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**APPLIED INFORMATION AND
COMMUNICATION TECHNOLOGY**

How Organisations Use ICT

CASE STUDY

INSTRUCTIONS FOR CANDIDATES

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To be opened on receipt

SUITABLE FOR VISUALLY IMPAIRED CANDIDATES

INFORMATION FOR CANDIDATES

- **This document consists of pre-release tasks**
- **A separate Case Study**
- **A separate Data Booklet (Fig. 1, Fig. 2, Fig. 3, Fig. 4, Appendix 1, Appendix 2)**

SANDWICHESPLUS CASE STUDY

INTRODUCTION

SandwichesPlus is a small independent company that owns a chain of sandwich bars. The company also provides catering for private events from a central kitchen which is in the same building as the company's head office.

SERVICES SUPPLIED

SandwichesPlus sandwich bars offer a wide range of sandwiches, drinks and other food for sale, both to eat-in and take-away. The sandwiches are made to order from a range of breads and fillings in the kitchen of each sandwich bar. Each sandwich bar also offers a delivery service for local businesses.

The company can cater for many different types of events, from small dinner parties to large wedding receptions. Both buffet style and full service sit-down meals can be provided. The company offers a range of 'set' menus, but can also meet clients' specific food requirements. The company uses an external agency to supply waiting and washing up staff for these events.

STAFFING AND JOB FUNCTIONS (SEE APPENDIX 1)

As the company is small, it has a fairly flat organisational structure with the owner taking responsibility for most departments and job functions. Each department has a manager who reports directly to the owner of the company.

MARKETING FUNCTION

The marketing department is responsible for advertising the company's services. To promote the catering services, the department places advertisements in the local press and in specialist magazines such as bridal magazines. The department also runs stands at wedding fayres as well as producing advertising flyers for distribution at such fayres and through a number of outlets, such as leisure centres.

As one way of advertising the sandwich bars, all paper bags, carrier bags and serviettes are printed with the company logo and the location of all the sandwich bars. These paper products are ordered centrally by the marketing manager who negotiates a contract with the supplier annually. The marketing department also organises door-to-door leaflet drops in the local area of each sandwich bar to advertise special promotions and encourage people to visit their local sandwich bar.

FINANCE FUNCTION

This department must arrange payment of staff wages and of invoices for goods purchased and agency staff used. The department keeps records of all financial transactions on the head office server. This includes the income from sales for each sandwich bar and from catering bookings as well as all payments made. The department uses these records to produce monthly and annual accounts for shareholders and HM Revenue and Customs. They must also generate VAT (Value Added Tax) returns once a quarter. This is a fairly complex process as, being food items, not all goods sold are subject to VAT. The finance department must arrange for the VAT due to be paid.

HR FUNCTION

As well as recruitment the HR department is responsible for staff training. As many of the staff employed by SandwichesPlus handle food, it is vital that these staff receive initial training in food hygiene and that this training is regularly updated. It is the HR department's responsibility to ensure this training takes place. The HR department keeps records of training courses attended by members of staff and any qualifications they obtain. These records are monitored to identify when training needs to be updated. The department arranges for staff to attend any necessary training.

Another important responsibility is ensuring all staff are paid the correct wages. Most staff in the sandwich bars are paid weekly for the number of hours they work. The HR department maintains personnel records on a database. These include the hourly rate where applicable. Each week, the HR department receives details of the hours worked by each member of the sandwich bar staff. These hours are entered so that the wages can be calculated. Wage details are then passed to finance for payment.

CATERING FUNCTION

The catering manager meets with clients, organises catering for events and oversees the work of the chef and the kitchen staff who prepare and cook the food. The catering assistant carries out administration functions such as keeping the catering manager's diary, preparing and sending out quotations and invoices to clients, and dealing with orders and other correspondence received.

SANDWICH BARS

Each sandwich bar has a manager who has overall responsibility for the running of the sandwich bar. There are three main job functions within each sandwich bar. These are sales, food preparation and administration. The sales function is performed by waiting staff, counter staff and a cashier. Food preparation is carried out by sandwich makers in the kitchen of the sandwich bar.

Waiting staff take orders from eat-in customers, serve food to the customers and clear tables. Counter staff take orders from take-away customers and keep the counter display stocked with drinks and food items. The cashier records and processes the orders and takes payments from customers.

The administration assistant is responsible for most office procedures within the sandwich bar including checking invoices against goods received before passing these to head office for payment and recording the hours worked by each member of staff. At the end of each week the administration assistant emails financial details and staff hours to head office.

ICT SYSTEMS IN THE HEAD OFFICE

The head office has a number of workstations linked in a local area network (LAN) with a single server. There is a workstation on each staff member's desk, including that of the chef in the kitchen. There is a networked mono laser printer in each department. In the marketing department there is also a networked colour laser printer for printing publicity material. The catering manager uses this printer for printing menus and other documents requiring colour. A router provides broadband connection to the internet that can be used from all workstations.

All data is stored on the server and can be accessed from any workstation but only by staff who are authorised to do so. For example, only the finance manager and the accounts clerk can access accounts data. Word processing, spreadsheet and database management software are stored on the server and can be accessed from all workstations.

ICT SYSTEMS IN SANDWICH BARS

In each sandwich bar there are three computers, two in the office and one next to the service counter. A wireless router connects all three computers in a LAN and provides broadband internet access. The office computers are used by the manager and the administration assistant and have general office software installed on them. The administration assistant's computer has a laser printer attached to it that can be used from both office computers. The computer next to the service counter is used by the cashier. This computer has a specially designed spreadsheet package installed on it. The spreadsheet holds details and prices of all breads, fillings, drinks and other food items sold. A small thermal printer is attached to this computer for printing customer receipts.

PROCEDURES FOR TAKE-AWAY

When a customer has decided which bread and filling(s) they require for their sandwiches, a member of the counter staff takes their order by writing it on a 2 part carbonised order pad (Fig. 1). One copy is handed to the customer and the other is passed through a hatch to one of the sandwich makers in the kitchen.

The customer selects any other food such as fruit or cakes from the counter display and takes these and any drinks to the cashier. The customer also hands the cashier their copy of the sandwich order. The cashier enters the type of bread, filling(s) and other items to be purchased by selecting them from separate drop-down lists on the spreadsheet. If there is more than one of any item, the cashier must enter the quantity using the keyboard. When all items have been entered, the cashier clicks on a button on the screen to display the order. The spreadsheet calculates the total cost of the order. First, a lookup table is used to find the price of each item. Each sandwich price is calculated by adding the price of the bread and filling(s). The sandwich or item price is multiplied by the quantity and these values are added to give the total cost of the order. The cashier keys in the amount of money tendered by the customer and the spreadsheet calculates any change due. The cashier then clicks on another button to print a receipt (Fig. 2).

The details of the sale are then automatically transferred to a summary sheet, the receipt form is cleared and the original screen is displayed.

The cashier hands the customer the printed receipt. The customer takes the receipt to a second hatch to collect their sandwiches. A sandwich maker checks the details on the receipt before handing over the sandwiches.

EAT-IN

Customers' orders are taken by one of the waiting staff who writes the table number as well as all the items required on a 2-part carbonised order pad. One copy is left with the customer and the other passed to the kitchen where the order is made up. When the order is ready it is taken to the customer by a member of the waiting staff. When the customer has finished eating, they take their copy of the order to the cashier who enters the details as for take-away.

DELIVERY

Businesses requiring sandwiches to be delivered must first set up an account with SandwichesPlus. This is done by posting or faxing the company's details to the finance manager at the SandwichesPlus head office. If the account is approved, the name and address of the company are emailed to the administration assistant in the sandwich bar nearest to the company's premises. The company can then contact the administration assistant of their local sandwich bar by telephone to place their order. The administration assistant writes this down on a 2-part carbonised order form. The top copy of the order is handed to the cashier who looks up the price of each item. The cashier writes the item prices on the top copy before handing it back to the administration assistant. The other copy is handed to a sandwich maker so that the order can be made up.

The administration assistant enters the order details into a spreadsheet that records the company's account. Once a month, the administration assistant uses the spreadsheet to create an invoice that is posted to the company. A copy of the invoice is emailed to the finance manager.

ORDERING

At the end of each day the manager of the sandwich bar accesses the summary sheet on the cashier's computer. The manager uses the data from the summary sheets to find out what has been sold each day. The counter staff and sandwich makers provide information on the quantities of non-perishable food items in stock and on any ingredients that are being used faster than expected. The manager uses all this information, plus knowledge of external factors such as weather, public holidays or particular local events to decide what to order and in what quantities. As well as local knowledge, the manager uses websites, local and national newspapers and the local council to find out this information.

All food orders are placed weekly by the manager. Most items are ordered from a wholesale grocer by fax. Perishable items are delivered daily but non-perishable items are delivered once a week. Bread and cakes are ordered from a wholesale baker by telephone. These are delivered on a daily basis. Each of these suppliers posts a weekly invoice to the manager.

PROCEDURES FOR CATERING BOOKINGS

Each client telephones the catering assistant to arrange a meeting with the catering manager. This meeting takes place at the client's premises. The catering assistant can access the catering manager's electronic diary via the LAN to locate a suitable date and time, and to enter details of the meeting, including the client's contact details and the nature, location, date and time of the event.

The catering manager picks up details of client meetings from the electronic diary. The catering manager maintains a folder that includes details of the standard menus available for different types of events. The folder contains guides to prices for different types of event, but these will vary depending on the client's actual requirements.

At the meeting the catering manager shows the client the contents of the folder and finds out from the client their exact requirements. The catering manager writes down these requirements. On returning to head office, the catering manager enters the details into a database (Figs. 3 and 4) which contains the details and costs of all standard menus provided.

The manager keys in the client's details and the details of the event, such as where it will take place, the date and time and the number of guests. Radio buttons allow the manager to select whether a buffet or sit-down meal is required.

Each standard menu required is selected using a drop-down list and the quantity is keyed in. The unit price of each menu is looked up and displayed. The unit price is multiplied by the quantity to give the total price for each menu. The number of waiting and washing-up staff is calculated by the system based on the number of guests and whether the meal is to be buffet or sit-down. The price for these staff is calculated by multiplying the number by an hourly rate and the number of hours they will be needed. The number of each type of staff and the associated price is displayed. The catering manager must work out the price of any special requirements the customer has and enters the details and price using the keyboard. All prices are added to give a sub-total before VAT is calculated and added to give the total price.

The database is used to create a quotation for the client giving the exact cost of the catering services they require (see Appendix 2). The quotation is emailed to the catering assistant who prints it out and posts it to the client. If the quotation is acceptable, the client confirms the booking by post or fax to the catering assistant. The catering assistant informs the catering manager via email that the booking has been confirmed. The catering manager telephones the agency to book the waiting and washing up staff required for the event. The catering manager also meets with the chef to pass on details of the client's food requirements.

KITCHEN

When an event is about to take place, the chef orders the fresh ingredients required to cater for the event by telephone from local suppliers. The kitchen also maintains a larder of standard ingredients such as flour, sugar and cooking oil.

Once a week, a member of the kitchen staff carries out a stock check of these ingredients. As well as identifying the quantity remaining, the member of staff must check the use-by date on each container. The member of staff writes down the quantity of each ingredient in stock and the quantity where the use-by date is about to expire. The out-of-date items are removed from stock and disposed of.

The chef uses this information to work out the amount of usable stock of each item remaining and compares this with a pre-set re-order level. If the quantity is less than or equal to the re-order level, the chef uses his knowledge of how much of that item is likely to be needed to decide how much needs to be ordered. The chef word processes an order form that lists the ingredients required and the quantities. This is printed and faxed to a wholesaler.



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