

Applied Business

Advanced Subsidiary GCE

Unit:**F242**: Understanding the Business Environment

Mark Scheme for June 2011

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Question	Expected Answer	AO	Mark	Additional Guidance
1 (a)(i)	<p>What is meant by: a fixed cost; a variable cost</p> <p><i>One mark for each correct identification up to a maximum of two identifications.</i></p> <p>Fixed costs do not vary according to the amount of output. (1)</p> <p>Variable costs change as output varies. (1)</p>	AO1 2	2	<p>Explanation of fixed and variable costs must be linked to output/sales/units sold/production.</p> <p>Do not award <i>does not vary/varies</i> on its own.</p> <p>1 mark for each explanation.</p>
1 (a)(ii)	<p>Identify TWO fixed costs and TWO variable costs from the list above.</p> <p><i>One mark for each correct identification up to a maximum of four identifications.</i></p> <p>FC – rent (inc storage), wages, overheads, office expenses VC – textiles for gloves, lights & batteries, packaging</p>	A02 4	4	<p>FC and VC given <u>must</u> be from list on QP.</p> <p>CARE - Wages is a Fixed Cost.</p>
1 (b)(i)	<p>What is meant by the term 'break-even'?</p> <p><i>Up to 1 mark for a correct explanation.</i></p> <p>Responses include:</p> <ul style="list-style-type: none"> break-even is achieved when total revenue equals total costs (1) break-even is when neither profit nor loss is made (1) 	AO1 1	1	

Question	Expected Answer	AO	Mark	Additional Guidance
1 b(ii)	<p>From the break-even chart, identify the number of pairs of gloves needed to break even.</p> <p><i>For one mark</i></p> <p>BE = 400 pairs</p>	AO2 1	1	
1 b(iii)	<p>If 500 pairs of gloves were sold, calculate the margin of safety.</p> <p><i>Up to 2 marks.</i></p> <p>Margin of safety = Actual output – break-even output (1)</p> <p>Margin of safety = 500 – 400 (1) = 100 (1)</p>	AO1 1 AO2 1	2	<p>OFR applies to break-even figure from part (b)(ii)</p> <p>Allow sales volume for actual output.</p> <p>Only award final answer (100) if on dotted line.</p>
1 b(iv)	<p>From the break-even chart, calculate the selling price of each pair of gloves.</p> <p><i>Up to 2 marks.</i></p> <p>Responses include: 800/100 (1) = £8 (1) 1600/200 (1) = £8 (1) 2400/300 (1) = £8 (1) 3200/400 (1) = £8, (1) etc</p>	AO1 1 AO2 1	2	<p>This tests candidates' ability to use the BE chart. There are several possible calculations if candidates read off the SR line.</p>

Question	Expected Answer	AO	Mark	Additional Guidance
1 (c)	<p>Recommend how Charlie could lower the break-even point for funky indicator gloves. Justify your answer.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>AO1 L1 AO2 L2 AO3 L3 AO4 L4</p> <p>Context should be annotated every time L2 is awarded with the icon 'CONT'.</p> <p>Level 1 (1–3 marks) Candidate identifies how BE can be lowered with no use of context.</p> <p>Level 2 (4–6 marks) Candidate applies knowledge and understanding of the different way(s) BE can be lowered in context.</p> <p>Level 3 (7–9 marks) Candidate analyses the different way(s) Charlie can lower BE.</p> <p>Level 4 (10–12 marks) Candidate recommends and evaluates the most suitable way for Charlie to lower her BE.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Lower FC e.g. rent, wages, overheads, etc, will lead to lower FC which lowers BE point. • Lower VC e.g. use cheaper materials for gloves will lead to lower VC which lowers BE point. • Increase SP of gloves will lead to higher revenue which lowers BE point. 	<p>AO1 L1</p> <p>AO2 L2 AO3 L3 AO4 L4</p>	<p>12</p> <p>Levels</p>	<p>L1: [1–3 marks] [0 marks] for definition or breakeven – must be a method for lowering break even point. [1 mark] candidate identifies one way (FC/VC/SP) in which BE can be lowered with no use of context. [2–3 marks] candidate identifies more than one way (FC/VC/SP) in which BE can be lowered with no use of context.</p> <p>L2: [4–6 marks] Look for something more than Charlie; i.e. gloves, charity, costs listed in question 1, manufacturing, material (NOT raw material – generic). [4 marks] candidate applies knowledge and understanding of one way (FC/VC/SP) in which Charlie can lower her BE. [5–6 marks] candidate applies knowledge and understanding of more than one way in which Charlie can lower her BE. For 6 marks all 3 elements (FC/VC/SP) have to be evident.</p> <p>L3: [7–9 marks] [7 marks] candidate analyses how one way can lower Charlie's BEP. [8–9 marks] candidate analyses, in more than one way, how Charlie can lower her BEP. For 9 marks all 3 elements (FC/VC/SP) on lowering BEP have to be analysed. Note: Both parts must be evident for L3 e.g. <i>lower VC leads to lower BEP.</i></p>

Question	Expected Answer	AO	Mark	Additional Guidance
1 (c) Cont.	<p>Exemplar response: Businesses can lower their BE by lowering TC/VC/FC or increasing the SP or sales (L1). Charlie can negotiate a lower rent (L2). This has the advantage of lowering the fixed cost which will improve the net profit margin and lower the BEP (L3). Alternatively, Charlie can raise the selling price of the gloves (L2). However, this will only lower the breakeven point if the level of sales is not affected (L3). Overall, by keeping the manufacturing costs low, Charlie is able to maintain a healthy profit over the long term (L4). This is much better than raising the SP of the gloves which might affect sales (L4).</p>			<p>L4: [10–12 marks] [10 marks] candidate evaluates after analysing one way (from minimum of two different ways identified) in which Charlie can lower her BE with justification. [11–12 marks] candidate evaluates after analysing more than one way in which Charlie can lower her BE with justification.</p>
2 (a)	<p>Explain why zero-based budgeting is a more suitable method for Charlie to use than the historic budgeting method.</p> <p><i>Up to 2 marks for a correct explanation.</i></p> <p>Responses include: Because Charlie's is a new business (1), there is no historical data (1) to work with. Zero-based budgeting has the advantage of allocating every penny (1) she spends so she knows exactly where the money is going (1).</p>	AO1 1 AO2 1	2	<p>Do not accept 'Starting from scratch' since this is not an advantage unless there is a reference to Charlie's business.</p>
2 (b)	<p>Identify and explain TWO factors which could affect the accuracy of Charlie's sales budget figures.</p> <p><i>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</i></p> <p>Responses include: Seasonal factors – fewer cyclists in winter (1) – less sales (1). Charlie has not done enough research (1) so her estimates are inaccurate (1). Weather conditions – wet weather so fewer cyclists (1) – less sales (1) Competition (1), Charlie has to lower her SP (1). Exchange rates (1). This might have an impact on sales overseas (1). State of economy (1).</p>	AO1 2 AO2 2	4	<p>1 mark for identifying a factor, 1 mark for explaining how Charlie's sales budget is affected by the factor.</p> <p>Do not accept any answer referring to costs or prediction.</p> <p>Award a maximum of two marks for answers referring to Charlie's weaknesses.</p>

Question	Expected Answer	AO	Mark	Additional Guidance
2 (c)	<p>In order to help Charlie understand the importance of budgeting, Dom shows her some figures from ECO Textiles Ltd. Calculate the variance for wages and sales.</p> <p><i>One mark for each correct calculation up to a maximum of four marks.</i></p> <p>Wages – $20\,000/500\,000 = 4\%$ (1) Adverse (1) Sales – $50\,000/900\,000 = 5.5\%$, 5.56% or 6% (1) Favourable (1)</p>	<p>AO1 2</p> <p>AO2 2</p>	4	<p>Ignore +ve or –ve signs before figures.</p> <p>Accept rounded up whole integers.</p>
3 (a)(i)	<p>Enter the amount which Dom will provide into the appropriate unshaded box within the cash-flow forecast below.</p> <p><i>For one mark.</i></p> <p>£8000</p>	AO1 1	1	

Question	Expected Answer	AO	Mark	Additional Guidance
3 (b)	<p>Other than family and friends, identify ONE external source of finance available to Charlie for setting up Bike Angels. State ONE advantage and ONE disadvantage of this source of finance.</p> <p><i>One mark for a correct identification, plus a further one mark for a correct advantage and one mark for a correct disadvantage.</i></p> <p>Responses include:</p> <p>Bank loan (1).</p> <ul style="list-style-type: none"> • Advantage – can borrow a relatively huge sum of money (1); interest charges are reasonable (1); can repay gradually over a period of time (1). • Disadvantage – interest charges (1); bank might refuse loan application (1); lots of paperwork involved (1). <p>Government grant (1).</p> <ul style="list-style-type: none"> • Advantage – no interest to pay (1); might not have to pay back (1). • Disadvantage – might not be able to get the amount required (1); application might be turned down (1); might not meet government criteria (1). <p>Overdraft (1) Credit card (1) Business angels/venture capitalist/investor (1) Leasing (1) Hire purchase (1)</p>	AO1 3	3	<p><u>Must be</u> external sources.</p> <p>Do not accept – Share issue / partner / own funds or savings / friends and family / sale of assets.</p> <p>Do not accept – quick / easy / instant / immediately / lump sum / all in one go, etc.</p>

Question	Expected Answer	AO	Mark	Additional Guidance
4 (a)	<p>Identify and explain ONE different factor for each element of SLEPT which might affect the success of Bike Angels.</p> <p><i>One mark for each correct identification up to a maximum of five identifications, plus a further one mark for each of five explanations.</i></p> <p>Factors include:</p> <ul style="list-style-type: none"> • Social – more acute environmental awareness (1) increased awareness of safety (1), trend/fashion in cycling/cycling wear (1), health awareness(1), obesity (1), ageing population (1). • Legal – Sales of Goods Act (1), Laws on safety/cycling, laws relating to consumers/employment/advertising law relating to type of ownership. • Economic – unemployment (1), recession (1), inflation (1), exchange rate (1) • Political – green quota (1), government funding/policy/campaign (1) government encourages green transport (1) • Technological – e-commerce (1), new components/materials for gloves (1), production machinery/equipment/method (1), website (1), ICT to produce marketing materials (1). <p>Impacts include</p> <ul style="list-style-type: none"> • Sales, demand, reputation, profit, market share, awareness, appeal, able/unable to set up business/produce, cost, wider market, fines 	<p>AO1 5</p> <p>AO2 5</p>	<p>10</p>	<p>Award one mark for identifying appropriate factor and one mark for impact on the success of the business.</p> <p>Do not award marks for naming the elements of SLEPT.</p>

Question	Expected Answer	AO	Mark	Additional Guidance
4 (b)	<p>Explain TWO benefits to Charlie of carrying out a SLEPT analysis on Bike Angels.</p> <p><i>For each benefit, use levels of response criteria.</i></p> <p>L1 candidate explains an advantage of SLEPT with no context.</p> <p>L2 candidate explains an advantage of SLEPT specific to Charlie.</p> <p>Context: charity, gloves, batteries, environmentally friendly, bikes</p> <p>Responses include:</p> <ul style="list-style-type: none"> • SLEPT enables Charlie to examine the social factors (1). This will help her to decide whether there is a demand for her gloves (1). • It allows Charlie to identify the legal factors (1) which will help her to make sure that her gloves meet the legal requirements for safety standards (1). 	<p>AO1 2</p> <p>AO2 2</p>	4	<p>Do not accept name dropping (Bike Angels) as context.</p> <p>For each benefit not using context, award 1 mark.</p> <p>For each benefit in context, award 2 marks.</p>

Question	Expected Answer	AO	Mark	Additional Guidance
<p>5* QWC question</p>	<p>There is a possibility of producing a pair of funky indicator gloves which will only last as long as the batteries (approximately three months depending on use), which would be cheaper to manufacture than funky indicator gloves with renewable batteries. Recommend which type of gloves Charlie should produce. Justify your answer.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Acceptable annotation is AO1 L1 AO2 L2 AO3 L3 AO4 L4 Context should be annotated every time L2 is awarded with the icon 'CONT'.</p> <p>Level 1 (1–3 marks) Candidate identifies advantage(s) and/or disadvantage(s) of ethical practice(s) with no use of context.</p> <p>Level 2 (4–6 marks) Candidate applies knowledge and understanding of advantage(s) and/or disadvantage(s) to the business of producing the two types of gloves in context.</p> <p>Level 3 (7–9 marks) Candidate analyses the advantage(s) and/or disadvantage(s) to the business of producing the two types of gloves in context.</p> <p>Level 4 (10–12 marks) Candidate evaluates the type of gloves Charlie should produce.</p>	<p>AO1 L1</p> <p>AO2 L2 AO3 L3 AO4 L4</p>	<p>12</p> <p>Levels</p>	<p>L1: [1–3 marks] [1 mark] candidate identifies one advantage or disadvantage of ethical practice(s) with no use of context. [2-3 marks] – candidate identifies more than one advantage and/or disadvantage of ethical practice(s) with no use of context.</p> <p>L2: [4–6 marks] Look for something more than Charlie, i.e. batteries, gloves, charity [4 marks] candidate applies knowledge and understanding of one advantage or disadvantage of producing the gloves to the business in context. [5-6 marks] candidate applies knowledge and understanding of more than one advantage and/or disadvantage of producing the gloves to the business in context.</p> <p>L3: [7–9 marks] [7 marks] candidate analyse one advantage or disadvantage of producing the gloves to the business in context. [8-9 marks] candidate analyses more than one advantage and/or disadvantage of producing the gloves to the business in context.</p>

Question	Expected Answer	AO	Mark	Additional Guidance
5* (cont)	<p>Indicative content:</p> <p><u>Renewable batteries:</u> Adv. – green, ethical, good reputation, more customer satisfaction, etc. Disadv. – more expenditure, higher BE, etc.</p> <p><u>Non-renewable batteries:</u> Adv. – cheaper to produce, more competitive, lower BE, repeat business, etc. Disadv. – lower customer satisfaction, poor reputation, not ethical, not meeting aims/objectives, etc.</p> <p>Exemplar response: Selling ethical products give businesses a good reputation (L1). Charlie can keep her production costs low by producing gloves which do not take renewable batteries (L2). When the batteries run out, consumers have to buy new gloves thus increasing sales (L2). However, this has the disadvantage of putting customers off and giving Charlie’s business a bad reputation (L3). Overall, even though it might cost more to produce gloves with renewable batteries, in the long run Charlie will have a more successful business with a better reputation and more sales (L4).</p>			<p>L4: [10–12 marks] [10 marks] candidate makes a recommendation using analysis with weak justification in context. [11–12 marks] candidate makes a recommendation using analysis with full justification in context.</p> <p>Do not accept (for disposable batteries) cheaper to make/manufacture (as in question). However, can accept ‘lower cost of production’.</p> <p>Do not accept any benefits to customers or environment.</p>

Question	Expected Answer	AO	Mark	Additional Guidance
6 (a)	<p>Outline ONE possible objective of a registered charity.</p> <p><i>Up to 1 mark for identifying the objective and one mark for reference to not-for-profit.</i></p> <p>Responses include:</p> <ul style="list-style-type: none"> • to raise awareness of the benefits of cycling amongst teenagers (1) and not-for-profit (1) • to raise funds for promoting cycling within secondary schools (1) rather than for their own personal benefit (1) • to improve the environment in which we live (1) 	AO1 2	2	<p>Accept generic answers.</p> <p>Accept any relevant aims or objectives.</p>
6 (b)	<p>Explain ONE difference between a business aim and a business objective.</p> <p>Responses include:</p> <p>An aim is a long-term goal (1) whereas objectives are short-term targets or stepping stones (1). Aims are where you want to go (1), objectives are how you going to get there (1), who will do what, when and how (1). Aims are the changes you hope to achieve (1), objectives are activities undertaken to bring these changes about (1).</p>	AO1 2	2	Ignore examples.

Question	Expected Answer	AO	Mark	Additional Guidance
6 (c)	<p>Evaluate whether or not Bike Angels should be established as a registered charity.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Acceptable annotation is AO1 L1 AO2 L2 AO3 L3 AO4 L4</p> <p>Context should be annotated every time L2 is awarded with the icon 'CONT'.</p> <p>Level 1 (1-3 marks) Candidate identifies advantages and/or disadvantages of being a registered charity with no use of context.</p> <p>Level 2 (4–6 marks) Candidate applies knowledge and understanding of advantages and/or disadvantages of Bike Angels being a registered charity.</p> <p>Level 3 (7–9 marks) Candidate analyses the advantages and/or disadvantages of Bike Angels being a registered charity.</p> <p>Level 4 (10–12 marks) Candidate evaluates the advantages and/or disadvantages of Bike Angels being a registered charity.</p> <p>Indicative content: Advantages: 1. Exemption from income tax, capital gains tax, stamp duty or</p>	AO1 L1 AO2 L2 AO3 L3 AO4 L4	12 Levels	<p>L1: [1–3 marks] [1 mark] candidate identifies either the advantage(s) or disadvantage(s) of being a registered charity with no use of context. [2-3 marks] candidate identifies both the advantage(s) and disadvantage(s) of being a registered charity with no use of context.</p> <p>L2: [4–6 marks] Look for something more than Charlie, i.e. gloves, cycling, environment [4 marks] candidate applies knowledge and understanding of either the advantage(s) or disadvantage(s) of Bike Angels being a registered charity with context. [5-6 marks] candidate applies knowledge and understanding of both the advantage(s) and disadvantage(s) of Bike Angels being a registered charity with context.</p> <p>L3: [7–9 marks] [7 marks] candidate analyses the advantage(s) or disadvantage(s) of Bike Angels being a registered charity (look for impact on her organisation). [8–9 marks] candidate analyses the advantage(s) and disadvantage(s) of Bike Angels being a registered charity (look for impact on her organisation).</p>

Question	Expected Answer	AO	Mark	Additional Guidance
<p>6 (c) Cont.</p>	<p>inheritance tax. 2. Can take advantage of gift aid. Pay no more than 20% of business rates 3. Special VAT treatment.</p> <p>Disadvantages:</p> <ol style="list-style-type: none"> 1. Must comply with charities legislation (imposing, for example, strict requirements on the keeping and filing of accounts). 2. Subject to the jurisdiction of the Charity Commission. The Charity Commission can institute formal enquiries in cases of misconduct/mismanagement and has wide powers including the removal and replacement of trustees. 3. Must produce an annual report and annual return. 4. Charity trustees may not generally benefit personally, whether through receipt of a salary or of profits or otherwise. 5. Personal liability of charity trustees for misappropriation of funds. Charities are restricted in that their objects must be exclusively charitable and they cannot, except in certain circumstances, carry out or fund activities or undertake permanent trading which falls outside those objects. <p>Exemplar response: A registered charity pays 20% less business rates than a normal business (L1). Charlie can increase her profit if this is the case and have more funds to provide more bikes to school (L2). This will enable her to help more youngsters to be aware of the benefits of cycling and achieve her aim more quickly (L3). However, setting up a registered charity can take a considerable amount of time and the paperwork involved can be demanding (L1). Charlie will find this procedure demanding because she has just finished her studies and has no experience of setting up a registered charity (L2). Bike Angels might not be up and running straight away and this will affect its fund-raising activities (L3). Overall, once the application for charitable status has been granted, Bike Angels will be able to benefit from a number of tax relief and government grants which will help Charlie meet her aims of raising awareness of road safety and providing bikes for youngsters in deprived areas (L4).</p>			<p>L4: [10–12 marks] [10 marks] candidate makes a recommendation using analysis with weak justification in context. [11–12 marks] candidate makes a recommendation using analysis with full justification in context.</p> <p>Award marks only for adv/disadv for Charlie registering as a charity as opposed to not registering.</p> <p>Do not accept ‘charity’ as context.</p>

Question	Expected Answer	AO	Mark	Additional Guidance
7 (a)	<p>Identify two different ways in which each type of IT software could be used in an organisation such as Bike Angels.</p> <p>One mark for each correct identification of an appropriate way up to a maximum of two identifications for each of three IT applications</p> <p>Response include:</p> <ul style="list-style-type: none"> • Spreadsheet – draw up a cash-flow forecast (1), create BE chart (1). Any examples of financial transactions, number crunching activities. • Database – Charlie can use this to store customer information (1), stock control (1), supplier information (1) • Word processor – Charlie can use this to type letters to suppliers, customers (1), create leaflets or posters for advertising (1) 	<p>AO1 3</p> <p>AO2 3</p>	6	<p>Accept generic response.</p> <p>Do not accept ad/disad, e.g. spell check; not 'how' but 'what' can be done with the software.</p> <p>Word processor – do not accept vague answers like 'document'.</p>
7 (b)	<p>Analyse the advantages and disadvantages to Charlie of introducing IT into the running of Bike Angels.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Acceptable annotation is AO1 L1 AO2 L2 AO3 L3</p> <p>Context should be annotated every time L2 is awarded with the icon 'CONT'.</p> <p>Level 1 (1–3 marks) Candidate identifies advantage(s) and/or disadvantage(s) of IT with no use of context.</p> <p>Level 2 (4–6 marks) Candidate applies knowledge and understanding of advantage(s) and/or disadvantage(s) of introducing IT in Bike Angels.</p>	<p>AO1 L1</p> <p>AO2 L2 AO3 L3</p>	9	<p>L1: [1–3 marks] [1 mark] candidate identifies advantage(s) or disadvantage(s) of IT with no use of context. [2–3 marks] candidate identifies advantage(s) and disadvantage(s) of IT with no use of context.</p> <p>Levels</p>

Question	Expected Answer	AO	Mark	Additional Guidance
7 (b) Cont.	<p>Level 3 (7–9 marks) Candidate analyses the advantage(s) and/or disadvantage(s) of introducing IT in Bike Angels.</p> <p>Indicative content: Advantages: Formulas can be used to do calculations – more accurate. Modelling tool for different scenarios. Easier to edit, bulk printing. Reach a wider market.</p> <p>Disadvantages: Cost of set up, training, maintenance, website. Time delay.</p> <p>Exemplar response: IT can speed up how businesses are run (L1). By having a website, Charlie will achieve global awareness of her charity (L2). This should lead to more sales of gloves (L3). However, the initial cost of IT is high as Charlie has no IT equipment and needs training on creating a website (L2). This high set up cost affects the cash-flow of the charity (L3).</p>			<p>L2: [4–6 marks] Look for something more than Charlie, ie gloves, charity, website [4 marks] candidate applies knowledge and understanding of advantage(s) or disadvantage(s) of IT with context. [5–6 marks] candidate applies knowledge and understanding of advantage(s) and disadvantage(s) of IT with context.</p> <p>L3: [7–9 marks] [7 marks] candidate analyses advantage(s) or disadvantage(s) of IT with context. [8–9 marks] candidate analyses advantage(s) and disadvantage(s) of IT with context.</p> <p>Do not accept ‘quick/easy’ without explanation; ‘what’ can be done with IT; automation of production.</p>

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