

GCE

Business Studies

Unit **F292**: Business Functions

Advanced Subsidiary GCE

Mark Scheme for June 2014

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All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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Annotations

Abbreviations, annotations and conventions that are used in this Mark Scheme vary from paper to paper. The following annotations are available for this paper.

Annotation	Meaning
✓	Correct
✗	Incorrect
?	Not sure what the candidate is trying to say or it does not make sense.
BOD	Benefit of doubt given
L1, L2, L3, L4	Levels of response awarded at this point
OFR	Own figure rule
TV	Too vague
NAQ	Not answered the question
NUT	Not used the context (generic)
REP	Repetition. The candidate has merely restated what has already been said and so no further credit given.
SEEN	The page has been seen. This can be used on pages where material is written but no other annotation is appropriate.
BP	MUST be placed on each blank page

Highlighting is also available to highlight any particular points on the script.

EVERY PAGE, INCLUDING BLANK PAGES (use the BP annotation), MUST HAVE SOME ANNOTATION

Subject-specific Marking Instructions

Please ensure that, wherever possible, annotations are placed in the margins and not over the candidate's answer. This makes it very difficult to read when the paper is printed out in black & white by the examining team or by the centres.

[Only the following questions should be annotated with ticks to show where marks have been awarded in the body of the text: Question 1 & 2(a)]

IT IS VITAL THAT YOU SHOW AS MUCH ANNOTATION ON EACH PAGE AS POSSIBLE. IN PARTICULAR, WHERE LEVELS ARE REACHED.

Question		Answer	Marks	Guidance
1	(a)	<p>State TWO hygiene (or maintenance) factors identified by Herzberg.</p> <p>Any TWO from:</p> <ul style="list-style-type: none"> • working environment (e.g. health & safety) • conditions of employment (e.g. holidays, remuneration) • job status • job security • company bureaucracy /policy • relationship with line managers 	2	<p>Accept an example of any of the factors listed (2 x 1 mark).</p> <p>Make sure the two factors are clearly different.</p> <p>Only allow one example of working environment, e.g. clean air <u>and</u> correct temperature only gains 1 mark</p> <p>Only allow one example of conditions of employment</p> <p>The word 'hygiene' on its own is not sufficient to be rewarded, it needs to be accompanied by a reference to the workplace.</p>
	(b)	<p>Identify ONE advantage & ONE disadvantage of a laissez-faire leadership style.</p> <p>Advantage</p> <ul style="list-style-type: none"> • it allows workers to be creative/use their initiative/give their own ideas/develop teamwork • workers will be more involved in decision-making/have responsibility/greater motivation • workers can set their own objectives/tasks • clear/faster decision making <p>Disadvantage</p> <ul style="list-style-type: none"> • workers may lack a sense of direction • workers may lack the skills/experience to make important decisions • lack of supervision leads to lower output/productivity/efficiency/quality • decision-making or progress may be slow • workers may experience demotivation 	2	<p>1 mark for the correct identification of an advantage 1 mark for the correct identification of a disadvantage</p> <p>2 marks can ONLY be awarded if there is both a correct advantage <u>and</u> a correct disadvantage.</p> <p>Reward advantage/disadvantage to the business OR the employee</p> <p>Some factors may be seen as an advantage or a disadvantage, e.g. motivation, decision making. However, do not allow the advantage and the disadvantage in any one script to be derived from the same point.</p>

Question	Answer	Marks	Guidance																																										
(c)	<p>What is meant by the term 'lead time' in relation to stock control?</p> <p>This is the time taken between ordering new stock and it actually arriving.</p>	2	<p>Only a definition is needed, it is not necessary to provide an explanation.</p> <p>2 marks – clear knowledge of what the term means with some implied reference to time period between order and its delivery</p> <p>1 mark – a general idea of what the term means, or just a reference to the transportation time</p>																																										
(d)	<table border="1" data-bbox="392 635 1093 1129"> <thead> <tr> <th>Item</th> <th>March (£)</th> <th>April (£)</th> </tr> </thead> <tbody> <tr> <td>Opening balance</td> <td>150</td> <td>146 (1)*</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Inflows</td> <td></td> <td></td> </tr> <tr> <td>Sales revenue</td> <td>230</td> <td>210</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Outflows</td> <td></td> <td></td> </tr> <tr> <td>Wages</td> <td>128</td> <td>120</td> </tr> <tr> <td>Raw materials</td> <td>84</td> <td>60 (1)</td> </tr> <tr> <td>Other costs</td> <td>22</td> <td>25</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Net cash inflow</td> <td>-4 (1)</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Closing balance</td> <td>146</td> <td>151 (1)</td> </tr> </tbody> </table>	Item	March (£)	April (£)	Opening balance	150	146 (1)*				Inflows			Sales revenue	230	210				Outflows			Wages	128	120	Raw materials	84	60 (1)	Other costs	22	25				Net cash inflow	-4 (1)	5				Closing balance	146	151 (1)	4	<p>*Only award the mark for the opening balance in April if the closing balance in March is ALSO correct.</p> <p>Allow (4) instead of -4 for the Net cash inflow in March</p> <p>OFR can be used in two situations:</p> <ul style="list-style-type: none"> if the closing balance for March (& opening balance for April) is £150 + the 'net cash inflow' for March for the April closing balance if it is £5 higher than the April opening balance <p>No OFR is possible for the 'net cash inflow' in March or the 'raw materials' in April</p>
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(e)	<p>Outline TWO advantages to a firm of using quality circles.</p> <p>Any TWO from:</p> <ul style="list-style-type: none"> • increase the motivation of staff (1) – workers are more involved and so have a greater sense of pride (1) • improved communication (1) – staff are encouraged to talk to each other and so a stronger sense of working as a team (1) • unlocks worker potential (1) – those involved are able to develop their skills and hidden talents can be discovered (1) • puts quality on the agenda (1)– the formalised nature of quality circles gives a renewed focus for quality in the workplace (1) • increase productivity/output (1) – staff discuss methods of improving quality/processes/ efficiency/reducing waste (1) 	4	<p>1 mark for each correct identification up to a maximum of 2 identifications, plus a further 1 mark for each of the 2 explanations.</p> <p>Look for the actual advantage (1 mark) along with a brief explanation or example (1 mark)</p> <p>Do not reward the explanation or example mark unless it is clear that the candidate shows they know what a quality circle is.</p> <p>Watch out for answers which are actually only referring to quality control or quality assurance</p> <p>Ensure that the two advantages are different.</p>
(f)	<p>Explain TWO consequences to a firm of adopting a product orientated approach.</p> <p>Any TWO from:</p> <ul style="list-style-type: none"> • may be difficult to sell products/fall in demand/less success for the business (1) –as customer wishes are ignored (1) • innovative products are available (1) – this approach encourages firms to find better products or versions of products (1) • higher quality (1) – in response to what is already available (1) • more focus is put on the actual production process (1) – as market research is generally ignored/not done (1) 	4	<p>1 mark for each correct identified, up to a maximum of 2 identifications, plus a further 1 mark for each of the explanations.</p> <p>Look for the consequence (1 mark) along with a brief explanation (1 mark).</p> <p>Ensure that the two consequences are different.</p> <p>Consequences may be good or bad.</p>

Question	Answer	Marks	Guidance
2 (a)	<p data-bbox="322 215 1055 280">Calculate the income elasticity of demand for AAB's sprung interior mattress.</p> $\text{YED} = \frac{\text{Percentage change in Demand}}{\text{Percentage change in Income}} \quad [1]$ $= \frac{1.2\%}{1.6\%} \quad [2]$ $= \underline{\mathbf{0.75}} \quad [1]$	4	<p data-bbox="1272 215 1615 244">1 mark for correct formula</p> <p data-bbox="1272 284 2029 349">If 1.2 is seen anywhere in the answer and there is nothing else worthy of reward, award 1 mark.</p> <p data-bbox="1272 389 1984 454">If formula is upside down with no other mistakes (1.33) award 3 marks. This is the only OFR possible.</p> <p data-bbox="1272 493 1995 558">Answer should have no units to gain the final mark (e.g. 0.75% scores 3 marks)</p> <p data-bbox="1272 596 2047 687">An answer of 75% with working, should be awarded 3 marks, as the only mistake is the use of a partially incorrect formula, i.e. multiplied by 100</p> <p data-bbox="1272 726 2033 791">An answer of 0.75 with no, or incorrect workings, gains full mark.</p> <p data-bbox="1272 829 2029 927">An answer which calculates YED for any other mattress in Table 1 can gain a maximum of 1 mark for the correct formula (written or implied)</p>

Question		Answer	Marks	Guidance	
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	(b)	<p>Discuss the benefits to AAB of using marketing techniques, such as the Boston Matrix and the product life cycle, to make decisions about its product portfolio.</p> <p>The Boston Matrix and the product life cycle are tools to help a business assess its range of products. The business can assess whether it has a balanced portfolio and whether it has sufficient profit makers and revenue generators both now and in the future. Contextual issues that candidates may cover include:</p> <ul style="list-style-type: none"> • having calculated YED in part (a) candidates may follow this up for the other products and so consider how changing income levels have different effects on different products. In particular, the ‘pocket sprung’ and ‘supreme’ mattresses will respond well to increasing consumer income (YED of 3.56 & 2.19 respectively). • the ‘deluxe foam mattress’ appears to be a cash-cow. It is vital this product holds its position to provide case for other products. Maybe some reminder advertising would be a good idea or extension strategies • the ‘basic foam’ and ‘ultimate’ mattresses are dogs. Is it time to drop these products as any money spent on retaining them may be wasted? Especially the ‘ultimate’ as it is in the decline phase. • the ‘pocket sprung’ mattress is a star. Competition will be strong and so promotion will be important and price will need to be closely monitored to maintain its position • the ‘sprung interior’ and ‘supreme’ mattresses are problem children (question marks). There is lots of potential but they require financial support in some form to turn them into a cash cow or star. In particular, as a new product, the ‘supreme’ has lots of potential which will only be attained with careful attention. 	16	<p>An answer which only lists, draws or explains how product life cycle or Boston Matrix work can only be awarded L1 or L2.</p> <p>Answers which identify the correct Boston Matrix classification of a mattress, but do nothing else, can only be awarded L2, as they show understanding of the method but have not answered the question.</p> <p>A L3 answer may consider some components of the Boston matrix or the product life cycle to show how AAB will behave differently (maybe with its marketing mix) in marketing/selling that product. (If the suggested impact is very general, e.g. ‘the product is a dog so AAB need to stop selling it’, only award L3 BOD)</p> <p>L4 answers are likely to consider how useful portfolio planning techniques actually are for</p>	<p>Level 4: 16-12 marks Some evaluation shown by concentrating on the extent to which any product portfolio techniques will actually help AAB.</p> <p>Level 3: 11-7 marks Some analysis of how product portfolio techniques can help AAB to make decisions, with specific contextual reference.</p> <p>Level 2: 6-3 marks Some understanding shown of ways in which product portfolio techniques can be used, without any attempt to discuss the context of AAB. No context required.</p> <p>Level 1: 2-1 marks Some knowledge of product portfolio concepts.</p> <p>The bottom mark in each level MUST only be used for a BOD answer at that level.</p>

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			<ul style="list-style-type: none"> any product in the maturity/saturation stage of the life cycle may need extension strategies, which may be difficult for such a basic product as a mattress with regards to the new product 'HealthySleep (HS)' what target does AAB have for it? Given that there is only currently one cash cow in the range is the HS targeted for this or is it hoped to be a star. Given the relatively high price is this realistic. Alternatively, is it seen as the replacement for the dying 'ultimate' or is there a chance that it will cannibalise the potentially very successful 'supreme' mattress? given the huge number of products that AAB produce and sells it may be very difficult to carry out full product portfolio analysis on all products so that the technique may be pointless we are told that data about market share is 'guesswork' so are conclusions/decisions based on this that useful? 		<p>AAB and question the reliability of them. They may also consider the drawbacks that may override any benefits. They may also consider the potential contradiction between the results of Boston matrix and product life cycle models.</p> <p>One L2 annotation = 3 or 4 marks Two L2 annotations = 5 or 6 marks</p> <p>One L3 annotation = 7, 8 or 9 marks Two L3 annotations = 9, 10 or 11 marks</p> <p>One L4 annotation = 12, 13 or 14 marks Two L4 annotations = 14, 15 or 16 marks</p>	

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3		<p>Discuss ways in which AAB could further improve its waste management and efficiency in all aspects of the business.</p> <p>The term ‘waste’ can be used to describe anything which is inefficient in the process. It can include overproduction, poor transportation, excess stock levels or scrap/reworking of products.</p> <p>Contextual issues that candidates may cover include:</p> <ul style="list-style-type: none"> • AAB’s products travel a lot of miles before they reach the customer. In particular, products that are sold in its international franchises and distribution may go from the Far East to the UK and then back to the Far East. This seems very inefficient and unnecessary. It may be a better idea to have international produce delivered straight to the franchise/distributors or to some central distribution hub in the Far East. Evaluation of this may consider the costs of the current system (ongoing) against the costs of any new proposal (one-off costs). • are there any possible producers closer to the UK? The quality (which is key for AAB) must not be affected, but even if costs were a little higher this would be compensated by lower transport costs. Evaluation of this may consider any loss of bulk-buying benefits that may be lost. • would using fewer sub-contractors (around 100 at present) create fewer problems, in terms of AAB having to deal with fewer suppliers and any benefits achieved from greater bulk-buying? • the problem with a lack of stock in UK retail stores is also a waste issue (wasting potential custom). These may be temporary given the massive changes at the Gatwick depot, however, management need to look at 	16	<p>Answers which only consider the causes of the waste/efficiency problem or gives example(s) of the problem can only be rewarded at L1.</p> <p>L2 answers are likely to mention ideas to reduce waste, but without any consideration of the contextual issues facing AAB.</p> <p>L3 answers are likely to consider the impact of any suggested changes on AAB, with some use of the context.</p> <p>Given the planned growth in AAB and in particular the aim of increased international sales in the next 5 years, the issues of distribution may be recognised to be the most significant (L4).</p> <p>Any attempt to answer the question strategically or to prioritise ideas should be awarded at Level 4.</p>	<p>Level 4: 16-12 marks Some evaluation shown by prioritising any solutions and/or questioning whether they will work, in the circumstances which AAB face.</p> <p>Level 3: 11-7 marks Some analysis of methods to improve waste management/efficiency, with specific reference to the context available.</p> <p>Level 2: 6-3 marks Some understanding shown of methods to improve waste management and/or efficiency, without any attempt to discuss the context of AAB. No context required.</p> <p>Level 1: 2-1 marks Some knowledge of any waste management/efficiency issues, such as JIT, TQM or lean production or identifies examples of waste issues at AAB.</p> <p>The bottom mark in each level MUST only be used for a BOD answer at that level.</p>

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			<p>what is causing this problem and are there any changes to the system (including the IT) that need to be made immediately. The benefits of lower turnaround times and fewer cargo carriers will be lost if customers are unhappy and lost to competitors.</p> <ul style="list-style-type: none"> reference could also be made to perceived waste on the balance sheet, particularly of growing debtor levels and high levels of cash, both of which are not very efficient. 		<p>One L2 annotation = 3 or 4 marks Two L2 annotations = 5 or 6 marks</p> <p>One L3 annotation = 7, 8 or 9 marks Two L3 annotations = 9, 10 or 11 marks</p> <p>One L4 annotation = 12, 13 or 14 marks Two L4 annotations = 14, 15 or 16 marks</p>	

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4		<p>Evaluate the extent to which AAB's current organisational structures may affect the future success of the business.</p> <p>Given the fact that AAB is made up of three separate businesses, its organisational structure is complex. However, with so many employees, it needs to be so to ensure that it is not too flat a structure. There are a number of contextual points to which candidates may refer to in their answers:</p> <ul style="list-style-type: none"> • some of the directors are family members and some are not. It is possible that the family members will be treated differently by Javier and so the non-family members think that their views are less considered. It is clear that the firm is going to remain 'in the family' so there is less chance of promotion for employees who are not family. For example, Peter Thompson knows he has no real chance of moving up any higher in the business. • Personnel and Finance are both part of both product and retail structures (for obvious reasons as they provide a 'staff function'). However, will this cause confusion or problems? Especially with both departments based at HQ. • as head of UK retail stores, Nick Fosten effectively has a span of control of 60. This is a large number and geographical area to cover. Would it be better to have a team of area sales managers that are in charge of a number of stores who then report to Nick? • Elizabeth is Deputy Chief Executive so is equal to (or even superior to) Peter Thompson. However, in the structure for the 'Product' branch of the business, Elizabeth is subordinate to Peter. This could lead to confusion for both of them and the rest of the 	16	<p>A Level 2 answer may talk about structural issues such as centralisation, span of control or communication, but without engaging with the case material. Alternatively, an answer will use the context but not then go on to consider how AAB may be affected.</p> <p>A Level 3 answer is likely to <u>combine</u> use of the context with implications for AAB.</p> <p>A Level 4 answer will then consider these implications and justify whether they will really be a problem and in what circumstances.</p> <p>Answers that discuss changes to AAB's organisational structure can be rewarded at any level <u>as long as</u> they consider how they may help to overcome the current limitation.</p>	<p>Level 4: 16-12 marks Some evaluation shown of the suitability of AAB's organisational structure given the situation it is in. Consideration of short-run vs. long-run suitability may be discussed.</p> <p>Level 3: 11-7 marks Some analysis of how the organisational structure may affect AAB's performance/success, with specific reference to the context available.</p> <p>Level 2: 6-3 marks Some understanding shown of how organisational structure may affect a generic business. No context required.</p> <p>Level 1: 2-1 marks Some knowledge of issues surrounding organisational structure.</p> <p>The bottom mark in each level MUST only be used for a BOD answer at that level.</p>

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			<p>employees. Would Elizabeth try to overrule Peter or would Peter find it difficult to tell Elizabeth what to do, especially as she is co-owner and married to the 'boss'?</p> <ul style="list-style-type: none"> the Strategic Oversight Director has no part of the two active parts of the business. Is there a danger that other senior directors who are not part of the parent company structure will not buy into his strategic thoughts or have their own strategy that they are independently working on? will Louise Rico, who is the only senior director of the product branch not on the senior board of directors feel left out of strategic decision-making, especially as she is a family member as well. the Overseas Marketing Manager and the International Distribution Director are sharing marketing staff. For these staff, two bosses could lead to them being overloaded or pulled in two directions. 		<p>One L2 annotation = 3 or 4 marks Two L2 annotations = 5 or 6 marks</p> <p>One L3 annotation = 7, 8 or 9 marks Two L3 annotations = 9, 10 or 11 marks</p> <p>One L4 annotation = 12, 13 or 14 marks Two L4 annotations = 14, 15 or 16 marks</p>	

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5		<p>Evaluate the extent to which different stakeholders will benefit from the information provided in AAB's final accounts.</p> <p>A number of stakeholders could be mentioned, including:</p> <p>Managers/Owners They can monitor the progress of the business. Turnover has increased by over 7% but gross profit, operating profit and net profit have all fallen because expenses have been allowed to rise disproportionately (by over 13%). There is reference to higher expenses in the case study and the policy of accepting lower profit margins given the external factors. They can also monitor cash-flow, in particular debtors. There is evidence that this has increased by 21% in the last year so maybe management need to reduce credit terms or chase up debtors quicker. However, this may be seen as a natural consequence of growth, given the large and growing number of international customers which AAB has. Cash is also high and growing, which is inefficient, although this may be due to the snapshot nature of a balance sheet.</p> <p>Employees They can see the profit situation and whether their jobs are safe or more pay may be possible. With the rise in turnover they may feel more secure and expect a higher pay package. Alternatively they could look at the fall in profit and be worried that managers will look to cut costs further by freezing pay or reducing staff.</p> <p>Suppliers They may be concerned about the high (and rising) creditor levels. They may worry about getting paid on time, although</p>	20	<p>Do not forget that this question is marked out of 20.</p> <p>Unsupported comments should not be rewarded above Level 2.</p> <p>Accounting ratios are not required at any level (but should be rewarded appropriately, if used).</p> <p>Answers which refer to the benefit which customers gain are unlikely to be awarded more than L2 because it is not relevant in this context.</p> <p>Better answers may recognise the limitations shown from looking at just one set of accounts with no firms or other contextual evidence to compare with.</p>	<p>Level 4: 20-15 marks Some evaluation shown by considering how useful (or not) AAB's final accounts are as a way for stakeholder(s) to acquire information. Other evidence necessary may be considered.</p> <p>Complex ideas have been expressed clearly and fluently using a style of writing appropriate to the complex subject matter. Sentences and paragraphs, consistently relevant, have been well structured, using appropriate technical terminology. There may be few, if any, errors of spelling, punctuation and grammar.</p> <p>Level 3: 14-9 marks Some analysis of how named stakeholder(s) can make use of final accounts, with correct and specific reference to the data available about AAB.</p> <p>Relatively straight forward ideas have been expressed with some clarity and fluency. Arguments are generally relevant, though may stray from the point of the question. There will be some errors of spelling, punctuation and grammar, but these are unlikely to be intrusive or obscure meaning.</p>

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		<p>everything else about AAB may reduce this worry. The continued growth will lead to further business for suppliers.</p> <p>Banks/Lenders Although a loss was made last year, the generally healthy figures may make AAB an attractive business to invest in. However, long-term liabilities are already over 80% of net assets, so banks may think that AAB already has enough debts.</p>		<p>One L2 annotation = 4, 5 or 6 marks Two L2 annotations = 6, 7 or 8 marks</p> <p>One L3 annotation = 9, 10, 11 marks Two L3 annotations = 12, 13 or 14 marks</p> <p>One L4 annotation = 15, 16, 17 marks Two L4 annotations = 18, 19 or 20 marks</p> <p>Poor QWC cannot prevent a candidate from accessing any level, but within any individual level QWC can affect the final mark given.</p>	<p>Level 2: 8-4 marks Some understanding shown of the uses that final accounts can be put to, without any attempt to use the data available. No context required.</p> <p>Some simple ideas have been expressed in an appropriate context. There are likely to be some errors of spelling, punctuation and grammar of which some may be noticeable and intrusive.</p> <p>Level 1: 3-1 marks Some knowledge of what is included in the final accounts or why they are produced.</p> <p>Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive. Writing may also lack legibility.</p> <p>The bottom mark in each level MUST only be used for a BOD answer at that level.</p>

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