

**Cambridge Technicals
Business**

Unit 1: The Business Environment

Level 3 Cambridge Technical in Business
05834 - 05837

Mark Scheme for January 2019

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

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

Annotation	Meaning
Tick	Valid point, mark awarded
Cross	Incorrect
Question mark	Response unclear
BOD	Benefit of doubt (mark awarded)
TV	Too vague (mark not awarded)
REP	Repetition (no additional marks awarded)
NAQ	Not answered question (incorrect focus)
L1	Level 1 response (identification)
L2	Level 2 response (explanation)
L3	Level 3 response (analysis)
L4	Level 4 response (evaluation)
CONT	Context (required for high L4 award only)

Subject-specific marking instructions

For Level of Response marked questions marked over 4 levels, the candidate can access at L1 or L2. In either case, they can analyse the point made and proceed directly to L3.

L3 analysis is required to award L4.

Question	Answer	Marks	Guidance
SECTION A			
1	Indicative content: D	1	For one mark.
2	Indicative content: C	1	For one mark.
3	Indicative content: D	1	For one mark.
4	Indicative content: C	1	For one mark.
5	Indicative content: A	1	For one mark.
6	Indicative content: D	1	For one mark.
7	Indicative content: A	1	For one mark.
8	Indicative content: B	1	For one mark.
9	Indicative content: A	1	For one mark.
10	Indicative content: C	1	For one mark.
11	Indicative content: D	1	For one mark.
12	Indicative content: B	1	For one mark.
13	Indicative content: B	1	For one mark.
14	Indicative content: A	1	For one mark.
15	Indicative content: A	1	For one mark.
16	Indicative content: D	1	For one mark.
17	Indicative content: D	1	For one mark.
18	Indicative content: D	1	For one mark.
19	Indicative content: D	1	For one mark.
20	Indicative content: C	1	For one mark.

SECTION B			
Question	Answer	Marks	Guidance
21	<p>Responses include:</p> <ul style="list-style-type: none"> • demographics (1) e.g. single parent families, birth rate, cultural diversity, ethnicity, average age, average income, etc • attitudes to work (1) e.g. flexible working, work-life balance, etc • specific social trends e.g. healthy eating, increased use of the internet, online shopping, fashion, ethical consumerism, eco-friendly, desire to reduce waste, popularity of technology, etc • cultural beliefs (1) e.g. religious festivals, dietary requirements • disposable-income (1). 	2	<p>One mark for each correct identification up to a maximum of two identifications.</p> <p>N.B. Two specific answers from the same category are acceptable e.g. award two specific demographic issues or two specific social trends. Accept category and example as separate marks. With the exception of 'social trends' which is too vague – please annotate 'TV'.</p> <p>Must be a social factor. Do not award other types of factors e.g. unemployment (economic); Brexit (political), paying living wage (legal).</p> <p>Do not award 'technology' or 'culture' unless qualified.</p> <p>NB Question asks for factors not the impact e.g. do not award 'sell more vegan food'.</p> <p>Do not award financial arguments relating to shopping habits e.g. shoppers going to cheaper shops or cost cutting or having less money (unless attributed specifically to 'disposable income').</p> <p>Answers should relate to the business which the learner has researched.</p>

SECTION B			
Question	Answer	Marks	Guidance
22	<p>Responses include:</p> <ul style="list-style-type: none"> • financial control • financial record keeping • financial planning • allocating funds/authorising spending • agree departmental spend • controlling cost • looks after the money • handles cash and float for the till • monitoring cash flow/statement/forecast • monitoring transactions • handling payments and receipts • producing accounts • calculating break-even • calculate costs/revenues • calculating profit/loss • producing accounts/final accounts/income statements/ statements of financial position • sourcing finance/raising funds • investing in new ventures • making payments/paying the bills • paying the wages • budgeting • reimbursing expenses • debt-management. <p>Exemplar responses:</p> <p>Name of business: DL Motors Activity of business: Car sales The finance function produces cash flow forecasts (1), using a spreadsheet (+1).</p>	4	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two descriptions.</p> <p>In each case: 1st mark – WHAT 2nd mark – HOW (practical) - not why.</p> <p>NB: The description mark must only be awarded for a ‘practical how’ e.g. using accounts software, using a spreadsheet, by launching a crowdfunding page, by drawing a graph, by reviewing previous years’ figures, by issuing receipts, by locking cash in the safe etc.</p> <p>Answers should relate to the business which the learner has researched.</p> <p>Must be a task performed by the finance function. Accept ‘paying’ the wages’ but not ‘calculating’ the wages – as this would be done by the HR function. ‘Manage/in charge of payroll’ too vague.</p> <p>Accept ‘pay’ for stock but not ‘buy stock’ as this is a purchasing/procurement function.</p> <p>Do not award ‘pricing’ as this is a marketing function.</p>

SECTION B			
Question	Answer	Marks	Guidance
	Name of business: ABPT plc Activity of business: Oil refinery The finance function calculates profit (1) by deducting costs from revenue (+1) .		
23	<p>Responses include:</p> <ul style="list-style-type: none"> shareholders (1) e.g. sell their shares, vote at AGM, etc customers (1) e.g. complain, boycott, shop elsewhere, social media campaigns, etc suppliers (1) e.g. refuse to supply, change terms and conditions, disassociation, etc potential investors (1) e.g. meet with current shareholders, etc financiers (1) e.g. request a meeting, change terms and conditions etc local residents/local community/local schools (1) e.g. protest, complain, campaign, involve local press, sign a petition, etc pressure groups/environmentalists (1) e.g. fight, protest, campaign, petitions, boycott, etc central government (1) e.g. legislate, safety inspections, HMRC investigations, etc local government (1) e.g. withhold planning permission, inspections, etc general public (1) e.g. online petition, social media campaign press/media (1) e.g. publish articles, campaigns. <p>Exemplar responses:</p> <p>Name of business: Sainsburys Activity of business: Supermarket Customers (1) have chosen to buy from Aldi instead (1) to</p>	4	<p>One mark for each external stakeholder group to a maximum of two such groups, plus one further mark for each of two methods.</p> <p>Stakeholder group must be external. Do not award 'trade unions' as these are internal. Do not award 'owners', needs to say 'shareholders' to be external.</p> <p>Award any relevant external stakeholder group.</p> <p>If stakeholder group is incorrect (or not stated somewhere in the answer), no method mark can be awarded. Please annotate 'SEEN'.</p> <p>'Government' and 'community' are too vague please annotate 'TV'. (No method mark can be awarded – please annotate 'SEEN')</p> <p>Accept specific names of pressure groups/government departments e.g. Amnesty International, Department of Health.</p> <p>Do not award 'competitors'.</p> <p>NB Question is about trying to alter business behaviour. Do not award method marks for stakeholder objectives e.g. suppliers raise prices; as this is not what the question asks for.</p>

SECTION B			
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	<p>try to lower Sainsbury's prices.</p> <p>Name of business: Ferrous UK Ltd Activity of business: Iron Foundry Local residents (1) contacted the local newspaper (+1).</p> <p>Name of business: Southend County Council Activity of business: Leisure Centre Environmentalists (1) protested (+1).</p> <p>Name of business: Southend County Council Activity of business: Local government Community (TV) protested (0 SEEN).</p>		Answer should relate to the business which the learner has researched.
24	<p>Organisation by function refers to splitting a business into departments that each specialise in a specific business functional area e.g. finance, marketing, sales, HR, operations management, customer service, business support services, R&D and purchasing/procurement.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • advantage e.g. specific roles, specialisation, division of labour/share workload/allows focus, avoidance of duplication of effort and activities, avoidance of duplication of resources, economies of scale, consistency across the organisation, productivity, share expertise, line managers gain experience in specific function, retention of expertise due to promotional opportunities. • disadvantage e.g. lacks detailed knowledge of specific products, lacks local knowledge, lacks companywide co-ordination, functional objectives may take priority over corporate objectives, difficult 	6	<p>One mark for an advantage and one mark for an explanation plus a further one mark for analysis. AND One mark for a disadvantage and one mark for an explanation plus a further one mark for analysis.</p> <p>NB Each response i.e. advantage and disadvantage needs to show understanding of what a business function is (or give an example) to award more than one mark.</p> <p>Explanation mark only to be awarded if the explanation applies specifically to being organised by business function. Explanations that equally apply to being organised by other criteria e.g. by product or location, or to being generally well organised, should not be awarded</p> <p>Third mark must be analytical (rather than just more explanation). Explanation mark required to award analysis mark.</p>

SECTION B			
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	<p>to control, poor/slow decision making, slow problem solving, lack of support for other functional areas, poor communication, inflexible workforce .</p> <p>Exemplar response:</p> <p>Name of business: Superior Accountancy Activity of business: Accounting Firm</p> <p>One advantage to Superior Accountancy of being organised by function is that the workforce can specialise (1) in a particular functional area, for example customer service (+1 Explanation). This should lead to better customer satisfaction (+1 Analysis).</p> <p>One disadvantage to Superior Accountancy of being organised by function is that the business may be difficult to control (1) because each functional area may pursue its own goals rather than those of the business as a whole (+1 Explanation), leading to lower profits (+1 Analysis).</p>		<p>Do not award arguments relating to communication to pass through multiple levels/number of employees/span of control/chain of command, etc, as these relate to organisational structure rather than the method of organisation.</p> <p>Answer should relate to the business which the learner has researched.</p>
25	<p>Responses include effects on:</p> <ul style="list-style-type: none"> • import costs • export revenue. <p>Exemplar responses:</p> <p>Name of business: Linpark plc Activity of business: Confectionery manufacturer Exchange rates affect the price of imports (1). The cost of importing cocoa from Brazil has risen (+1). This has increased Linpark plc's variable costs (+1) increasing its break-even point (+1).</p>	4	<p>One mark for each valid impact on business, allow development.</p> <p>NB Question asks 'how' affected, not 'why' affected. Award one mark for each impact.</p> <p>Answer must clearly relate to exchange rates i.e. international trade. Do not award vague answers that could equally apply to changes in the rate of inflation, etc, e.g. supply costs will rise. Please annotate 'TV'.</p> <p>Award positive and negative responses i.e. not repetition e.g. a strong pound leads to cheaper imports (1) but dearer exports (1).</p>

SECTION B					
Question			Answer	Marks	Guidance
			<p>Name of business: Fresh Seafood plc Activity of business: Wholesalers The falling value of the pound has meant that imports cost more (1). However, the news is not all bad because exports have increased (+1) due to the price of the fish being more competitive in countries abroad (+1), increasing the company's profits overall (+1).</p>		<p>Answer should relate to the business which the learner has researched.</p> <p>Knowledge of exchange rates required to award marks. Impacts such as effect on profit/revenue/breakeven, etc only awardable as development.</p>

SECTION C				
Question		Answer	Marks	Guidance
26		Indicative content: <ul style="list-style-type: none"> • third. 	1	For one mark. Do not award 'tertiary'.
27		Responses include: <ul style="list-style-type: none"> • incorporation/separate legal identity • limited liability • asset lock i.e. assets must be used for community benefit • profit goes back to the community • restriction on payment of dividends i.e. any profits reinvested in the social enterprise • do not need to undergo the charity aims test • only requires one director (cf plc 2 directors, cf charity usually 3 trustees) • directors can be paid (cf a charity) • familiar/trusted business format i.e. a company • more sources of finance available • social enterprise loans available • 'light touch' regulation (cf charity heavily regulated) • cheap to set up (£35 for application to Companies House) • less paperwork/bureaucracy (cf charity) • flexibility e.g. few reporting requirements, less strict criteria than charities • could sell shares (if limited by shares rather than by guarantee). 	2	One mark for each correct identification up to a maximum of two identifications. Accept benefits to members/directors/shareholders/ community cause. Do not award tax advantages as these are benefits of having registered charitable status, rather than being a CIC. Do not award 'quick' or 'easy' to set up – unless reason given. Do not award arguments relating to reputation/free publicity/being ethical/support from local community/can use crowdfunding/ as these do not specifically relate to being a CIC. Do not award receipt of donations/grants or volunteers because they apply to both charities and CICs.
28		Responses include: Features: <ul style="list-style-type: none"> • few layers • short chain of command 	2	One mark for identification of relevant feature of a flat organisational structure. Plus one further mark for explanation of the impact of identified feature on communication.

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	<ul style="list-style-type: none"> • short communication pathway • wide span of control • no middle management • high managerial load. <p>Exemplar responses:</p> <p>Communication paths should be quick and efficient (+1) due to messages having to pass through only a few layers (1).</p> <p>A flat structure has relatively few managers with wide spans of control (1). This may lead to poor communication because Fabia may be too busy to communicate with everyone that she needs to (+1).</p>		<p>Feature of a flat organisational structure required to award marks.</p> <p>Impact can be positive or negative.</p> <p>Do not award 'one person in charge' as this would also apply to a tall hierarchical structure.</p> <p>Accept impact on decision-making and problem-solving.</p>
29	<p>Use level of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • IT equipment is depreciating, may be reaching the end of its useful lifetime, funding for replacements • bank balance falling • value of current assets falling • trade payables i.e. money owed to creditors/ suppliers is increasing • rent which used to be paid in advance is now owing • current liabilities increasing • impact of possible increase in Fabia's salary • impact of adults no longer willing to give of their time for free • slow ticket sales • have been able to afford to purchase more 	12	<p>Levels of response</p> <p>Level 4 (10 – 12 marks) Candidate assesses the extent to which <i>Playwright's</i> current financial position is a cause for concern.</p> <p>Level 3 (7 – 9 marks) Candidate analyses <i>Playwright's</i> current financial position.</p> <p>Level 2 (4 – 6 marks) Candidate explains <i>Playwright's</i> current financial position.</p> <p>Level 1 (1 – 3 marks) Candidate identifies <i>Playwright's</i> current financial position.</p> <p>Do not award causes/reasons or solutions/contingencies (please annotate NAQ). The question solely relates to data response.</p>

SECTION C			
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	<p>theatrical and other equipment</p> <ul style="list-style-type: none"> • value of non-current assets (fixed assets) increasing • appear to be keeping up with bank loan repayments, balance owed to bank reducing • long term liabilities reducing • value of net assets increasing • retained profits are increasing - 2016 by £2300 and 2017 by £2000 • net worth increasing • further opportunities for crowd-funding • trade receivables (debtors) constant • share capital constant • implications for short term • implications for long term. <p>Exemplar response:</p> <p>Trade payables were £36 in 2015, £144 in 2016 and £324 in 2017 (L1). This shows that the money <i>Playwright</i> owes to creditors is increasing (L2).</p> <p>The money the company has in the bank is falling year on year (L2). This may show that the business is heading for a cash flow crisis (L3).</p> <p>Retained profit has increased (L2), this means <i>Playwright</i> has more funds available to invest in new equipment to improve its productions (L3).</p> <p>To conclude, <i>Playwright's</i> financial position gives considerable cause for concern. However, the amount it owes creditors might be increasing simply because it is using better cashflow management and taking the full credit period that is offered to the organisation.</p>		<p>NB The question only relates to financial position, do not award non-financial arguments.</p> <p>L1 – states from information given e.g. bank balance stood at £1323, trade payable was £36 in 2015 and is now £324.</p> <p>L2 – explains trends or uses comparisons e.g. cash at bank is falling, retained profits are increasing, rent is owed.</p> <p>NB an L2 response which only describes trends (e.g. higher/lower) should not be awarded the top of the mark band.</p> <p>L3 – implications to the business of L1/L2 point. NB L3 analysis must always be business-facing. NB implications can be positive or negative. Max one L3 per L1/L2 point but credit quality if multiple analyses.</p> <p>Examples of L3 comments include: ... may be unable to pay its bills; may end up with more debt than they can afford to pay back...; ... the IT equipment may soon need replacing; ... reducing the risk of business failure; has managed to purchase more theatrical equipment year on year.</p> <p>NB 'business successful'/business failure/collapse' insufficient for L3, reason required (e.g. insolvent/ bankruptcy/'go bust').</p> <p>L4 – overall judgement of the business' current financial position which builds from previous analysis. Award 10 marks for basic reasoning. Award 11 for a reasoned argument. Award 12 marks for a reasoned argument which considers the extent.</p>

SECTION C			
Question	Answer	Marks	Guidance
	Furthermore, the falling bank balance may simply be because the organisation has been purchasing a lot of additional theatrical (CONT) equipment recently – this seems likely as the figure has increased by £3800 in the last year. If both of these factors are true, then there would be very little cause for concern (L4).		NB Do not award general statements e.g. financial position has improved/deteriorated. Candidates need to be specific e.g. bank balance has fallen, retained profits are increasing, etc.
30 (a)	Indicative content: $\frac{\pounds 150}{\pounds 4 - \pounds 0} = \frac{\pounds 150}{\pounds 4} = 37.5 = 38 \text{ tickets}$ e.g. 38 (2) e.g. 37.5 (1)	2	Up to two marks. Award full marks for '38' if seen; irrespective of workings. Award maximum one mark for '37.5'. Units i.e. tickets, not required.
30 (b)	Indicative content: (60 x £4) - £150 = £240 - £150 = £90	1	For one mark. Award the mark for 90 irrespective of workings. Units i.e. pound sign, not required. Accept 88 or 90 if contribution method (contribution x MOS) is used i.e. £4 x 22.5 or £4 x 22.
30 (c)	Responses include: <ul style="list-style-type: none"> sales promotion (1) e.g. discounts for groups, BOGOF, free refreshments with every ticket bought, prize draw advertising (1) e.g. posters, leaflets, letters to parents, school newsletter, emails, Internet/online, local tv channel, word of mouth, local newspapers using social media (1) e.g. Facebook page, Twitter 	2	One mark for each correct identification up to a maximum of two identifications. N.B. Two answers from the same category are acceptable e.g. award two different advertising media or two types of sales promotion. Must be marketing activities, do not award sales activities.

SECTION C				
Question		Answer	Marks	Guidance
		<ul style="list-style-type: none"> public relations (1) e.g. article in local newspaper, interview on local radio. 		
31	(a)	<p>Responses include:</p> <ul style="list-style-type: none"> frequent safety inspections correct use and handling of substances e.g. glue, paint safe storage of equipment e.g. power saw, tools, scissors, sewing needles provision of personal protective equipment e.g. oven gloves, safety goggles guards on machinery e.g. sewing machine, printer keep an accident book safety signs e.g. caution wet floor wipe up spills immediately do not leave trailing wires/cover trailing wires check dangerous items are turned off correctly e.g. ovens, kettle, power saw, etc satisfactory evacuation procedures e.g. bomb scare emergency exits provision of fire extinguishers fire alarm testing fire practice/drill provision of first aid kits trained first aiders first aiders in attendance adequate breaks appoint health and safety representatives risk assessment provision of training e.g. to operate equipment provision of health and safety training appropriate level of supervision. 	2	<p>One mark for each correct identification up to a maximum of two identifications.</p> <p>Accept all reasonable suggestions.</p> <p>Do not award vague responses such as 'take measures to prevent accidents', 'avoid hazards', 'make sure areas are safe', 'take safety precautions' or 'provide a safe working environment'. The question asks for 'ways' i.e. HOW. Please annotate 'TV'.</p>

SECTION C				
Question		Answer	Marks	Guidance
31	(b)	<p>Use level of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • legal action/court action/being sued/prosecuted due to injuries or accidents • legal penalties e.g. fines/compensation/payouts/imprisonment • legal/court costs, time • out of court settlement/payout • H&S inspection • enforced closure • remedial action required e.g. train volunteers • bad publicity • negative effect on reputation/brand image • negative impact on motivation • loss of volunteers • loss of young people • poor ticket sales • corporate image may suffer e.g. not safe for children, poorly run • difficult to recruit volunteers • put off prospective investors • saves time e.g. safety inspections not done • saves money e.g. not buying safety equipment/signage • decrease revenue • negative effect on fund raising • positive/negative effect on cash-flow • positive/negative effect on profit • bankruptcy. 	12	<p>Levels of response</p> <p>Level 4 (10 – 12 marks) Candidate evaluates possible consequences to <i>Playwright</i> if it failed to comply with the Health and Safety at Work Act.</p> <p>Level 3 (7 – 9 marks) Candidate analyses possible consequences to <i>Playwright</i> if it failed to comply with the Health and Safety at Work Act.</p> <p>Level 2 (4 – 6 marks) Candidate explains possible consequences to <i>Playwright</i> if it failed to comply with the Health and Safety at Work Act.</p> <p>Level 1 (1 – 3 marks) Candidate identifies possible consequences to <i>Playwright</i> if it failed to comply with the Health and Safety at Work Act.</p> <p>L1 for a consequence to the business of failing to comply. NB Consequences can be positive or negative. One L1 per consequence.</p> <p>L2 for an explanation (e.g. the cause of the consequence, or any development that stops short of being analytical). Max one L2 per L1 point.</p> <p>L3 the impact on the business of an L1 consequence. NB L3 analysis must always be business-facing. Max one L3 per L1 point but credit quality if multiple analyses.</p> <p>NB ‘business successful’/business failure/business collapse’ insufficient for L3, reason required (e.g. insolvent/bankruptcy/’go bust’).</p>

SECTION C			
Question	Answer	Marks	Guidance
	<p>Exemplar response:</p> <p><i>Playwright</i> may need to pay compensation (L1) for an injury sustained by an adult volunteer (L2). Paying compensation would increase business costs and may threaten the viability of the organisation (L3).</p> <p>Also, the reputation of <i>Playwright</i> is likely to be damaged if it fails to comply with the Health and Safety at Work Act (L1) because parents will not allow their children to attend the youth theatre if they think it is unsafe (L2). This may even lead to the social enterprise closing because none of its young people are willing or able to attend (L3).</p> <p>Since Fabia Previn has spent five years (CONT) building up the youth theatre, losing this reputation is likely to be the most serious consequence for the company of failing to comply with the Health and Safety at Work Act. Re-gaining this reputation, if it was possible at all, would probably mean the CIC had to relocate, jeopardising its chances of helping the young people it currently supports (L4).</p>		<p>L4 evaluation - overall judgement of the implications to the business of failing to comply with the HSWA which builds from previous analysis e.g. severity, most likely, greatest, short term v long term etc.</p> <p>Award 10 marks for a generic judgement with no context. Award 11 for a judgement with some context. Award 12 marks for a detailed judgement which uses context.</p> <p>NB the question does not ask whether or not the business should obey the law, nor does it ask the benefits of obeying the law, it asks for an evaluation of consequences of failing to comply.</p> <p>NB <i>Playwright</i> does not pay any wages. Fabia is salaried and the volunteers are unpaid.</p> <p>For context look for words such as: performance, shows, tickets, rehearsals, volunteers, young people, children, youth, costumes, crowd-funding, bank loan, theatre etc.</p>

SECTION C				
Question		Answer	Marks	Guidance
32	(a)	<p>Responses include:</p> <ul style="list-style-type: none"> • avoid conflict • promote trust • good working environment • better reputation • more customers • more sales • more profit • good publicity • goodwill • increased stakeholder loyalty • motivation • attract volunteers • attract local youth • attract funding • meet non-financial objectives. <p>Exemplar response:</p> <p>By meeting the needs of its stakeholders <i>Playwright</i> is likely to gain a good publicity which may attract additional volunteers (CONT) (2).</p> <p>More young (CONT) people may get involved, improving the quality of <i>Playwright</i>'s performances (2).</p> <p>By meeting the needs of its stakeholders <i>Playwright</i> is likely to gain a good reputation which may attract additional funding (1).</p> <p>A better working environment (1).</p>	2	<p>Award two marks for a contextual answer (please annotate CONT and double tick (✓✓))</p> <p>Award one mark for a non-contextual answer (please annotate with a single tick (✓)).</p> <p>Do not award vague answers e.g. more successful, more satisfied, run smoother, etc.</p> <p>For context look for words such as: performance, shows, tickets, rehearsals, volunteers, young people, youth, costumes, crowd-funding, bank loan, theatre, CIC, costumes, fabrics, props, etc.</p>

SECTION C			
Question	Answer	Marks	Guidance
32 (b)	<p>Use level of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • reduce energy usage • turn off appliances when not in use e.g. oven, stage lighting • reduce heating to a minimum • turn off lights • use energy efficient light bulbs • use a green energy supplier • use renewable/solar energy/switch from fossil fuels • reduce carbon emissions • use grey water • use less paper e.g. use improvisation instead of scripts • minimise the need to print e.g. digital tickets • print on both sides e.g. programmes, flyers • use email and text message where possible • print in black and white where possible • recycle printer cartridges • use recycled printer ink • buy refillable printer cartridges • use recycled paper and stationery supplies • use recycled packaging materials • switch from paper-based to electronic advertising • sponsor a tree planting scheme • avoid sending goods to landfill • reduce air/food miles e.g. refreshments 	12	<p>Levels of response</p> <p>Level 4 (10 – 12 marks) Candidate evaluates how best to run <i>Playwright</i> in an environmentally friendly manner.</p> <p>Level 3 (7 – 9 marks) Candidate analyses ways of running <i>Playwright</i> in an environmentally friendly manner.</p> <p>Level 2 (4 – 6 marks) Candidate explains ways of running <i>Playwright</i> in an environmentally friendly manner.</p> <p>Level 1 (1 – 3 marks) Candidate identifies ways of running <i>Playwright</i> in an environmentally friendly manner.</p> <p>L1 for a way to run <i>Playwright</i> in an environmentally friendly method. Accept all reasonable suggestions. One L1 per method.</p> <p>L2 for an explanation of how method is environmentally friendly. Max one L2 per L1 point.</p> <p>L3 the impact on the business of an L1 method (other than making it enviro-friendly) e.g. lowers cost, improves reputation etc NB L3 analysis must always be business-facing. NB impacts can be positive or negative. Max one L3 per L1 point but credit quality if multiple analyses.</p> <p>L4 evaluation - overall judgement of how to run <i>Playwright</i> in an environmentally friendly manner</p>

SECTION C			
Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> recycle waste e.g. have a recycle bin in workshop for scraps of timber and textiles when making scenery and costumes have a bottle/can bank for local residents to use have a recycle bin for waste from refreshment sales e.g. for bottles and cans avoid littering organise a litter pick reduce waste e.g. from drama workshops reuse resources e.g. old props reuse scenery reuse costumes switch to a lower carbon footprint supplier buy costumes from charity shops adapt old costumes/scenery rather than making new ones try and mend broken equipment e.g. sewing machine. <p>Exemplar response:</p> <p>Fabia could insist that <i>Playwright</i> reuses and adapts scenery from previous shows (L1), rather than buying new materials for scenery when not strictly necessary (L2). Not only would this be environmentally friendly, it would also lower the organisation's operating costs (L3).</p> <p><i>Playwright</i> could also reduce the number of items it sends to landfill (L1). At the very least the old props could be given to a charity shop or be sent for recycling (L2). This would enhance <i>Playwright's</i> reputation as an organisation with a social conscience (L3).</p>		<p>Award 10 marks for a generic judgement with no context. Award 11 for a judgement with some context. Award 12 marks for a detailed judgement which uses context.</p> <p>NB The question asks for ways to run <i>Playwrights</i> in an environmentally friendly manner. Do not award 'they could donate money to an environmental charity'.</p> <p>Do not award arguments relating to <i>Playwright's</i> promoting environmentally friendly behaviour e.g. do not award shows/plays about being eco-friendly/teach the importance of being eco-friendly.</p> <p>NB Do not award L3 for stating that the method will make better use of the world's resources/care for the environment/reduce carbon footprint as this is the question. Instead award L3 for benefits/drawback of specific methods to the business (beyond being environmentally friendly) e.g. increases retained profits, enhances reputation, improves ethical profile, may gain positive publicity, may secure additional funding, saves money, reduces costs, reduces need to buy props etc.</p>

SECTION C				
Question		Answer	Marks	Guidance
		Both of these suggestions would work. However, I recommend that reusing or adapting scenery from show to show would be the most effective because <i>Playwright's</i> statement of financial position shows that it has limited funds (CONT) and this method will reduce spending, increasing the amount of retained profits which will be reinvested into the youth theatre (L4) .		

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