANCE
(p14-15)

Gap-filling 1

- 1 A number, probably four digits, as the rest of the number is in this format.
- 2 A combination of letters and numbers.
- 3 A number, probably between 1 and 100. In Britain it is customary to have the house number before the street name, though this is not always the case in other countries.
- 4 A year.
- 5 A name. You may not be familiar with the term *maiden* (unmarried) *name*, but this should not mean you cannot do the task. It is clear that the answer will be a name of some kind.

Multiple-choice questions

- 6 How much/What has the caller paid?
- 7 What else is the caller worried about?
- 8 What has happened to the interest?
- 9 What is the caller's telephone number?
- 10 When will the operator ring the caller?

Key words

- 14 stopped smoking
- 15 people/not seeing him smoking
- 16 worst side effects
- 17 giving up smoking
- 18 easier/than
- 19 presenter/like to have
- 20 own/to success

Gap-filling 2

- 31 A noun or noun phrase, uncountable or plural. Here, *management* is part of a compound noun.
- 32 A noun or noun phrase, singular or plural.
- 33 A noun or noun phrase, probably abstract in this case.
- 34 An adjective or phrase to describe the type of tasks.
- 35 A gerund (*stop* is followed by either the gerund or the infinitive with 'to', with a difference in meaning), possibly with an adverb.
- 36 A gerund. Remember to look after the gap as well as before it. Here, *replying* tells you the missing word or phrase must be, or contain, a gerund.

- 37 An infinitive verb form, possibly qualified by an adverb.
- 38 A singular noun, beginning with a vowel sound (or there could be an adjective before the noun).
- 39 An imperative verb form.
- 40 A past participle as part of the passive form, possibly qualified by an adverb.

p8-9 LISTENING SECTION 1

Questions 1-5

- 1 3443
- 2 SE1 8PB
- 3 43
- 4 1963/'63
- 5 Moore

Questions 6-10

- 6 **B:** The caller says he has paid £500, but the computer says he has paid £300. The amount of 500 is mentioned, but the caller does not say he has paid it twice.
- 7 **C:** The payment to Pan Express is not one the caller recognizes. There is mention of a restaurant, but no mention of an overpayment, so B is not possible. As for A, no mention is made of paying too much.
- 8 **C:** The caller thinks that the interest has risen, but the operator corrects him. A is not correct as the interest rate went down, not up, in April. Since the interest went down, B is not possible.
- 9 **B:** The operator gets the number wrong, but the caller corrects her.
- 10 **C:** The operator says that she will call *straight back*, which means very soon. A is not mentioned and B is not correct as the caller says he will be *at home for the next two hours*.

p10 LISTENING SECTION 2

Questions 11-13

- 11 **B:** Mr Gold had breathing problems at the warm-up session. He couldn't touch his toes (C) because of his smoking (B), not because he hated smoking (A). Note that D is not mentioned.
- 12 **C:** He had to go across London to get cigarettes. There is no mention of his wanting to get exercise (A). Nor does Mr Gold say that he wanted to see

London at night (B); only that he drove across London at night to get cigarettes. Mr Gold says that he will give up anything to have cigarettes, even basic necessities (e.g. food), so D is not possible.

- 13 B: In the past he had found it difficult to give up smoking. Running (A), getting to sleep at night (C) and getting up early in the morning (D) are not mentioned.

Questions 14–20

- 14 1st July/July the first
- 15 cutting down
- 16 bad headaches
- 17 (exciting) adventure
- 18 expected
- 19 determination
- 20 road

p11–12 LISTENING SECTION 3

Questions 21–23

- 21 three/3 years
- 22 job
- 23 Wales

Questions 24–30

- 24 A: The tutor mentions the *faults* as the reason that Steve did not do better. The number of words is not a problem (C), and the book review is a separate piece of work (B). There is no mention of D.
- 25 C: The tutor said the book review *was the best we have ever had*, i.e. excellent. Therefore the answer cannot be D. The tutor does not say that the review was not as good as the project (B). In fact, the reverse is true. Steve is not criticized for writing too much (A).
- 26 C: The tutor says the end of the project *was a bit disappointing*.
- 27 B: The tutor suggests Frances should seriously consider doing an MPhil or a PhD. He does not suggest she shouldn't do an MPhil (A). There is no suggestion about C or D.
- 28 B: Frances' chances are as good as any other students', or even better than that. Therefore, A cannot be the answer. The grade depends on doing well in the exams. The tutor does not mention it in relation to the chances of getting a grant (C). The tutor does not compare her chances now with her chances in the past (D).
- 29 A: The tutor says it will be the *only First* for three

- 30 C: Steve wants to earn some money so he can afford to do the things he would like to do. He does not have to return to his job (D). He does not say he wants to stop studying (A).

p12–13 LISTENING SECTION 4

Questions 31–40

- 31 techniques and training
- 32 British economy
- 33 awareness
- 34 impossible
- 35 replying/responding
- 36 answering the telephone
- 37 respect
- 38 e-mail code
- 39 brainstorm
- 40 countered

p16–30 ACADEMIC READING

FURTHER PRACTICE AND GUIDANCE (p19–20)

Question 1

- 1 unjustified
- 2 a
- 3 gained/come to have
- 4 yes

Question 2

- 1 networking
- 2 No. It is talking generally.
- 3 ... and not just in the business world

Question 3

- 1 two
- 2 no
- 3 yes to both

Question 4

- 1 a networker
- 2 a non-networker or somebody who is not good at networking
- 3 no
- 4 yes

Question 5

- 1 it refers to inner/mental strength
- 2 no
- 3 no

LISTENING SCRIPTS

TEST ONE

SECTION 1

Questions 1–5

CALL CENTRE OPERATOR: Platinum Card Service. Rebecca speaking. How may I help you?

CALLER: I've got a few problems with my credit card account.

OPERATOR: Okay. What is your credit card number?

CALLER: Let's see. It's here somewhere. Ah, here it is.

[Repeat]

OPERATOR: Can I just take the card number, please?

CALLER: Yes, it's 6992.

OPERATOR: 6992.

CALLER: 3443.

OPERATOR: 3443.

CALLER: 1147.

OPERATOR: 1147.

CALLER: 8921.

OPERATOR: 8921. Right. Can I just check that? Ahm, 6992 3443 1147 8921.

CALLER: That's it.

OPERATOR: And your name?

CALLER: Carlos da Silva.

OPERATOR: I just need to check a few details for identification and security, if you'll bear with me.

CALLER: That's okay.

OPERATOR: And what's your postcode?

CALLER: SE1 8PB.

OPERATOR: SE1 8PB.

CALLER: That's it.

CALLER: Yes. That's right.

OPERATOR: And the house number?

CALLER: Ahm, 43.

OPERATOR: And can you give me your date of birth?

CALLER: 13th of the 7th, '63.

OPERATOR: And one further check, if I may? Can you give me your mother's maiden name?

CALLER: Yes. It's Moore.

OPERATOR: Is that M. O. O. R. E.?

CALLER: Yes. That's it.

Questions 6–10

CALLER: Yes. Now, can we get on with this?

OPERATOR: Yes, Sir. Certainly. I'm sure you'll appreciate that all these checks are necessary for security reasons. So what exactly is the problem?

CALLER: Problems.

OPERATOR: Okay.

CALLER: Well, first, mmm, your computer seems to have gone mad. I sent you £500 and on the statement for the account it shows that I only paid £300.

OPERATOR: Yes. The account does only show £300 was paid ...

CALLER: Well, I paid the £500 in at the bank and I have my receipt. And my bank statement shows that £500 has been taken from my account.

OPERATOR: Oh, I see. What I'll do is check with the bank and see what they say.

CALLER: Okay.

OPERATOR: You said there was something else?

CALLER: Yes; as if that wasn't enough. My account shows that £107.27 was paid to a company called Pan Express. I don't know who this is ...

OPERATOR: It was made on the evening of the 12th of May. Maybe it's a restaurant bill you forgot about?

CALLER: There's no way that ... Oh wait, hold on ...

OPERATOR: Yes?

CALLER: It's okay. I've just realized what it is. It is a restaurant bill. Erm ... the name of the company is different from the name of the restaurant. My mistake. I'm sorry.

OPERATOR: That's okay. Was there anything else?

CALLER: I don't know if I dare ...

OPERATOR: What is it anyway?

CALLER: Mmm. Well, it's mmm ... the amount of interest seems to have gone up.

OPERATOR: Mmmm. If you look at your statement for April, you'll see that the rate went down from 16.27% to 14.99% that month.

CALLER: Oh, yes you're right.

OPERATOR: Was that everything?

CALLER: Yes. Basically, it is.

OPERATOR: Okay.

CALLER: And can you check my payment?

OPERATOR: Oh yes. I'll do it. Can I phone you back?

CALLER: I'll be at home for the next two hours. I have to leave at 11.

OPERATOR: Right. What's your number?

CALLER: 020 7989 7182.

OPERATOR: Hold on 020 7979.

CALLER: No, it's 7989 and then 7182.

OPERATOR: So it's 020 7989 7182.

CALLER: Yes. That's it.

OPERATOR: Okay. I'll phone you straight back.

CALLER: Thanks. Bye.

TEST ONE SECTION 2

Questions 11–13

PRESENTER: And now let's hear what Mr Gold has to say about kicking the habit of smoking. It was connected with wanting to change your life and your desire to become an actor. Is that right, Mr Gold?

MR GOLD: Mm. Yes.

PRESENTER: So can you tell our listeners a bit more about how you managed to give up?

MR GOLD: Mm. Well, I enrolled on a variety of evening courses, where I found I wasn't able to do the warm-up sessions. Bending down to touch my toes made me breathless. Even though I hated to admit it, the problem wasn't so much my sitting around all the time, but my 15 to 20 a day smoking habit.

If I'd been able to limit myself to three or four cigarettes a day, there'd have been no problem, but I was seriously addicted. And I'm talking about waking up at 3 a.m. dying for a cigarette, or, in the days before 24-hour shopping, driving across London at night to buy a packet of cigarettes when I ran out. But above all, my addiction meant making sure I never ran out, at the expense of everything else, including necessities.

PRESENTER: So what did you do?

MR GOLD: The thought of all my past attempts to give up just wouldn't go away. This was something that had constantly been on my mind, especially first thing in the morning with the chest pains, coughing fits and headaches. Not to mention the frequent colds and throat infections. But I couldn't imagine life without smoking.

I also enjoyed my life. But the thing I longed for most was to escape the trap of a job I was bored with. I knew what I wanted, and I understood something else too. This time I was going to keep my little plan a secret.

Questions 14–20

On 1st July I managed to get through 24 hours without a single cigarette. The next day I got to 48 hours. Then I aimed for a hundred, five hundred, a thousand. Easy! It was my own little private game, and I was winning it. If anyone mentioned they hadn't seen me smoking I simply said I was cutting down. I had to be sure of success. Eventually, a month passed and I felt safe enough to 'come out'. I'd lost count of the number of hours I'd gone without a

cigarette. All I suffered and then I was set for one single cold for over

I now realize that the upon this as an exciting me to become an actor what I was up to, I never having no willpower in attitude, the whole thing than expected. I finally physical shape, go to a professional actor.

PRESENTER: Very interesting wish we had Mr Gold you very much Mr Gold learn from the experience have talked to us about own road to success.

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Questions 21–23

TUTOR: Ah, Frances start the tutorial ... I haven't heard about

FRANCES: No. What

TUTOR: Mmm, she's

STEVE: What?

FRANCES: Well, she

TUTOR: You sound expecting it?

FRANCES: Yes, but though. We've been past three years and She always was the

STEVE: Yes. I know reason?

TUTOR: Well, she g

FRANCES: What??

TUTOR: Yes, and s as there's only a we course. But she'll b

cigarette. All I suffered was a couple of bad headaches and then I was set for my most healthy year ever – not one single cold for over twelve months.

I now realize that the secret of my success was to look upon this as an exciting adventure, a way of helping me to become an actor. And because nobody knew what I was up to, I never once feared the accusation of having no willpower if I failed. With the right attitude, the whole thing turned out to be a lot easier than expected. I finally did get into much better physical shape, go to drama school and become a professional actor.

PRESENTER: Very interesting indeed! I'm sure we all wish we had Mr Gold's determination! Well, thank you very much Mr Gold, and I hope our listeners will learn from the experience you and our other guests have talked to us about today, and perhaps find their own road to success.

TEST ONE SECTION 3

Questions 21–23

TUTOR: Ah, Frances and Steve. Hi. Now, before we start the tutorial ... am I right in thinking that you haven't heard about Lorraine?

FRANCES: No. What about her?

TUTOR: Mmm, she's already left.

STEVE: What?

FRANCES: Well, she hasn't told anyone!

TUTOR: You sound surprised. Weren't you half expecting it?

FRANCES: Yes, but she could at least have told us, though. We've been on the course together for the past three years and it would have been nice to know. She always was the sort to keep herself to herself.

STEVE: Yes. I know what you mean. Did she give any reason?

TUTOR: Well, she got that job.

FRANCES: What??

TUTOR: Yes, and she's been given permission to leave as there's only a week to go before the end of the

FRANCES: Oh, well. We'll just have to wait for the mobile after the class.

TUTOR: She's gone back to Wales first.

FRANCES: Oh, dear.

STEVE: We'll get hold of her on the mobile.

TUTOR: She did say that it might not be possible to contact her for a couple of weeks.

FRANCES: Oh, okay. If that is what she wants.

Questions 24–30

TUTOR: Right. To work! We're here to look at your assessment marks for your course work. I take it you haven't seen them yet.

FRANCES/STEVE: No, not yet.

TUTOR: Well, you'll both be pleased. In fact, very pleased.

STEVE: Yes?

TUTOR: Frances. You have come out with the top mark in the year.

FRANCES: Oh!

TUTOR: You have, in fact, got a starred First.

STEVE: Wow.

TUTOR: Aren't you pleased, Frances?

FRANCES: Yes. I'm just speechless.

STEVE: And what about me?

TUTOR: Well, Steve, you got a First as well.

STEVE: I don't believe it!

TUTOR: You might have done even better, but there were a few faults with the 5,000 word project you did on traffic management.

STEVE: And what about the book review we had to do?

TUTOR: Yours was, I can safely say, the best we have ever had.

TUTOR: I'm not. In fact, you have won the departmental prize for the piece. It is a pity really that your project wasn't of the same calibre.

STEVE: It's still not bad at all, though. Is it?

TUTOR: It certainly isn't. What do you think were the faults with your project?

STEVE: I just wasn't very happy with the conclusion and I got myself in a bit of a twist with the argument about road pricing.

TUTOR: By and large, your overall conclusions were okay and I would say that your thoughts on road pricing were quite original. The problem was more with the actual end. It was a bit disappointing. You started off well, but then it ended rather suddenly as if you got fed up with it.

STEVE: Yes. I did kind of stop fairly abruptly. I couldn't think of much to say, even though I knew it was important.

TUTOR: Yes. That section needed a bit more work on it. But as I said, by and large it was very good. And Frances. Your project was excellent, so much so that we think you should take it further and perhaps do a PhD or at least an MPhil. What do you think?

FRANCES: I hadn't really thought about it. I've just been concerned with getting through this final year and getting all the course work and exams out of the way.

TUTOR: I can understand that, but I do think that you ought to consider it seriously. If you perform as well in your exams as in your project work you are on course for a first.

FRANCES: Do you think that I'd get funding for it?

TUTOR: Well, any grant will be discretionary, but you have as good a chance as anyone else - I'd even say a much better one.

FRANCES: Mmm.

TUTOR: If you do get a first, it will be the only one we've had in this department for three years. And I'd be happy to be your supervisor.

FRANCES: Thanks! I'd like that. Do you think I should start applying for it now or wait until after the exams?

TUTOR: I think you must really start thinking about it as soon as you can. And Steve, what about you? Have you thought about going on to do research?

STEVE: I have thought about it, but I have a job lined up if I get a good degree and, quite honestly, I am fed up with not having enough money to do the things I would like to do.

TUTOR: I can understand that. Is there anything that either of you would like to talk about?

STEVE: Yeah. I have a couple of things I'd like to ask, if you don't mind.

TUTOR: Okay. We have roughly twenty minutes left. So Steve, would you like to go first?

STEVE: Right, ammm ...

TEST ONE SECTION 4

Questions 31-33

Good morning, my name is Dr Mervin Forest and I specialize in management techniques and training. I've been invited here today to talk to you about the cost to the economy of bad management ... and what I would like to dwell on first is an area that has recently been exercising everyone and that is coercion in the workplace, or to put it more simply, bullying.

It has been estimated that bullying at work costs the British economy up to four billion pounds a year in lost working time and in legal fees. And with the problem apparently on the increase, it is time that managers took on board what is happening. I would like to think that what is perceived as bullying is nothing more than lack of experience, insecurity or lack of awareness on the part of managers, and not a conscious effort to attack someone, but that is perhaps a case of, of ... my being naïve, or over-hopeful.

Before we break up into groups to look at the first task on the handout you've got, I'd like to give you a start with some of the main bullying methods that have been identified so far. Basically, what I'm going to do here is to give you examples of one or two points. Can you all read the OHP clearly? Yes? Right. Off we go.

Questions 34-40

The first item on the list is giving people tasks which managers themselves cannot do and which are, therefore, impossible to achieve. This is, in fact, a very common strategy used by managers to 'manage' their subordinates. It gives certain people a false sense of security as they watch others failing while they try to achieve the goals set. Another simple bullying technique is constantly moving the goalposts, especially when one's employees are in the middle of

TEST ONE

a task! This is not bad management; it is just plain stupid. All targets and goals set should be easily achieved within a realistic time-scale.

Sending memos to someone else criticizing the performance of a task where the individual has no way of replying is another common technique; especially when the manager concerned does not reply or makes it impossible for subordinates to contact him or her by not answering the telephone or not replying to e-mails. This is not the style of a sound manager, but rather the antics of someone with emotional problems. If you behave like that, don't expect your staff to respect you.

And now the technological bully. It is interesting how all tools designed to help can be turned into dangerous weapons. The 'urgent e-mail' bully is fast becoming a problem in the office. Employees turn on their computers to be faced with a string of badly worded e-mails, making instant and often unrealistic demands, which reveal the hysteria mode of management. Have you ever felt a sense of dread before looking at your e-mail, even your personal messages? All companies should develop a company strategy whereby there is an e-mail code of practice, with offensive messages being forwarded to a designated person for appropriate action.

I would now like you to break up into groups and brainstorm other bullying techniques which you think you may have experienced and, perhaps, if you are honest, which you have been party to. I can think of at least nine more bullying strategies. I would also like you to consider ways in which you think that each of the techniques on your list can be countered.

Is everyone clear as to what the task is? Yes? Okay. You have got twenty minutes to do this.