# Scheme of work for A Level Business (H431)

Introduction

This scheme of work offers an example of how the A Level Business course could be structured if it is to be co-taught with the AS content in year 1. It assumes the course will be taught by one teacher with 28 weeks of teaching time plus revision before the AS exams and a further 35 teaching time plus revision before the A Level exams. It is designed as a guide only. The order of topics can be changed to suit the preferences of the centre. For two teachers further guidance is given in the A Level and AS Level Business [Co-teaching Guide](http://www.ocr.org.uk/Images/233606-as-a-level-business-co-teaching-guide.pdf). Additional resources are available from the OCR Business page within the ‘Teaching and learning resources’ <http://www.ocr.org.uk/qualifications/as-a-level-gce-business-h031-h431-from-2015/>

Further information on the specification requirements for each year of the A Level Business can be found in the [Specification Mapping Guide](http://www.ocr.org.uk/Images/234453-specification-mapping-guide.pdf) and the [A Level Business specification](http://www.ocr.org.uk/Images/170837-specification-accredited-a-level-gce-business-h431.pdf).

Textbook references are to ‘OCR Business for A Level’ by Mottershead, Kelt & Grant published by Hodder Education ISBN 9781471836152.

# Year 1

| **Area of study** | **Content** | **Guidance & resources** | **Time in weeks** |
| --- | --- | --- | --- |
| Introduction to business | EnterpriseBusiness sectorsTypes of business | Suggested activities and resources along with guidance for delivering the topics can be found in the introduction to business [delivery guide](http://www.ocr.org.uk/Images/208145-introduction-to-business-delivery-guide.pdf)**Other resources include**:* AS/A Level Business – Introduction to Business – [check in test](http://www.ocr.org.uk/Images/281556-as-a-level-business-introduction-to-business-check-in-test.docx)
* Young entrepreneurs [article](http://startups.co.uk/how-they-started/) (Start ups)
* Young entrepreneurs [article](http://www.londonlovesbusiness.com/entrepreneurs/young-entrepreneurs/) (LondonLovesBusiness)
* Company archive [video](https://www.youtube.com/watch?v=R0OdFJ5tGO8) (Marks and Spencer)
* Example of an entrepreneur in the snack food industry [article](http://www.bbc.co.uk/news/business-40199167) (BBC)
* Business structure [video](https://www.youtube.com/watch?v=Yx_-oCw5BRY) (YouTube – Wisteria.co.uk).

**OCR Business for A Level chapters**: 1, 2 & 4. | 1 & 2 |
| Human resource management within a business environmentThe workforceManagement | OrganisationRecruitment, selection and trainingWorkforce performance and appraisalRedundancy and dismissalFunctions of managementLeadershipMotivationEmployer/employee relations | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the human resources management [delivery guide](http://www.ocr.org.uk/Images/208550-human-resources-management-delivery-guide.pdf)**Other resources include:*** AS Business – Human Resources Management – [check in test](http://www.ocr.org.uk/Images/281590-as-level-business-human-resources-management-check-in-test.docx)
* Centre Parcs careers [company website](http://www.centerparcscareers.co.uk/)
* Working at McDonald’s [article](http://www.bbc.co.uk/news/magazine-32283560) (BBC)
* Non-monetary methods of motivation [article](http://www.careerexperts.co.uk/management-leadership/7-ways-managers-motivate-demotivate-employees) (Career Experts)
* Leadership problems at Tesco [video](http://www.bbc.co.uk/news/av/business-30886636/sir-terry-leahy-tesco-saw-a-failure-in-leadership) and [article](http://www.bbc.co.uk/news/business-30886632) (BBC)
* Factsheet and survey reports on a range of HRM topics [website](https://www.cipd.co.uk/knowledge?page=1&sortby=0&topicgroup=0) (CIPM).

 **OCR Business for A Level chapters**: 41, 44 to 49. | 3 to 7 |
| Marketing within a business environmentCustomer needsThe marketing strategy | Marketing resourcesIdentifying customer needsAnticipating customer needsThe marketing mix; product, price, place and promotion | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the marketing [delivery guide](http://www.ocr.org.uk/Images/183312-marketing-delivery-guide.pdf).**Other resources include**:* AS Business – Marketing – [check in test](http://www.ocr.org.uk/Images/287583-as-level-business-marketing-check-in-test.docx)
* Market share in the grocery market [article](https://www.theguardian.com/business/2017/may/31/aldi-lidl-sales-growth-uk-market-share-supermarket-raise-prices) (The Guardian)
* Anticipating consumer demand for vegetarian food [article](https://www.theguardian.com/lifeandstyle/2017/may/27/more-tofu-supermarkets-flesh-out-their-vegan-credentials-as-clean-eating-grows) (The Guardian)
* Nando’s How did it become a cult hit [article](http://www.telegraph.co.uk/foodanddrink/restaurants/11359977/Nandos-how-did-it-become-such-a-cult-hit.html) (The Telegraph)
* Spotify adds non-music content to its app [article](http://www.bbc.co.uk/news/technology-32815605) (BBC)
* Gadgets that failed [article](http://www.independent.co.uk/life-style/gadgets-and-tech/features/well-it-seemed-like-a-good-idea-at-the-time-10-worst-gadgets-of-recent-times-8547062.html) (The Independent)
* Lego Brand [article](http://www.campaignlive.co.uk/article/stumbling-blocks-lego-almost-failed-build-brand/1344522?src_site=marketingmagazine) (Marketing magazine)
* New Snickers and Hazelnut bar [article](http://www.talkingretail.com/products-news/confectionery/mars-unveils-snickers-hazelnut-bar-18-05-2015/) (Talking retail)
* Hotel Chocolat Story [company website](http://www.hotelchocolat.com/uk/about.html)
* Aero chocolate bar [article](https://www.conveniencestore.co.uk/products/aero-set-to-unveil-new-chocolate-mousse-bar/518194.article) (Convenience Store)
* Protecting a brand [article](http://news.sky.com/story/kellogg-takes-australian-tennis-star-kokkinakis-to-court-over-special-k-trademark-10908233) (Sky News)
* Using social media in promotion [article](https://www.entrepreneur.com/article/283979) (Entrepreneur)
* Advertising Standards Authority educational resources [website](https://www.asa.org.uk/advice-and-resources/resource-library/school-resources.html).

**OCR Business for A Level chapters**: 50 to 57. | 8 to 12 |
| Accounting and finance within a business environmentManagement accountingFinancial accounting | Sources of financeCosts, revenue and profitBreak-even analysisInvestment appraisalBudgets and variancesCash-flow and working capitalIncome statements and statement of financial positionRatio analysis | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the accounting [delivery guide](http://www.ocr.org.uk/Images/254428-accounting-and-finance-delivery-guide.pdf). Advice on the format of accounting statements and ratios can be found in the [guide to the financial accounting area of study](http://www.ocr.org.uk/Images/295409-a-guide-to-the-financial-accounting-area-of-study-teacher-guide.pdf)**Other resources include**:* AS Business – Accounting – [check in test](http://www.ocr.org.uk/Images/281582-as-level-business-accounting-check-in-test.docx)
* Cash flow activities are available from the OCR Business page within the ‘Teaching and learning resources’:

<http://www.ocr.org.uk/qualifications/as-a-level-gce-business-h031-h431-from-2015/>* Investment appraisal PowerPoint and activities are available from the OCR Business page in the ‘Teaching and learning resources’:

<http://www.ocr.org.uk/qualifications/as-a-level-gce-business-h031-h431-from-2015/>* Finance tips for new Business [website](http://www.barclays.co.uk/business-banking/business-insight/) (Barclays)
* Further finance resources can be used from the [OCR Cambridge Technical Business Level 3](http://www.ocr.org.uk/qualifications/vocational-education-and-skills/cambridge-technicals-business-level-3-certificate-extended-certificate-foundation-diploma-diploma-05834-05837-2016-suite/) in the ‘Teaching and learning resources’ e.g. <http://www.ocr.org.uk/Images/126209-unit-04-layout-of-a-balance-sheet-teacher-instructions.pdf>

<http://www.ocr.org.uk/qualifications/cambridge-technicals-business-level-3-certificate-diploma-subsidary-diploma-extended-diploma-05327-05329-05332-05335-05338/>* Variance Analysis and other accounting [videos](https://www.youtube.com/watch?v=NFu2iqmCnX4) (YouTube James Slocombe).

**OCR Business for A Level chapters**: 24, 26 – 34, 36, 39. | 13 to 17 |
| Production processProductive efficiencyProductive quality | Methods of productionServicesAdded value; productivity; economies and diseconomies of scale; capacity utilisation and managementStock controlLean productionInternal and external quality standards | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the production delivery guide:<http://www.ocr.org.uk/Images/232563-business-production-delivery-guide.pdf>**Other resources include**:* AS Business – Business operations – [check in test](http://www.ocr.org.uk/Images/281592-as-level-business-business-operations-check-in-test.docx)
* Using apps to improve customer service at Wetherspoons [article](http://www.independent.co.uk/life-style/gadgets-and-tech/features/wetherspoon-order-and-pay-pub-iphone-android-automation-a7623591.html) (The Independent)
* UK manufacturing facts [article](http://www.telegraph.co.uk/finance/newsbysector/industry/11179657/Four-things-you-dont-know-about-UK-manufacturing.html) (The Telegraph)
* John Lewis [video](http://www.bbc.co.uk/programmes/p010v488) (BBC)
* Car manufacturing [article](https://www.themanufacturer.com/articles/how-mg-motor-is-getting-back-in-the-uk-auto-game/) (The manufacturer)
* 6 steps to manufacturing efficiency [article](https://www.themanufacturer.com/articles/6-steps-manufacturing-efficiency-2015/) (The manufacturer).

**OCR Business for A Level chapters**: 60, 62, 64, 66 to 68, 70. | 18 to 21 |
| External Influences | Demand and supplyThe market, market structure, market size, share and growthCompetitionMarket dominancePhysical and non-physical marketsGlobal contextPolitical, economic, social, technological, ethical, legal and environmental factors | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the external influences [delivery guide](http://www.ocr.org.uk/Images/183343-external-influences-delivery-guide.pdf).**Other resources include**:* AS Business – External influences – [check in test](http://www.ocr.org.uk/Images/331203-as-level-business-external-influences-check-in-test.docx)
* Sole Rebel [video](https://www.youtube.com/watch?v=9DvJLtjwAUk) and [website](https://www.solerebels.com/pages/about-us) (YouTube BBC)
* Understanding business organisations [video](http://www.bbc.co.uk/education/topics/z4mngk7/resources/1) (BBC Bitesize)
* The latest UK mergers [website](https://www.theguardian.com/business/mergers-and-acquisitions) (The Guardian)
* Market dominance of Google and Amazon [article](http://www.bbc.co.uk/news/business-39875417) (BBC)
* Technology for the older generation [article](http://www.bbc.co.uk/news/technology-32511489) (BBC) <http://www.bbc.co.uk/news/technology-32511489>
* Ethical profile at Marks and Spencer [article](https://www.theguardian.com/business/2017/jun/01/ms-targets-food-waste-and-social-change-in-sustainability-plan) (Guardian).

**OCR Business for A Level chapters**: 13 to 21. | 22 to 25 |
| Business objectives and strategy | Business objectives and stakeholdersBusiness plansRisk and uncertaintyMeasures of performance: financial and non-financialDecision making | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the Objectives & strategy [delivery guide](http://www.ocr.org.uk/Images/249899-objectives-and-strategy-delivery-guide.pdf). **Other resources include**:* AS Business – Objectives & strategy – [check in test](http://www.ocr.org.uk/Images/289138-as-level-business-objectives-and-strategy-check-in-test.docx)
* Changes at Aston Martin [article](http://www.bbc.co.uk/news/business-31727799) (BBC)
* Big Hospitality – [Business profiles](http://www.bighospitality.co.uk/Interviews/Business-Profile)
* Sports Direct decision making [article](http://www.bbc.co.uk/news/business-32144206) (BBC).

**OCR Business for A Level chapters**: 5 to 9. | 26 to 28 |
| Revision and AS exams |

# Year 2

|  |  |  |  |
| --- | --- | --- | --- |
| **Area of study** | **Content** | **Guidance and resources** | **Time in weeks** |
| Change | Causes and effect of changeManaging change | Suggested activities and resources along with guidance for delivering the topics can be found in the ‘External influences and change 2’ [delivery guide.](http://www.ocr.org.uk/Images/249901-external-influences-2-delivery-guide.pdf)**Other resources include:*** Short explanations of [Lewin’s change management model](https://www.mindtools.com/pages/article/newPPM_94.htm) and [Kotter’s 8 step change model](https://www.mindtools.com/pages/article/newPPM_82.htm).
* Changing the Coca-Cola formula [article](http://www.coca-colacompany.com/stories/coke-lore-new-coke)
* Changing from loyalty cards to apps at John Lewis [article](http://www.campaignlive.co.uk/article/retailers-turn-focus-loyalty-schemes-digital-age/1399881).

**OCR Business for A Level chapter:** 22. | 1 and 2 |
| Human resource management within a business environmentThe workforceManagement | HRM objectivesOrganisational cultureCommunicationWorkforce planningTraining (training needs analysis)Appraisal and workforce performance (including evaluation of appraisal and measures of workforce performance)Redundancy and dismissal(grievance and tribunals)Motivation(goal setting and excellence theory)External influences on human resource managementThe human resources strategy | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the Human resources 2 [delivery guide.](http://www.ocr.org.uk/Images/231718-human-resources-management-2-delivery-guide.pdf)**Other resources include:*** A Level Business –human resources management – [check in test](http://www.ocr.org.uk/Images/281591-a-level-business-human-resources-management-check-in-test.docx)
* Factsheets and survey reports on a range of HRM topics from the [CIPM website](https://www.cipd.co.uk/knowledge?page=1&sortby=0&topicgroup=0)
* Organisational culture [article](https://www.virgin.com/entrepreneur/using-storytelling-create-culture-and-spark-creativity) (Virgin)
* Organisational culture at Pret A Manger [article](https://www.theguardian.com/small-business-network/2015/apr/14/pret-a-manger-happy-coffee-chain) (The Guardian)
* Example of employment tribunal at Asda [article](https://www.retailgazette.co.uk/blog/2016/06/asda-workers-equal-pay-tribunal-to-go-ahead-after-failed-attempt-to-block-it/) (Retail Gazette)
* Communicating via work emails and the potential impact on employees [article](http://www.bbc.co.uk/news/magazine-36249647) (BBC).

**OCR Business for A Level chapters:** 41 to 45, 47. | 3 to 6 |
| Accounting and finance within a business environmentManagement accountingFinancial accounting | Accounting and finance objectivesAccounting conceptsCosts, revenue and profit(including cost and profit centres, costing methods and the allocation of costs)Break-even analysis(stepped fixed costs, special order decisions)Cash-flow statementsStatement of financial position(depreciation)Ratio analysis(solvency, efficiency & shareholder ratios)External influences on accounting and financeThe finance strategy | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the ‘Accounting and finance 2’ [delivery guide](http://www.ocr.org.uk/Images/254431-accounting-and-finance-2-delivery-guide.pdf). **Other resources include:*** A Level Business – Accounting – [check in test](http://www.ocr.org.uk/Images/281584-a-level-business-accounting-check-in-test.docx)
* A guide to the financial accounting [area of study](http://www.ocr.org.uk/Images/295409-a-guide-to-the-financial-accounting-area-of-study-teacher-guide.pdf)
* Accounting and finance objectives are highlighted in company annual reports e.g. [Next plc.](http://www.nextplc.co.uk/~/media/Files/N/Next-PLC-V2/documents/2017/Copy%20of%20WEBSITE%20FINAL%20PDF.pdf)
* Further finance resources can be used from the OCR Cambridge Technical Business Level 3 [qualification page](http://www.ocr.org.uk/qualifications/cambridge-technicals-business-level-3-certificate-diploma-subsidary-diploma-extended-diploma-05327-05329-05332-05335-05338/) in the ‘Teaching and learning resources’ e.g. [Layout of a balance sheet](http://www.ocr.org.uk/Images/126209-unit-04-layout-of-a-balance-sheet-teacher-instructions.pdf)
* Example of special order decision [explanation](http://www.dummies.com/business/accounting/special-orders-in-cost-accounting/) (Dummies.com)

**OCR Business for A Level chapters:** 23, 25,26, 27, 31, 35, 37, 38 | 7 to 11 |
| Marketing within a business environmentCustomer needsThe marketing strategy | Marketing objectivesIdentifying customer needs(normal distribution and standard deviation)Anticipating customer needs (including marketing models and evaluation of buyer behaviour)The product life cycle (extension strategy)The marketing mix; product, price, place and promotion(including evaluation of product, promotion, price and place ‘mix’, brands, income and cross elasticity and advertising elasticity)Service marketingExternal influences on marketingThe marketing strategy | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the Marketing 2 [delivery guide](http://www.ocr.org.uk/Images/250344-marketing-2-delivery-guide.pdf).**Other resources include:*** A Level Business – Marketing – [check in test](http://www.ocr.org.uk/Images/287585-a-level-business-marketing-check-in-test.docx)
* Advertising Standards Authority [educational resources](https://www.asa.org.uk/advice-and-resources/resource-library/school-resources.html)
* Marketing strategy for museums [article](https://www.theguardian.com/culture-professionals-network/2016/mar/07/bring-foreign-tourists-museums-marketing-strategy#img-1) (The Guardian)
* Marketing use of buyer behaviour data [article](http://www.business2community.com/marketing/marketers-can-achieve-better-outcomes-consumer-intent-behavioral-targeting-01635911#HgjjqS6dzVorf2OA.97) (B2C)

**OCR Business for A Level chapters:** 50, 52 to 58 | 12 to 16 |
| Operations management within a businessProduction processProductive efficiencyProductive quality | Operations management objectivesInnovation, research and developmentProject managementCapacity utilisation and management (including recommending improvements in capacity and capacity management)TechnologyServices(including evaluation of services in UK and ways to improve customer service)Location and logisticsExternal influences on operations managementThe operations strategy | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the Production 2 [delivery guide](http://www.ocr.org.uk/Images/249902-production-2-delivery-guide.pdf). **Other resources include:** * A Level Business –Business operations– [check in test](http://www.ocr.org.uk/Images/281593-business-operations-a-level-checkpoint-task.docx.docx)
* Innovation in snack food [article](https://www.theguardian.com/business/2016/apr/17/innovators-turn-waste-food-tasty-snack-snact-fruit-veg#img-1) (The Guardian)
* Driverless cars road trials [article](http://www.bbc.co.uk/news/technology-40352887) (BBC)
* Process innovation at Amazon [video](http://www.bbc.co.uk/news/av/business-37114318/meet-the-robots-in-amazon-s-uk-warehouses) (BBC)
* Technology at Pizza Hut [article](http://www.campaignlive.co.uk/article/mastercard-payment-scheme-pizza-hut-proves-pepper-robot-worth-its-salt/1396269?utm_content=buffer02617&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer)
* Article on logistics and marketing at DHL [article](https://www.packagingnews.co.uk/features/profile-dhl-delivering-the-goods-10-06-2016) (Campaign)

**OCR Business for A Level chapters:** 59, 61, 63, 66, 69 | 17 to 21 |
| External Influences | Market forcesCompetition (evaluation of the impact of competition)Global context (including global strategy, responses of business and role of multinationals in globalisation)International trade and free trade(including factors affecting international trade, financial and non-financial support, free trade, trading blocs)The European UnionEmerging markets and the global environmentPolitical, economic, technological, ethical, legal and environmental factorsThe digital revolutionExternal factors and influences | Suggested activities and resources along with guidance for delivering the topics can be found in the External influences and change 2 [delivery guide.](http://www.ocr.org.uk/Images/249901-external-influences-2-delivery-guide.pdf)**Other resources include:*** A Level Business – External influences – [check in test](http://www.ocr.org.uk/Images/289137-a-level-business-external-influences-check-in-test.docx)
* Consequences of not complying with legislation [article](http://www.bbc.co.uk/news/entertainment-arts-36376947?ocid=socialflow_twitter) (BBC)
* Environmental pressure to improve packaging [article](http://news.sky.com/story/greenpeace-urges-coca-cola-to-ditch-throwaway-plastic-10832394) (Sky News)
* Barriers to becoming a global business [report](http://www.britishchambers.org.uk/2014%20Int%20trade%20survey_Market%20opps%20and%20barriers%20report.pdf) (Business Chambers of Commerce)
* Pokémon Go’s influence on customer choice of telecom providers [article](http://uk.reuters.com/article/us-nintendo-pokemon-asia-idUKKCN10U0L4) (Reuters)

**OCR Business for A Level chapters:** 14 to 21 | 22 to 27 |
| Introduction to business | Enterprise (availability of factors of production)Franchises and franchiseesExternal growth | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the Introduction to business 2 [delivery guide](http://www.ocr.org.uk/Images/212411-introduction-to-business-2-delivery-guide.pdf). **Other resources include:*** AS/A Level Business – Introduction to business – [check in test](http://www.ocr.org.uk/Images/281556-as-a-level-business-introduction-to-business-check-in-test.docx)
* McDonalds franchising in China [article](http://www.bbc.co.uk/news/business-36603779) (BBC)
* Franchising promotion for Millie’s Cookies [company information](https://www.milliescookies.com/franchise-opportunities/)
* Nintendo planning a strategic alliance [article](http://news.sky.com/story/mario-time-nintendo-plans-move-into-movies-10284298) (Sky)

**OCR Business for A Level chapters:** 1, 3, 4 | 28 to 29 |
| Business objectives and strategy | Mission statementsCorporate social responsibilityStrategy and implementationBusiness plans (Plan-Do-Review cycle and strategic reviews)Opportunity costContingency planning and crisis managementModels of strategic choiceMeasures of performance: financial and non-financial(including evaluation of financial and non-financial measures)ForecastingDecision making Decision treesAnsoff’s matrixConflicts in business decision-making | Suggested activities and resources along with detailed guidance for delivering the topics can be found in the ‘Objectives & strategy 2’ [delivery guide](http://www.ocr.org.uk/Images/249900-objectives-and-strategy-2-delivery-guide.pdf). **Other resources include:*** A Level Business – Objectives and strategy – [check in test](http://www.ocr.org.uk/Images/289139-a-level-business-objectives-and-strategy-check-in-test.doc)
* Corporate social responsibility topic exploration [teacher pack](http://www.ocr.org.uk/Images/169741-topic-exploration-corporate-social-responsibility-teacher-pack-.pdf) and [learner activity](http://www.ocr.org.uk/Images/169742-topic-exploration-corporate-social-responsibility-activity.docx)
* Examples of mission statements [article](http://www.unum.co.uk/hr/the-24-most-inspirational-company-mission-statements) (UNUM)
* Tesco’s changing objectives and strategy [IG article](https://www.ig.com/uk/shares-news/2016/06/21/tesco-shows-up-its-diminished-ambitions-32948) and [company website](https://www.tescoplc.com/tesco-and-society/our-approach/our-strategy/)

**OCR Business for A Level chapters:** 6 to12 | 30 to 35 |
| Revision and A Level exams |

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