

SPECIMEN MARK SCHEME

UNIT 4 - EXPLORING BUSINESS MANAGEMENT FOR THE HAIR AND BEAUTY SECTOR





Level 3 Diploma Principal Learning

Hair and Beauty Studies HAB3U4

Unit 4

**Exploring business management for the hair
and beauty sector**

Specimen Mark Scheme

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Unit 4 Exploring business management for the hair and beauty sector

Level 3

Specimen Mark Scheme

Duration: 2 hours

Assessment Type: A written paper, with some extended answers

Number of marks: 90 marks

Learning outcomes	Assessment criteria	Que s no.	No of marks	Total marks	%
1 Understand the key aspects of business management for the hair and beauty sector	a Summarise the main features of leadership, management and motivational theories	1	8	18	20
	b Summarise the roles and responsibilities of managers in the hair and beauty business	2	6		
	c Evaluate the key range of legal obligations for managers and their impact on business management policies, procedures and systems	3	4		
2 Understand the Management systems, processes and procedures used in the hair and beauty sector	a Analyse the effectiveness of quality assurance systems in the hair and beauty sector	4	4	18	20
	b Explain how quality control processes and procedures in the hair and beauty sector are managed	5	8		
	c Compare the suitability of sector specific management information systems for different tasks and size of business	6	6		
3 Know the relevant personal skills required by managers	a Explain, using business management terminology, the relevant communication and behavioural skills required by a manager in the hair and beauty sector	7	6	9	10
	b Summarise the key ways of leading, developing and maintaining effective teams	8	3		
4 Be able to contribute to the management role in a hair, beauty or related industry	a Evaluate information and other factors to solve a range of day-to-day hair and beauty management tasks efficiently and effectively	10 a-b	14	45	50
	b Implement a strategy for improvements based on informed decisions and recommendations in line with salon policies, procedures and systems	9 a	8		
	c Demonstrate interpersonal skills to support and encourage team members to achieve their personal work objectives	10 c-d	10		
	d Use a range of media to present information and results effectively and accurately	9 b-c	13		
Total			90	90	100

1a) Summarise the main features of Maslow's motivational theory.

Answer

1 mark for each of the motivational needs, maximum of 3 –
physiological, safety, social, esteem, self-actualisation and
1 mark for the summary – based on a hierarchy of needs

(Maximum of 4 marks)

1b) Explain how Maslow's theory can be applied to the management of personnel in a hairdressing salon.

Answer

1-2 marks = explanation of how 1 or 2 needs are applied

3-4 marks = explanation of how 3 or 4 needs are applied

How needs are applied:

Physiological – warm environment, breaks, rest

Safety – routine, order, limits, stability

Social – team members, workgroups, relationships

Esteem – achievements, status in organisation, responsibility, reputation

Self-actualisation – personal growth, fulfilment

(Maximum of 4 marks)

2 Describe **two** responsibilities of a salon manager for human resource management in a busy spa.

Answer

1 mark for each responsibility, up to 2 marks and

2 marks for the description of each responsibility, maximum 4 marks

Direction/delegation – work allocation, giving instructions, support mechanism, recruitment

Controlling – staffing levels, hours to staff, remuneration, value for money/costings, holidays, staff cover

(Maximum of 6 marks)

3 Evaluate how the legal obligations of the national minimum wage impact on business management policies and procedures.

Answer

1 mark for each explanation, up to maximum of 4

Staff must be paid no less than the hourly minimum wage.

National minimum wage is tiered in relation to age.

Apprentices under age 19 will not qualify for the national minimum wage.

Apprentices over age 19 and in the first 12 months of their apprenticeship will not qualify for the national minimum wage.

A legal requirement enforced by hmrc.

(Maximum of 4 marks)

- 4 Explain **two** quality assurance methods that can be used to assess the performance of therapists working in a spa and explain what makes the method effective.

Answer

1 – 2 marks = limited explanation of 1 or 2 methods

3 - 4 marks = good explanation of 2 methods

Methods:

Reviews - regular review of procedures carried out by therapists

Client surveys – formal/informal feedback received from clients, monitored and actioned

Appraisals – formal system carried out at pre-determined intervals during a therapist's contract

Self-assessment – reflection process of own performance may be linked to appraisal

(Maximum of 4 marks)

- 5a) Identify **two** methods used to collect customer feedback.

Answer

1 mark for each method identified, up to two marks

Client postal questionnaire

Client telephone survey

Client written questionnaire carried during visit

Verbal feedback

(Maximum of 2 marks)

- 5b) Evaluate the use of **two** of the methods identified in 5a).

Answer

1-2 marks = basic explanation of 1 or 2 methods

3-4 marks = good explanation of 1 or 2 methods

5-6 marks = comprehensive explanation of 2 methods

Client postal questionnaire – can be anonymous, confidential, carried out in clients' own time, less bias responses due to completing in private, low response rates due to clients needing to return the questionnaire

Client telephone survey – time consuming for staff carrying out survey, client may give biased views if carried out by the salon, more expensive than paper-based surveys, difficult to analyse

Client written questionnaire carried during visit – quick easy to use, high rate of responses, could be bias responses due to being in salon at the time, can be analysed and actioned at a later date

Verbal feedback – need to be recorded by staff, instant feedback, client can get instant response for current issues, can reduce client not returning to salon

(Maximum of 6 marks)

- 6 Compare the advantages and disadvantages of using manual versus IT based systems for recording client treatments in a beauty salon.

Answer

1-2 marks = minimal comparison and 1-2 pros or cons for each system

3-4 marks = good comparisons and 2-3 pros or cons for each system

5-6 marks = extensive comparisons and 3 or more pros or cons for each system

Manual - Immediate, can be completed by anyone, literacy/spelling issues, paperbased/ hard copy, can be taken to work station, any suitable response

IT - Easy to read, need limited IT skills to use, computer can crash/freeze, need to back-up, often have drop-down menus so no spelling needed, any suitable response

(Maximum of 6 marks)

- 7 Explain how the following communication methods can be used effectively by a salon manager:

- body language
- listening

Answer

1-2 marks = basic explanation including 1 communication method

3-4 marks = good explanation including 2 communication methods

5-6 marks = comprehensive explanation including 2 communication methods

Body language – open stance, eye contact, non-threatening, smile, professional manner, any other suitable answer,

Listening – allowing speaker time to finish, giving eye contact to show interest, lean forward if necessary eg. other person sitting, any other suitable answer

(Maximum of 6 marks)

- 8 Describe how to maintain an effective team working in a spa therapy centre.

Answer

1 mark = basic explanation including 1 method of maintaining

2 marks = good explanation including 2 methods of maintaining

3 marks = comprehensive explanation including 2 or 3 methods of maintaining

Methods of maintaining:

Organise/plan – staffing hours, client workload, fair share of workload

Staff meetings – keep staff informed, allow time for staff to air opinions

Setting work schedules – expectations, targets

Motivate - review progress and give feedback/praise

(Maximum of 3 marks)

- 9a)** Describe how you would plan and implement a new emergency policy and procedure.

Answer

1-3 marks = limited description, may only include plan or implementation, may only describe 2 processes of the policy/procedure

4-6 marks = sound description of plan and implementation, describes 3 or more processes of the policy/procedure

7-8 marks = comprehensive description of plan and implementation, describes 4 or more processes of the policy/procedure

Plan:

Evaluate current procedure

Identify improvements

Plan new procedure

Implement procedure

Implementation:

Prepare procedure/policy – needs to be in written format

Check against legalities – language and content

Circulate to all staff members – informing of changes / responsibilities

Practice new emergency procedure (eg. fire drill) – check if new procedure works

Discuss at staff meeting – to check all are aware and to check any issues

(Maximum of 8 marks)

- 9b)** Draft an emergency evacuation poster for display in a salon.

Answer

1 mark for each component included on the poster, up to 5 maximum

Components include:

Evacuation procedure – list/bullet points/easy to read

Evacuate plan – sketch or in words

Assembly point – on plan or in words

Responsible person – fire warden/person in charge

(Maximum of 5 marks)

- 9c) Evaluate your poster in terms of:
- intended audience
 - purpose
 - information included
 - location of the poster
 - effective use of images, fonts and language

Answer

1-3 marks = limited evaluation, may be more descriptive, may only include 1 or 2 aspects

4-6 marks = sound evaluation, more evaluation than description, may only include 3 or 4 aspects

7-8 marks = comprehensive evaluation, with little or no description, includes 4 or 5 aspects

(Maximum of 8 marks)

Case Study for question 10

A nail bar in a city centre has eight work stations.

The business is struggling to make a profit even though on Fridays and Saturdays the technicians are fully booked.

Part-time technicians work 10am – 2pm Tuesday to Friday to fit around childcare arrangements.

Trainees assist technicians with their clients.

Opening hours per week: five full-days with Thursday as a late night.

The business employs:

- two trainees
- four full-time nail technicians
- two part-time nail technicians.

Pay arrangements are as follows:

- each full-time technician is paid £2 per hour above the minimum wage + 10% of their personal turnover
- each part-time technician is paid £2 per hour above the minimum wage + 10% of their personal turnover
- trainees are on the minimum training wage.

10a) Identify the main problems affecting the profits of the business in the case study.

Answer

1 mark for each of the problems identified, maximum 4 marks.

Staff are under-utilised for 3 days per week
Inappropriate late night
Mismatch of part-time staff usage to demand
Technicians under-utilised
Inability to maximise peak period demand
The business is in financial problems

(Maximum of 4 marks)

10b) Explain recommendations to solve the problems identified in question **10a**).

Answer

1 – 3 marks: basic explanation of 1 -3 solutions

4 – 6 marks: good explanation and 4 - 6 solutions

7 – 10 marks: comprehensive explanation and 6+ solutions

Solutions:

Incentives to attract business in off-peak period
Change late night opening to Friday and or Saturday
Change working arrangements for part-time staff
Change roles of trainees (are they both required?) (special rate services)
Reduce opening times and consequent staffing requirements
Review pay arrangements
Add fee earning roles to job requirements of trainees (carry out services)
Match staff to demand
Relate bonus payments to productivity, quality and value-added
Increase trade for the 3 slack days with incentives and more structured charges
(publicise and advertise)
Maximise capacity by taking on 2 additional technicians for peak days (utilising 2
spare work-stations)
Reduce opening times to maximise profitability

(Maximum of 10 marks)

10c) The nail bar owner accepts the recommendations given in question **10b**) to increase the profitability of the business. Identify **four** interpersonal skills the manager will need to use when informing and supporting the staff about the changes to be introduced to improve the business.

Answer:

1 mark for each interpersonal skill identified (maximum 4 marks)

Personal skills:
Tone of voice
Body language

Demonstrate empathy
Counselling / listening skills
Awareness of personal circumstances / understand their needs

(Maximum of 4 marks)

- 10d)** Explain the benefits of using the interpersonal skills identified in question **10c)** effectively and sensitively with the staff members.

Answer

1 – 2 marks: basic explanation and 1-2 benefits explained

3 – 4 marks: good explanation and 2 - 3 benefits explained

5 – 6 marks: comprehensive explanation and all 4 benefits explained

Benefits:

Effect the changes as fully and easily as possible

Reduce risk of organised opposition

Minimise staff anxiety

Obtain constructive feedback

Reduce risk of litigation

Encourage a co-operative response to requirements

Improved staff morale

Less hassle for management

Positive feedback to clients

Maintain good personal relations for the future

(Maximum of 6 marks)