

MoV[®] Practitioner

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The Practitioner Examination

MX01

Scenario Booklet

This is a 2.5-hour objective test examination. This booklet contains the Scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 8 questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the MoV Guide only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the MoV Guide is to be used.

Candidate Number:

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Project Scenario

Care Homes for the Elderly Company (CHECO)

(Companies and people within this scenario are fictional)

Background

Care Homes for the Elderly Company (CHECO) was originally created as a charity to look after the aged and infirm who no longer had relatives to care for them. Over the years, the organization has grown and it is now a significant operator of care homes for the elderly, and run on a commercial basis. CHECO manages 200 aged-care homes across the country. Originally most CHECO staff were unpaid volunteers. Although all staff members are now paid workers, the 'volunteer charity' culture is still strong.

The CHECO vision is as follows:

'We will provide competitive and cost-effective aged-care services while respecting the needs and desires of the people for whom we care. At all levels, our staff will operate professionally and in a caring manner. We will always aim to exceed the minimum standards set by government regulations.'

CHECO is managed by a Corporate Board of seven Directors, headed by a Chief Executive Officer (CEO). Recently the Corporate Board commissioned a report comparing CHECO with other service providers in the aged-care industry. The report concluded that CHECO is very inefficient and appears to be wasting resources. The Corporate Board therefore agreed to transform and improve CHECO. Some specific observations were made:

- There is a culture of working in silos, or compartments, both within and between the homes. Information is neither shared widely nor collected centrally.
- Management systems and operating processes vary between homes. Some of these work very well. Others require significant improvement if operating targets are to be met.
- Laundry procedures and costs vary widely between homes and are widely regarded as inefficient.
- Whilst staff members are very conscientious in carrying out their duties, they have little understanding of the costs of running the homes and the value of maintaining the buildings in a good clean condition.
- One of CHECO's accountants has demonstrated particular ability at assessing the financial benefits likely to arise from the programme.

New legislation has been introduced which is designed to limit the market power of individual care home providers. It requires that no organization may own and operate more than 100 care homes. CHECO must comply with the new legislation within three years.

Scenario continues on next page.

continued.

The Corporate Board recognizes that the CHECO portfolio of care homes must be reviewed dramatically. To meet the new legislation and still to maintain a viable business it will be necessary to double the revenue earned by each remaining home. Also, a strategy which includes significant efficiency improvements will be essential to respond to the findings in the report; all processes and practices must be updated. The Corporate Board has little experience of implementing change on this magnitude. Previous changes have often been poorly executed, particularly those involving the introduction of new IT systems, which have been costly and have failed to deliver the expected benefits.

The New CEO

A new CEO has been recruited from a market-leading commercial aged-care company. This new CEO has been asked to implement changes to comply with the new legislation, reduce costs and improve operational efficiencies. The CEO has created a change programme (see below).

However, this change programme is not universally accepted. CHECO has a long history with many achievements and a strong brand, and many long-serving staff members are against the changes. They argue that first class care of the elderly should not be just about the cost of its delivery. Some Directors are also resistant to, or do not fully understand, the change programme. As a result, they are giving mixed messages when they discuss the proposed changes with their staff.

This CEO has previous experience of using Management of Value (MoV) and wants to use it to maximize the value of the programme. As a result the CEO has appointed an external expert to help introduce MoV and embed it into the organization. This senior MoV practitioner proposes to prepare a briefing pack for the contributors to MoV studies in each of the projects within the programme. This pack will include all the relevant information that has been gathered during preparation.

The Change Programme

The CEO has identified five projects which need to be managed as an integrated change programme:

Project 1 (Sites) Selection and disposal of existing care homes and acquisition of new sites. This project will be critical to success of the programme. CHECO's primary objective is that within 3 years it will retain and operate only the 100 homes which provide greatest opportunity for expansion and growth, in locations where there is high demand. Where suitable homes do not exist, CHECO will acquire new sites which provide the opportunity for development of profitable homes. CHECO has a reputation for providing homes in tranquil settings and this reputation will be maintained as far as possible. The locations selected and their accessibility must also align with CHECO's reputation for making it easy for friends and relatives to visit residents.

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continued.

Project 2 (Modernization) Modernization and expansion of retained homes and new sites.

The requirement to double the revenue earned by each home will require significant expansion in both the size of homes and the scope of services offered. This project will deliver an extensive building and refurbishment programme which must be undertaken sensitively, with minimum disruption to existing operations and residents. Access and parking arrangements must support both easy visiting and easy operation of the homes. In order to maximize value, investment decisions will be prioritized based on projected growth in demand.

Project 3 (Operating model) Optimizing the operating model for the expanded care homes.

This is the largest and most complex project which supports the core business of caring for residents' daily needs. It will involve redesigning the way in which existing services are provided as well as identifying new services to be introduced. These will include both 'front of house' activities (those which are directly visible to the residents) and 'back of house' activities (support activities, such as laundry and cooking, which are not seen by the residents). The new model must be sufficiently flexible to cater for differences in resident profiles, cultures and other regional factors. There will be opportunities to improve operations in the modernized homes and to share lessons learnt with other homes in the portfolio. This project will require effective staff training and must ensure that the necessary support and maintenance functions do not intrude on the residents' lifestyle.

Project 4 (Reporting System) Installing a new financial reporting system. This system must provide centralized financial reporting, with standard systems in all CHECO care homes. It must also provide managers with the information needed to run the homes in a way that supports CHECO's image and reputation. This will include customizing or designing a specialist application to suit the new operating model. It needs to take account of what currently works well and what needs to be improved, and must be sufficiently flexible to evolve in line with wider changes.

Project 5 (Training) Recruiting and training staff. This includes re-training for existing staff, and training of new staff. To maintain focus on resident and visitor satisfaction a training programme called 'The Caring Professional' is to be developed. All staff in contact with residents and their families will be expected to participate. There will also be a special focus on introducing Best Management Practice methods. Where appropriate selected members of staff should be trained in MoV tools and techniques to:

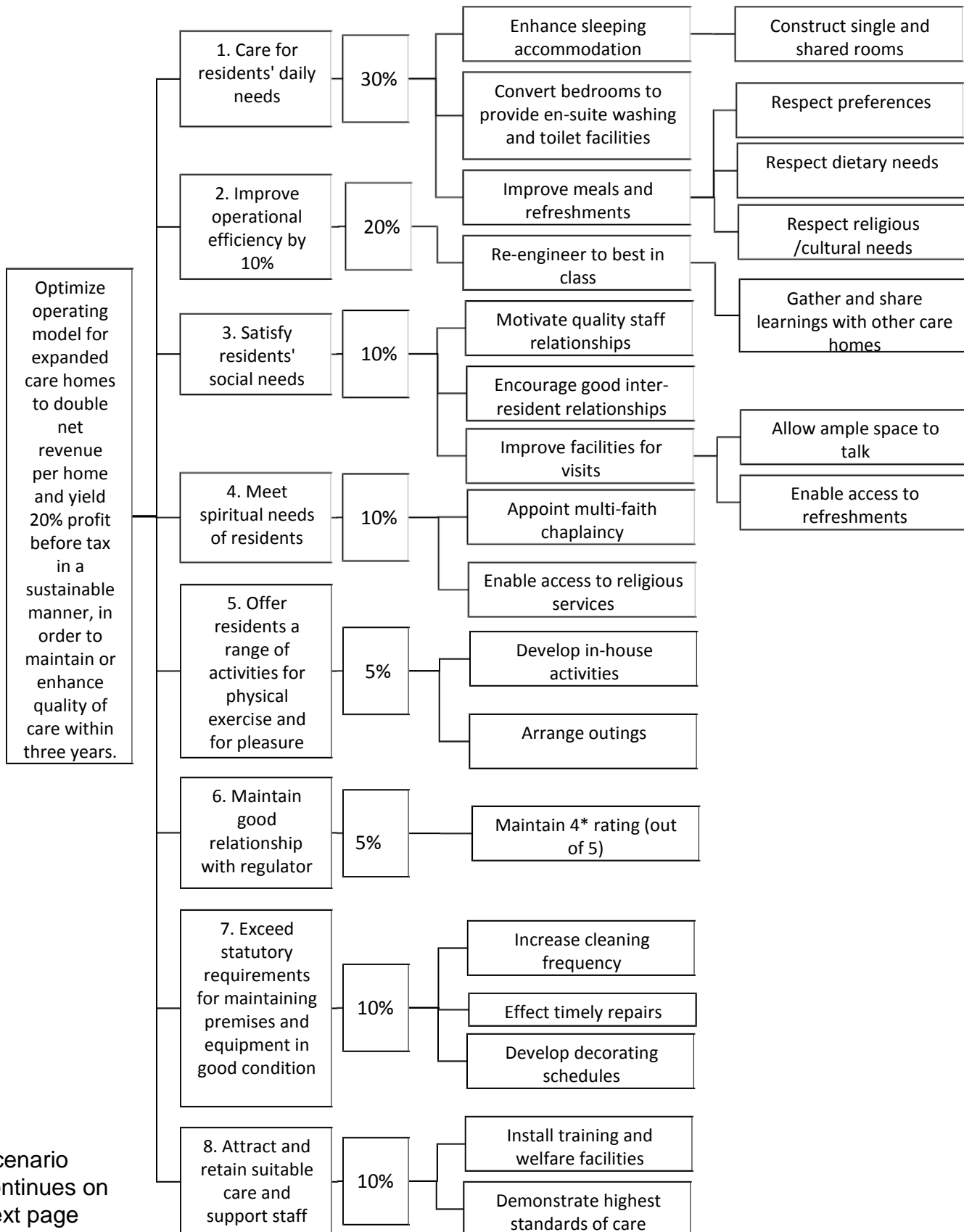
- Encourage participation in the programme and ownership of the proposals for improvement.
- Increase the certainty of achieving expected outcomes. This will be achieved by defining the needs and enabling them to be delivered in a risk-assessed, cost-effective manner aligned with Management of Risk (MoR).

To encourage buy-in to the programme the CEO has signaled an intention to be closely involved throughout. The CEO has made it clear that it will be essential to take the views of key staff, the residents and other stakeholders (such as the government's care homes regulator) into account. Unreasonable objections, however, will not be permitted to prevent progress with the programme.

Scenario continues on next page

FAST diagram for Project 3 (Operating model)

Shows relative importance of primary functions (value drivers) -
Developed with care home staff and residents only.



Scenario continued

VALUE FOR MONEY TABLE FOR PROJECT 3 (OPERATING MODEL)												
CHECO intends to use the Value for Money ratio as a basis for selecting options												
			Performance scores of value drivers using a 1-10 scale								VI	VfM
			Driver 1	Driver 2	Driver 3	Driver 4	Driver 5	Driver 6	Driver 7	Driver 8		
Operating model	Cost/year	Relative importance	30%	20%	10%	10%	5%	5%	10%	10%		
Option A	300	Perf.Score	6	5	8	4	6	4	9	6		2.00
		Value Score	180	100	80	40	30	20	90	60		
Option B	400	Perf.Score	6	8	8	4	6	4	5	6		1.55
		Value Score	180	160	80	40	30	20	50	60		
Option C	500	Perf.Score	8	5	7	4	6	6	7	8		1.32
		Value Score	240	100	70	40	30	30	70	80		
In the above table: 'Performance Score' is abbreviated to 'Perf.Score' 'Value Index' is abbreviated to 'VI' 'Value for Money Ratio' is abbreviated to 'VfM'												

End of scenario

Question 5: Commonly Used Techniques - Additional Information

CHECO Value-Improving Proposal Form		
Ref: ME/Laundry/073	Date generated: 01/11/20xx	Owner: Project manager
Laundry Study: Provision of laundry service in modernized and expanded care homes. Investigation of relative costs and benefits of bringing this facility 'in-house' rather than contracting the work out.		
Source and description of idea: Response to a suggestion from the Manager of 'Flowers' Care Home that in-house laundry facilities would be cheaper than continuing use of commercial laundries.		
Situation now: Each CHECO home uses one or more commercial laundries for bed linen, towels, kitchen and dining room linen and staff uniforms.		
Improvement proposal: To launder uniforms, bed linen, towels and kitchen/dining room linen in a purpose-built laundry room within the care home premises.		
Proposal advantages: <ol style="list-style-type: none"> 1. Lower per unit laundry costs 2. Reduced transport requirement 3. Saving staff on managing laundry service 4. Flexibility to deal with residents' needs 5. Convenience for staff 6. Cleaner linen 7. Opportunity to sell laundry services to residents and/or third parties 	Proposal drawbacks: <ol style="list-style-type: none"> 1. Increased staffing needed 2. Costly set-up (install equipment) 3. Space required for laundry room 	
Costs: Principal start-up costs will be setting up a laundry room – buying and installing equipment. Ongoing costs include increased water usage, detergent, energy costs, equipment maintenance and three additional staff.		
Impacts (include time, performance and regular output metrics): Turnaround time for laundry will be faster and quality control will be in-house. Additional staff can be cross-trained over time allowing more flexibility.		
Method of implementation: -		
Alternatives considered: Continue as we are.		
Date of senior manager panel: To be agreed Summary of discussion: Decision (with reasons): Actions:	Panel decision meeting date: To be agreed Summary of discussion: Decision (with reasons): Actions:	

Question 8: Appendices A-D - Additional Information

Individuals for MoV Competence Assessment

Individual P

This individual has been retained by CHECO to act as consultant to their new MoV programme. He has not previously run a programme of this complexity, but following his MoV Practitioner training and leading several moderately challenging projects is seen by his consulting firm to have a talent for developing appropriate measures for non-financial as well as financial functions.

Individual Q

This individual used to be a production manager in a medium-sized engineering company. In that role she worked extensively to build value and after some years' experience received formal MoV practitioner training. She persuaded the corporate board of that organization to adopt MoV and built a strong value management culture, training and leading an increasingly well-qualified group of part-time MoV study leaders who ran smaller studies.

Individual R

This individual has applied to work in a senior finance role with CHECO, however, in her previous senior finance job with a global food company, she received brief awareness training in MoV. Although there was little opportunity to run or participate in studies due to other commitments, she is very well-equipped to develop value measures for both costs and benefits of delivering functions, and would welcome the chance to apply this skill to complex MoV studies.

Individual S

This individual, quite recently trained by CHECO as an MoV practitioner has run his first three basic studies on the CEO's office very effectively. There was evidence of thorough documentation of the study, though the CEO needed to give support in getting value-improving proposals carried through to full business cases. The CEO is very supportive of further developing this individual's MoV skills.

Individual T

This training professional has much experience of helping groups work together effectively, in both public and private sectors. He received MoV practitioner training in a previous role in local government where he led and documented a number of small-scale MoV studies which delivered significant increases in value.

Individual U

This individual previously worked for a large hospital group where she received formal practitioner training in MoV. She acted there as study leader for several short studies, showing increasing skill in linking the operation of multiple studies as she learned from experienced MoV professionals. One of her projects led her to build a simple methodology for capturing learning and sharing it effectively with other MoV studies.

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The Practitioner Examination

MX01

Question Booklet

Candidate Number:

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Syllabus areas covered:

Question 1- Introduction

Question 2- Principles

Question 3- Processes

Question 4- MoV Techniques

Question 5- Commonly Used Techniques

Question 6- Approach to Implementation

Question 7- Environment and Embedding

Question 8- Appendices A-D

Question Number 1

Syllabus Area Introduction

Syllabus Area	Question Number	Part	Marks
Introduction	1	A	4

Using the Scenario, answer the following questions about the importance of developing the right culture and behaviours to maximize value.			
1	Which statement BEST demonstrates understanding of how to maximize value?		
A	CHECO is embarking on a major change programme. As directors, we have all the knowledge and authority required to drive through the changes.		
B	The staff are CHECO's greatest asset. We need to engage them, and other key stakeholders, to use their knowledge and unlock their talents.		
C	This is a complex set of changes. Each Department must focus on implementing the changes that meet their own needs.		
2	Which statement demonstrates a good understanding of how the right behaviours can improve the chances of delivering the changes needed?		
A	Staff are concerned that the focus of change is cost reduction. They need to understand that CHECO is trying to maximise value by balancing financial and non-financial objectives.		
B	Staff from a more commercial background correctly understand that cost reduction should be the main focus for change.		
C	There is mixed feedback from staff in different parts of the organization because each director is communicating how they see the changes from their own perspective.		
3	Which proposed approach is MOST likely to maximise people's contribution to increasing value?		
A	Establish a team of IT and HR experts to develop the new model and provide training to all staff affected.		
B	Hold workshops involving staff from different homes to support each other by understanding each others' roles and improving performance across the organization.		
C	Provide detailed monthly reports of cost performance to enable each department to focus the new operating model on local issues.		
4	Which suggestion is MOST likely to develop the right culture and behaviours to maximise value?		
A	Care home staff should survey the residents in their own Centre, as this will provide enough information to understand what value means.		
B	All staff should be trained to use checklists to monitor process compliance in each area as this will help to optimize performance.		
C	Hold team discussions on the CHECO vision, and develop an overall value profile, as this will enable everyone to understand what value means.		

Syllabus Area	Question Number	Part	Marks
Introduction	1	B	6

Using the Scenario, answer the following question about where and when it is appropriate to use MoV.

Each line in the table below consists of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	It is appropriate for the CEO to promote the use of MoV across the whole portfolio of changes defined by the CHECO vision and change programme.	BECAUSE	MoV should be applied from start up and right through the lifecycle of a project.
2	In Project 1 (Sites), the disposal of existing care homes involves factors that are NOT suitable for MoV analysis.	BECAUSE	MoV enables unambiguous definition of the intended Project outputs, aligned with the organization's strategic goals.
3	Project 4 (Reporting system) is likely to benefit significantly from the use of MoV.	BECAUSE	Many IT projects are perceived to deliver few benefits at huge cost.
4	It is appropriate for the CEO to mandate that formal MoV studies should be conducted to inform key decision points of the change programme.	BECAUSE	The outputs from MoV studies are equally valuable at each stage of a project.
5	It is appropriate for the Operations Director to complain that completion of MoV studies at the same time as risk assessments is unnecessary.	BECAUSE	Value and risk are looking at different perspectives within projects and are not complementary.
6	An MoV study on Project 3 (Operating model) should help CHECO allow for differences in resident profiles and cultures and other regional factors.	BECAUSE	MoV supplements other activities to help an organization respond better to its customers.

Question Number 2

Syllabus Area Principles

Syllabus Area	Question Number	Part	Marks
Principles	2	A	2

In the context of the scenario, answer the following questions about how to align MoV activities with organizational objectives and focus on functions and required outcomes.

1	Which of these activities BEST apply MoV principles?
A	Hold a workshop involving all directors to agree how to focus each project on minimizing the costs of critical business processes.
B	Create a value profile for the change programme and align the value profile of each of the projects with that at programme level.
C	Develop a Gantt chart of all the critical project milestones and how they link to the achievement of the change programme objectives.
2	Which activity is NOT consistent with MoV principles?
A	Create a function diagram to demonstrate the relationship between the programme objectives and those for each of the projects.
B	Assess the weightings of the different value drivers to reflect the priorities for the organization at programme and project levels.
C	Conduct an MoV analysis of activity costs and cost drivers to focus projects on minimizing costs.

Syllabus Area	Question Number	Part	Marks
Principles	2	B	4

Using the Scenario, answer the following questions about the MoV principle of ‘Balance the variables to maximize value’.

Remember to limit your answer to **2** responses as stated in the question.

1	Which 2 proposals are MOST closely aligned with the MoV principle?
A	Project 1 (Sites) - the Property Director, as the key stakeholder, will maximize value by making new site acquisition decisions based on an evaluation of property costs.
B	Project 2 (Modernization) - the modernization of retained homes will consider the views of residents and their relatives, as well as local communities.
C	Project 3 (Operating model) - optimizing the operating model for the expanded care homes will be driven by those staff with experience of how care homes should be operated.
D	Project 4 (Reporting System) - to ensure that all the statutory regulations are covered, the Director of Finance, Legal and Compliance will determine the requirements for this project.
E	Project 5 (Training) – the value placed on benefits obtained from ‘The Caring Professional’ training proposals will need to be considered from the perspectives of different stakeholders.
2	Which 2 suggestions are MOST closely aligned with the MoV principle?
A	Project 1 (Sites) - the decisions on disposal and acquisition of sites should trade off and optimize the delivery of benefits from expansion and growth with differences in property costs and other resources.
B	Project 2 (Modernization) - the elapsed time to complete the building and refurbishment programme will NOT be considered when optimizing the value of the project.
C	Project 3 (Operating model) - the time spent by staff implementing the new operating model should NOT be considered when balancing the use of resources.
D	Project 4 (Reporting system) - all the time, costs and other resources used should be traded off against the benefits of key system features.
E	Project 5 (Training) - should be considered as a necessary overhead and should NOT be traded off against the benefits delivered.

Question continues on next page

3	Which 2 suggestions relating to Project 3 (Operating Model) are consistent with the MoV principle?
	<div data-bbox="71 280 1565 589" data-label="List-Group"> <ul style="list-style-type: none"> A Use a value profile to reconcile the expectations of residents, staff and other stakeholders. B Eliminate subjectivity from the analysis of value by balancing the financial benefits against the costs of alternative operating models. C Look for things that have been done for years and that are taken for granted, but that could be cut out. D Do NOT consider proposals that increase staff time as these proposals will reduce the value ratio. E Give each employee an opportunity to have their say with equal influence by conducting an anonymous survey questionnaire. </div>
4	<div data-bbox="71 589 1565 645" data-label="Text"> <p>The MoV study team for Project 4 (Reporting system) has prepared a value profile for the project.</p> </div> <div data-bbox="71 667 1565 723" data-label="Text"> <p>Which 2 should NOT be included as resources to be traded off to maximize value?</p> </div> <div data-bbox="71 723 1565 974" data-label="List-Group"> <ul style="list-style-type: none"> A Hire external consultants to configure the system. B Purchase software licenses for the new system. C Achieve system reliability targets. D Provide budget for on-going system running and maintenance costs. E Flexible reporting tools. </div>

Syllabus Area	Question Number	Part	Marks
Principles	2	C	4

Using the Scenario, answer the following question about the correct application of MoV principles.

The Operations Director has been asked to sponsor Project 3 (Operating model). At the initial briefing meeting the Operations Director put forward ideas on how MoV should support the project.

Each line in the table below consists of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	For this MoV study, there are no lessons to be learned from previous experience.	BECAUSE	On new MoV studies lessons learned are only considered at the end of the first project.
2	The level of MoV activity on this project is likely to be greater than on the other projects.	BECAUSE	MoV activity should be tailored to each project.
3	The demonstrated ability of one of CHECO's accountants to analyse the benefits is likely to make that individual the best person to lead the MoV study team.	BECAUSE	MoV should be actively supported and managed to realize the full benefits.
4	The MoV study should take the views of staff, residents and the regulator into account.	BECAUSE	The MoV study clarifies the information available from stakeholders to assist in developing the business case.

Question Number 3

Syllabus Area Processes

Syllabus Area	Question Number	Part	Marks
Processes	3	A	6

Using the Scenario, answer the following question about how to gather, analyze and process information.

Column 1 is a list of requirements agreed for specific projects. Column 2 is a list of some of the tools, techniques or skills that may be used when gathering, analyzing and processing information. For each requirement in Column 1, select the tool, technique or skill from Column 2 that is **MOST** appropriate for supporting this requirement.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Project 2 (Modernization) the senior MoV practitioner needs a technique to help the design teams identify areas for improvement in the laundry operations.	A MoV study handbook
2	Project 5 (Training) must provide training in the skills that will best prepare members of staff to lead MoV studies.	B Lessons learnt database
3	Project 1 (Sites) management must understand the costs of running the homes.	C Cost modelling
4	Project 3 (Operating model) requires representatives of all operational staff to participate in generating a large number of creative ideas to improve the way in which homes are operated.	D Briefing meeting
5	Project 3 (Operating model) provides opportunities to share the experiences of staff across all existing homes to improve operations at new and refurbished homes.	E Function analysis
6	Project 4 (Reporting System) - the MoV study leader needs to prepare a comprehensive document to brief the study team.	F Facilitation
		G Brainstorming
		H Stakeholder analysis

Syllabus Area	Question Number	Part	Marks
Processes	3	B	4

Using the Scenario, answer the following questions about the appropriateness of different approaches used to select ideas and develop value-improving proposals.

Each line in the table below consists of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	For Project 3 (Operating model) it is important that ideas are only included in the value-improving proposal if they fit the new optimized standard model.	BECAUSE	Application of MoV forces decisions between competing proposals based on strict criteria.
2	It is appropriate that the study leader for Project 5 (Training) has proposed an increase in spending on training to enable staff to operate in a more caring manner.	BECAUSE	The greater the benefits delivered and the fewer the resources that are used in doing so, the higher the value ratio.
3	The study leader for Project 4 (Reporting system) is correct to use MoV to prioritize and select solution options during system testing.	BECAUSE	MoV can continue during development in evolutionary IT projects.
4	The projects and proposals are very different and should be summarized using different formats.	BECAUSE	Value-improving proposal forms should be tailored to suit each specific project and proposal.

Question Number 4

Syllabus Area MoV Techniques

Syllabus Area	Question Number	Part	Marks
MoV Techniques	4	A	6

Using the Scenario answer the following questions about function analysis.

The MoV study leader for Project 1 (Sites) is constructing a FAST diagram using background information about the project and notes of meetings with key stakeholders.

1	Which is an example of a properly defined function?	
	A	The needs of residents must be met.
	B	Create parking spaces for visitors.
	C	Attractive environment in a good location.
	D	Minimum 2% annual growth in demand.
2	Which is a primary basic function?	
	A	Operate homes in tranquil settings.
	B	Acquire new sites where there is high growth in demand.
	C	Create a portfolio of homes with opportunities for high growth.
	D	Retain existing homes on sites that can be expanded.
3	Which is a primary supporting function?	
	A	Maintain CHECO's reputation for resident care.
	B	Operate homes in tranquil settings.
	C	Provide parking for visitors.
	D	Facilitate visits.

Question continues on next page

4	Which question is appropriate to help define lower level functions in the FAST diagram?
A	How profitable are different types of homes?
B	Why do we need to dispose of existing sites?
C	How do we acquire new sites?
D	Who will be responsible for making acquisition decisions?
5	Which question is appropriate to help define higher level functions in the FAST diagram?
A	How do we facilitate visits for friends and relatives?
B	Why is provision of car parking spaces so expensive?
C	Where will new sites provide greatest benefits for residents?
D	Why do we need to provide parking for visitors?
6	<p>In the background notes of Project 1 (Sites) is the statement ‘Operate 100 care homes which provide the greatest opportunities for growth in demand within three years’.</p> <p>Where would this statement be included in the project FAST diagram?</p>
A	Primary supporting function.
B	Solution requirement.
C	Project objective.
D	Primary basic function.

Syllabus Area	Question Number	Part	Marks
MoV Techniques	4	B	4

The MoV study team for Project 2 (Modernization) has developed a value tree and is considering how to use MoV techniques to complete their analysis of value.

Answer the following questions about use of value trees and derivatives in a project. Remember to limit your answer to 2 responses as stated in the question.

1	Which 2 uses of a value profile are appropriate?
A	Measuring how well each refurbishment proposal satisfies the defined requirements for the project.
B	Providing a diagrammatic representation of how the functions of the retained homes relate to each other.
C	Making decisions on expansion priorities based on factors such as demand forecasts in an area.
D	Describing the project objectives and key requirements clearly to residents and staff.
E	Calculating the costs of avoiding disruption to existing operations and residents.
2	Which 2 uses of the value index are appropriate?
A	Measuring how well the growth in demand is met by the expansion proposals.
B	Assessing the value for money of each refurbishment scheme.
C	Showing the relative costs of developing each site.
D	Indicating if the overall modernization project is delivering value for money.
E	Showing where to concentrate refurbishment efforts.
3	Which 2 questions are useful in defining the metrics to use for value drivers?
A	How can we assess the level of disruption to existing operations and residents?
B	Will the new operating model have an impact on the requirements for refurbishment?
C	How do changes in the level of disruption to existing operations affect the performance of individual sites?
D	Will the new reporting system produce on-line reports for managers?
E	What is the potential impact of changes in legislation on resident fees?
4	Which 2 uses of the value for money ratio are appropriate?
A	Selecting refurbishment schemes that meet statutory requirements and with the lowest building costs.
B	Focusing value-improving efforts on the parts of the refurbishment plans which are delivering lowest cost benefit.
C	Defining the scale of improvement needed to satisfy statutory requirements and sensitivity ranges on key variables.
D	Selecting refurbishment options that deliver the most benefits relative to their total costs.
E	Comparing the features and costs of CHECO refurbishment schemes with those of other operators.

Question Number 5

Syllabus Area Commonly Used Techniques

Syllabus Area	Question Number	Part	Marks
Commonly Used Techniques	5	A	6

Using the Scenario answer the following question about the application of MoV tools and techniques to Project 2 (Modernization).

Column 1 is a list of tasks identified by the business project team. For each task in Column 1, determine which of the techniques listed in Column 2, is MOST applicable.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Choose the best of five different models of space allocation, taking account of their relative benefits to different aspects of resident care.	A Benchmarking
2	Design efficient meal service facilities by helping kitchen, dining room and care staff to clarify and improve their system for delivering meal service for residents.	B Discounted cash flow (DCF)
3	Resolve the longstanding problem of frequent false alarms and failures in the alarm - call system used by residents to call care staff for help.	C Process mapping
4	Engage existing residents in prioritizing the provision of a range of different leisure facilities.	D Root cause analysis
5	Determine the financial advantages of investing now in in-house laundry facilities rather than planning to use commercial laundries on a regular basis.	E Option evaluation matrix
6	Compare performance of proposed facilities to support a 'best in class' process for servicing residents' rooms.	F Points distribution

Syllabus Area	Question Number	Part	Marks
Commonly Used Techniques	5	B	4

Using the Scenario and the additional information provided for this question in the Scenario Booklet answer the following questions about developing and implementing this value-improving proposal.

The MoV Study Leader for Project 2 (Modernization) is to chair a decision-building meeting at which a Value-Improving Proposal (VIP) regarding laundry facilities will be presented.

Remember to limit your answer to 2 responses as stated in the question.

1	<p>The Study Leader meets the Project Manager in advance of the decision-building meeting.</p> <p>Which 2 improvement requests should the Study Leader make relating to the existing VIP?</p> <p>A Provide a new, properly-formatted VIP form, as the headings on the present form are inadequate</p> <p>B Express costs and impacts of the proposal more formally as a cost-benefit analysis, using discounted cash flow</p> <p>C Include health and safety risks from running an in-house laundry in the 'Disadvantages' section</p> <p>D Delete the opportunity to sell laundry services to residents from the VIP</p> <p>E Delete the laundry turnaround time from the VIP</p>
2	<p>Which 2 advantages listed on the VIP form will need to be evaluated as non-monetary benefits?</p> <p>A Reduced transport requirement</p> <p>B Saving staff on managing laundry service</p> <p>C Flexibility to deal with residents' needs</p> <p>D Cleaner linen</p> <p>E Opportunity to sell laundry services to residents</p>
3	<p>Which 2 individuals or groups of individuals should be present at the decision-building meeting?</p> <p>A The manager of the 'Flowers' Care Home, who first made the suggestion</p> <p>B The project manager</p> <p>C A representative of the government's care homes regulator</p> <p>D A panel of senior managers from CHECO</p> <p>E A representative group of care home residents and their families</p>

Question continues on next page

4	Which 2 statements about the decision-building meeting are correct?
A	Costs and benefits included on the laundry VIP should be complete and final when presented at the meeting
B	The meeting should agree an implementation plan, including details of the human resources assigned to the project
C	If a positive decision is recorded at the meeting it authorizes the project manager to begin buying laundry equipment
D	If a positive decision is recorded at the meeting it will detail the financial and non-financial benefits to be delivered by in-house laundries
E	If a positive decision is recorded, the meeting should clearly allocate implementation of the project to a suitable individual

Question Number 6

Syllabus Area Approach to Implementation

Syllabus Area	Question Number	Part	Marks
Approach to Implementation	6	A	4

Answer the following question about planning to use MoV throughout the life of a project.

Column 1 is a list of situations which will have an impact on Project 5 (Training). For each statement in Column 1, determine which 'focus of an MoV study' listed in Column 2 is **MOST** applicable.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Directors who are more resistant to the Change Programme are questioning the value of Project 5 (Training).	A Validate need for project
2	Internal meetings are being held to help the project team scope 'The Caring Professional' programme.	B Project definition
3	Project 2 (Modernization) has decided to build in-house laundries in all new and expanded care homes, and needs to clarify what the resulting staff training project must achieve.	C Assess options
4	Pilot courses of 'The Caring Professional' have been run but have incurred higher- than-expected delivery costs which threaten the ongoing programme.	D Balance benefits and resources
		E Delivery processes
		F Review outcomes

Syllabus Area	Question Number	Part	Marks
Approach to Implementation	6	B	6

Using the Scenario answer this question about the FAST Diagram and Value for Money Table for Project 3 (Operating model).

Each line in the table below consists of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The exclusive use of care home operational staff and residents to develop the value profile is in line with good MoV practice.	BECAUSE	Developing the model of the relative importance of different value drivers should be carried out with project owners and end users.
2	When developing options, it is appropriate for the MoV project team to ask: 'How else can we meet the residents' social needs?'	BECAUSE	The question 'How else can we meet the residents' social needs?' opens up alternative approaches to delivering the required function by means of a different solution.
3	The information contained in the value for money table (when completed) will provide sufficient information to perform a function cost analysis.	BECAUSE	The value for money table compares the importance of each value driver with the resources used to deliver it.
4	It is appropriate to use the differences in performance scores as a basis for trading off driver 7 in favour of driver 2 and so to select option B in preference to option A.	BECAUSE	Differences in performance scores provide the key tool to evaluate options.
5	The FAST diagram and (incomplete) value for money table together quantify non-monetary as well as monetary benefits.	BECAUSE	Developing measures of non-monetary benefits is frequently more difficult than measuring cost.
6	Option C offers the highest value index of the three.	BECAUSE	There is usually a close association between the highest value index and value for money.

Question Number 7

Syllabus Area Environment and Embedding

Syllabus Area	Question Number	Part	Marks
Environment and Embedding	7	A	2

Using the Scenario answer the following questions about the development of CHECO's MoV policy.

1	Which of these statements is MOST appropriate for inclusion in the policy?
A	CHECO is adopting MoV as a means to enhance its competitive edge, principally by driving down costs.
B	CHECO is adopting MoV as part of its desire to provide professional and caring services which represent good value for money.
C	MoV will provide CHECO with tools to demonstrate compliance with government regulations.
2	For an initial 3 year period, an external expert has been appointed to help to introduce MoV. Which statement on training is appropriate?
A	All directors and care home managers will be trained to the level of MoV study leaders.
B	All Finance Legal and Compliance staff will receive awareness training in MoV, but otherwise no MoV training is needed for CHECO staff.
C	Awareness training in MoV will be provided to all supervisory and managerial staff to enable them to support MoV activities.

Syllabus Area	Question Number	Part	Marks
Environment and Embedding	7	B	4

Using the Scenario answer the following questions about the impact of external and internal factors on the perception of value and MoV activities.

Remember to limit your answer to 2 responses as stated in the question.

1	<p>In which 2 circumstances would external factors MOST affect the implementation of MoV within the CHECO change programme?</p> <p>A In Project 3 (Operating Model), avoiding intrusion by 'back of house' activities into the daily life of residents.</p> <p>B In Project 4 (Reporting System), ensuring that the new reporting system provides easy access to management information.</p> <p>C In Project 1 (Sites), selecting new sites to suit the age profile of local communities.</p> <p>D In Project 5 (Training) training staff to perform to a professional standard that exceeds government regulation.</p> <p>E In Project 1 (Sites), maintaining the tranquil environment required by CHECO's brand and market position.</p>
2	<p>In Project 2 (Modernization) which 2 vehicle parking and access needs are internally-driven functions?</p> <p>A Ensure plentiful car parking space for all visitors and staff.</p> <p>B Select safe, non-slip surfacing for the car parking areas for health and safety reasons.</p> <p>C Plan easy access from car park to 'back of house' service areas of the care home.</p> <p>D Provide charging points for electric cars.</p> <p>E Balance size of car parks with ease of access to good public transport.</p>
3	<p>Referring to the FAST diagram for Project 3 (Operating model) which 2 primary functions are MOST clearly driven by external factors?</p> <p>A Driver 2. Improve operational efficiency by 10%.</p> <p>B Driver 4. Meet spiritual needs of residents.</p> <p>C Driver 6. Maintain good relationship with regulator.</p> <p>D Driver 7. Exceed statutory requirements for maintaining premises and equipment in good condition.</p> <p>E Driver 8. Attract and retain suitable care and support staff.</p>
4	<p>Which 2 initiatives with staff are the MOST appropriate ways to support implementation of MoV policy and strategy?</p> <p>A Set up workshops to move the CHECO culture from that of a 'volunteer charity' to one which is more professional and commercial.</p> <p>B Ensure that care services to residents are being conducted in accordance with the procedure guidelines.</p> <p>C Run problem-solving discussions on care home organization.</p> <p>D Establish a monthly prize for the best no-cost idea to improve service to residents.</p> <p>E Establish a monthly prize for the staff member voted "most helpful" by visitors.</p>

Syllabus Area	Question Number	Part	Marks
Environment and Embedding	7	C	4

Using the Scenario answer this question about which areas of the study leader’s handbook must contain guidance on a range of project issues.

Column 1 is a list of questions currently being addressed by the MoV practitioner. For each question in Column 1, select from Column 2 the area of the study leader’s handbook in which guidance will be available.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Whether to invite the CEO to sponsor the project and whether to invite care home managers to the initial briefing meeting for the project.	A Guidance on selecting projects for MoV and effort to be applied B How to identify key stakeholders and define study objectives C How to select the required processes and level of effort D How to select study participants and decide on their training needs E What information to gather and where and how F How to use and share information that has been gathered G How to conduct the MoV study process and follow up H How to capture data, learn lessons and provide improvement feedback
2	How best to deploy limited staff with MoV skills across the change programme.	
3	Whether to involve Corporate Board members in specifying requirements and evaluating bids received for providing cleaning and handyman services.	
4	How to generate value-improving proposals relating to the provision of activities for residents.	

Question Number 8

Syllabus Area Appendices A-D

Syllabus Area	Question Number	Part	Marks
Appendices A-D	8	A	4

Answer the following questions about the various agendas and documents an MoV practitioner will need to generate in order to lead an MoV study.	
1	Which should be discussed in detail at the initial briefing meeting?
A	Building the value profile for the project
B	Compiling the study handbook
C	Establishing success criteria for the study
D	Generating ideas for improving value
2	Which should be included in an MoV study handbook?
A	A formal letter of invitation to participate in the study
B	A summary of the value-improving proposals associated with the study
C	An agreed FAST diagram for the project
D	Information on costs associated with current operations
3	Which is NOT an item the MoV practitioner should document about each value-improving proposal?
A	The background and success measures for the MoV study as a whole
B	The business context the proposal is seeking to address
C	The MoV Study context which led to the proposal
D	The relationship between the proposal and the specific functions to be delivered
4	Which statement about the report of the MoV study is FALSE ?
A	It should be written primarily for the sponsor of the study
B	It may be produced in different versions for recipients other than the study sponsor
C	It is a record of the process followed by a summary of outcomes.
D	It should conceal the identities of the study contributors in order to focus on the objective facts

Syllabus Area	Question Number	Part	Marks
Appendices A-D	8	B	6

Using the Scenario and the additional information provided for this question in the Scenario Booklet, answer this question about assessing the MoV competence of individuals.

CHECO Corporate Board members are considering the best way to resource the use of MoV in the organization. They wish to assess the competence levels of people they have available.

Column 1 is a list of the individuals to be assessed. For each individual listed in Column 1, select from Column 2 the competence level which is **MOST** applicable.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Individual P	A Level 1: Able to contribute to an MoV study run by a qualified leader.
2	Individual Q	B Level 2: Able to plan and run a simple MoV study
3	Individual R	C Level 3: Able to plan and run a moderately complex series of MoV studies (or one highly- complex one)
4	Individual S	D Level 4: Comfortable to lead teams of qualified study leaders; trains/mentors others to Level 2
5	Individual T	
6	Individual U	E Level 5: Capable of running a programme of MoV activities across an organization



The Practitioner Examination

Marking Scheme

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-MX01-1.7

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1	(IN)	A	CL	1	0	1	0					
			2	1	0	0						
			3	0	1	0						
			4	0	0	1						
	B	AR	1	0	1	0	0	0				
			2	0	0	0	1	0				
			3	1	0	0	0	0				
			4	0	0	1	0	0				
			5	0	0	0	0	1				
			6	1	0	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2	(PI)	A	CL	1	0	1	0					
			2	0	0	1						
	B	MR	1	0	1	0	0	1				
			2	1	0	0	1	0				
			3	1	0	1	0	0				
			4	0	0	1	0	1				
	C	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	0	0	0	1	0				
			4	0	1	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3	(PR)	A	MG	1	0	0	0	1	0	0	0	
			2	0	0	0	0	0	1	0	0	
			3	0	0	1	0	0	0	0	0	
			4	0	0	0	0	0	0	1	0	
			5	0	1	0	0	0	0	0	0	
			6	1	0	0	0	0	0	0	0	
	B	AR	1	0	0	0	0	1				
			2	0	1	0	0	0				
			3	1	0	0	0	0				
			4	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
4	(MT)	A	CL	1	0	1	0	0				
				2	0	0	1	0				
				3	1	0	0	0				
				4	0	0	1	0				
				5	0	0	0	1				
				6	0	0	1	0				
				1	0	0	1	1	0			
				2	1	0	0	0	1			
				3	1	0	1	0	0			
				4	0	1	0	1	0			

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
5	(CT)	A	MG	1	0	0	0	0	1	0		
				2	0	0	1	0	0	0		
				3	0	0	0	1	0	0		
				4	0	0	0	0	0	1		
				5	0	1	0	0	0	0		
				6	1	0	0	0	0	0		
				1	0	1	1	0	0			
				2	0	0	1	1	0			
				3	0	1	0	1	0			
				4	0	0	0	1	1			

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
6	(AP)	A	MG	1	1	0	0	0	0	0		
				2	0	1	0	0	0	0		
				3	0	1	0	0	0	0		
				4	0	0	0	0	1	0		
				1	0	0	0	1	0			
				2	1	0	0	0	0			
				3	0	0	0	0	1			
				4	0	0	0	0	1			
				5	0	1	0	0	0			
				6	0	0	1	0	0			

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
7	(EE)	A	CL	1	0	1	0					
				2	0	0	1					
				1	0	0	1	1	0			
				2	1	0	1	0	0			
				3	0	0	1	0	1			
				4	1	0	0	1	0			
				1	0	1	0	0	0	0	0	
				2	1	0	0	0	0	0	0	
				3	0	0	0	1	0	0	0	
				4	0	0	0	0	0	0	1	0

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
8	(AD)	A	CL	1	0	0	1	0				
				2	0	0	0	1				
				3	1	0	0	0				
				4	0	0	0	1				
				1	0	0	1	0	0			
				2	0	0	0	1	0			
				3	1	0	0	0	0			
				4	0	1	0	0	0			
				5	0	1	0	0	0			
				6	0	0	1	0	0			



The Practitioner Examination

Rationale

Exam Paper: GB-MX01-1.7

Question: 1, Syllabus: IN, Part: A, Type: CL, Syllabus Ref: IN0208, Level: 2

1	A	Incorrect:	This implies that the directors will drive the change without engaging staff, which will not maximise people's contribution and value (Section 1.4.4).
	B	Correct:	In the scenario the CEO is clear that it is essential to take the views of key staff, residents and other stakeholders into account (final paragraph in scenario). The MoV guide says that it is frequently stated that people are an organization's greatest asset. They have the knowledge and skills to deliver the goods (Section 1.4.4 paragraph 1).
	C	Incorrect:	This implies a narrow focus and will continue to promote the culture of working in silos observed in the scenario (Background, paragraph 3 bullet 1). A common focus for the whole organization is needed. The guide says that the silo mentality may work against capturing the knowledge possessed by an organization's staff (Section 1.4.4 paragraph 1).
2	A	Correct:	MoV recognizes that not all benefits are financial and that the differing priorities of key stakeholders need to be considered and reconciled. Balancing and reconciling these conflicting demands, to maximise value, is one of the core principles of MoV (Section 1.2 paragraph 3).
	B	Incorrect:	MoV is about maximizing value in line with the programme and project objectives. It is not simply about minimizing costs (Section 1.2 paragraph 1).
	C	Incorrect:	The silo culture referred to in the scenario (Background, paragraph 3 bullet 1) will capture incomplete knowledge and drive the wrong behaviours. The guide says that the silo mentality that affects many organizations may work against capturing the tacit knowledge possessed by staff (Section 1.4.4).
3	A	Incorrect:	Does not engage the staff or wider stakeholders (Section 1.4.4).
	B	Correct:	Engaging a wide range of stakeholders promotes greater understanding of others' roles in the organization to give common focus, improved organizational learning and capacity for change (Section 1.4.4).
	C	Incorrect:	This will focus on cost rather than wider organizational objectives and will not encourage organizational learning but rather promote a silo mentality (Section 1.4.4 and 1.3 paragraph 1).
4	A	Incorrect:	This will focus on only one stakeholder. MoV must seek to achieve the optimum balance between all stakeholder needs (Section 1.4.2. and 1.3 paragraph 1).
	B	Incorrect:	MoV cannot be successful in conjunction with the 'tick-box' mentality that a focus on process brings (Section 1.4.1).
	C	Correct:	The CHECO vision is clear about addressing the needs of all stakeholders (Section 1.3 and 1.4.1).

Question: 1, Syllabus: IN, Part: B, Type: AR, Syllabus Ref: IN0401, Level: 4

1	True:	The MoV processes are applicable to almost any type of activity and the activities defined in the scenario (The Change Programme) are all relevant areas for MoV review. (Section 1.5 paragraph 1).	True:	MoV should be applied throughout the whole life of an investment decision. (Section 1.5 paragraph 5) BUT this does not explain the Assertion. The assertion relates to the scope of activity but the reason relates to the timing. Therefore, the answer is B.
2	False:	The description of the project given in the scenario (Project 1) is entirely suitable for MoV study. It includes a range of tangible and softer stakeholder objectives. (Section 1.5 paragraph 1).	True:	MoV supports many of the core requirements of delivering successful projects, including an unambiguous definition of the intended Project outputs, aligned with the organization's strategic goals. (Section 1.6 paragraph 3, bullet point 1).
3	True:	The scenario defines an IT project with many opportunities to customise and design to maximise value (Project 4). Previous experience has been poor – IT systems have been costly and failed to deliver expected benefits (Background, final sentence of paragraph 5). (Section 1.5 paragraph 5).	True:	IT projects are notorious for the perception that they deliver few benefits at huge cost and should be a prime target for MoV. IT projects can benefit significantly from the use of MoV. (Section 1.5 paragraph 3) AND this is the reason why the assertion is true. Therefore, the answer is A.
4	True:	All 5 projects are part of an integrated change programme and there are consistent objectives with key milestones and decision points (The Change Programme, paragraph 1). MoV should be applied throughout the whole life of an investment decision. At all key decision points, formal studies should be undertaken. (Section 1.5 paragraph 5).	False:	The greatest value from an MoV study will be added in the early stages of a project. (Section 1.5 paragraph 6).
5	False:	CHECO want to increase the certainty of achieving expected outcomes by defining the needs and enabling their delivery in a risk-assessed, cost-effective manner by using MoV in conjunction with Management of Risk (Project 5, paragraph 1). (Section 1.4.3 and 1.6.5).	False:	The processes of risk management are complementary with MoV. Value and risk are two sides of the same coin and are highly complementary. (Section 1.4.3 and 1.6.5).
6	True:	CHECO is seeking to build flexibility in to the new model (Project 5) and MoV will provide tools to analyse how to maximise value. (Section 1.5 paragraph 2).	True:	All programmes and projects are designed to bring about change so that an organization can respond better to its customers. MoV will supplement other activities to help deliver change efficiently and effectively. (Section 1.5 paragraph 2 and 1.6.3) AND this is the reason why the assertion is true. Therefore, the answer is A.

Question: 2, Syllabus: PI, Part: A, Type: CL, Syllabus Ref: PI0208, Level: 2

1	A	Incorrect:	MoV activities focus on alignment with overall organizational objectives not just cost reduction. (Section 2.1 paragraph 1).
	B	Correct:	Principle 1. Each project within the programme is designed to contribute directly or indirectly to the programme outcomes. (Section 2.1 paragraph 2 and Example).
	C	Incorrect:	The focus of MoV is the activities that maximise value not project milestones. (Section 2.1 paragraphs 1 and 2).
2	A	Incorrect:	This is consistent with MoV principles. A function diagram provides a means of relating primary functions or value drivers to the overall programme or project objectives in a logical sequence. (Section 2.2.3).
	B	Incorrect:	This is consistent with MoV principles. Whilst all value drivers are important and must be delivered in full to yield a successful outcome, some will be more critical than others to achieving the organization's success. This reflection of criticality is indicated by weighting the relative importance of each value driver. (Section 2.2.4 paragraph 1).
	C	Correct:	This is not consistent with MoV principles in this scenario because MoV is not only about minimizing costs given the other wider CHECO objectives from the vision. (Section 2.3 paragraph 4).

Question: 2, Syllabus: PI, Part: B, Type: MR, Syllabus Ref: PI0301, Level: 3

1	A	Incorrect:	The CHECO vision includes 'respecting the needs and desires of the people we care for'. CHECO's reputation for providing homes in tranquil settings and making it easy for visitors and relatives to visit the residents are requirements of the project (Project 1). Achieving the optimum balance requires that the views of all key stakeholders, both internally and externally, are taken into account. (Section 2.3.1 paragraph 1).
	B	Correct:	The CHECO vision includes 'respecting the needs and desires of the people we care for'. The CEO has said that it must not lose a reputation for providing homes in tranquil settings and making it easy for visitors and relatives to visit the residents. Achieving the optimum balance requires that the views of all key stakeholders, both internally and externally, are taken into account. (Section 2.3.1 paragraphs 1 and 2).
	C	Incorrect:	Residents, visitors, the regulator and other key stakeholders need to be engaged because they will have views on relative priorities and the scenario states that the model should be sufficiently flexible to cater for differences in resident profiles etc. Achieving the optimum balance requires that the views of all key stakeholders, both internally and externally, are taken into account. (Section 2.3.1 paragraph 1 and 2).
	D	Incorrect:	The system must suit the new operating system and provide information to meet the wider needs of management, so the Operations Director and all other Directors must be involved as a minimum. Stakeholders are those that can affect (or perceive themselves to be affected by) the project or programme. (Section 2.3.1 paragraph 2).
	E	Correct:	'The Caring Professional' training programme is to be developed to maintain focus on resident and visitor satisfaction (Project 5) but will be delivered by a wide range of staff. Value is subjective in that different people, e.g. residents and staff, will place higher value on some benefits than others. (Section 2.3.2 and example).
2	A	Correct:	The value profile provides the key to trading off the use of different resources to optimize value. (Section 2.3.3 and 2.3.4).
	B	Incorrect:	Elapsed time in delivering a project is a resource. However, time can also be a value driver. (Section 2.3.3).
	C	Incorrect:	Includes all resources used in the delivery of the benefits and should include such items as time. (Section 2.3.3).
	D	Correct:	The value profile provides the key to trading off the use of different resources to optimize value. (Section 2.3.4).
	E	Incorrect:	Training staff is a primary value driver and all the resources used to deliver it must be included in the value ratio. (Section 2.3.4).
3	A	Correct:	Different stakeholders have different expectations and priorities, and the value profile provides a means of achieving consensus. (Section 2.3 paragraph 3).
	B	Incorrect:	Value is subjective in that different people will place a higher value on some benefits than others, particularly to those benefits that cannot be translated into cash terms and subjectivity is particularly apparent when considering non- financial issues. (Section 2.3.2).
	C	Correct:	Value may sometimes be maximized by eliminating a service or cancelling a project. (Section 2.3 paragraph 4).
	D	Incorrect:	It is possible to increase value using increased resources. (Section 2.3.4).
	E	Incorrect:	The extent to which different stakeholders views will be taken into account will depend on their influence on achieving the required beneficial outcome of the project. (Section 2.3.1 paragraph 2).

4	A	Incorrect:	This is a resource/cost. (Section 2.3.3).
	B	Incorrect:	This is a cost. (Section 2.3.3).
	C	Correct:	This is a performance issue and not a resource. (Section 2.3.3 example above 2.3.3).
	D	Incorrect:	These are costs. (Section 2.3.3).
	E	Correct:	This is a feature and value driver not a resource. (Section 2.3.3 example above 2.3.3).

Question: 2, Syllabus: PI, Part: C, Type: AR, Syllabus Ref: PI0401, Level: 4

1	False:	The CHECO Directors have little experience of managing change but they have a CEO and MoV expert with previous experience who could help them learn in what will be a challenging project. An organization should put in place a process for continuous learning from experience. (Section 2.6 paragraph 3).	False:	Principle 6 - project start up provides a critical time to take up lessons learned from previous experience. (Section 2.6 Para 3).
2	True:	The scenario states that this is the largest and most complex project so the MoV activity should be tailored to reflect this. (Section 2.5 paragraph 2).	True:	Principle 5 – MoV should be tailored to suit the scale and complexity of the subject project. (Section 2.5 paragraph 2) AND this is the reason why the assertion is true. Therefore, the answer is A.
3	False:	The accountant is probably NOT the best lead because there are much wider stakeholder and cultural issues that need to be managed by the MoV leader. Part of the role of the senior MoV practitioner, the person responsible for managing the MoV effort, will be to undertake activities and publish material to build a culture within the organization that understands and supports the concept of maximizing value. (Section 2.7 paragraph 2 and Section 3.4.2 for characteristics required of an MoV study leader).	True:	Principle 7. Even if an organization is applying MoV on a project-by-project basis, it should ensure that MoV activity is actively supported and managed if the full benefits are to be realized. (Section 2.7 paragraph 4).
4	True:	Principle 3 - there is a wide range of stakeholders and the views of the key ones defined in the scenario need to be obtained. Achieving the optimum balance requires that the views of all key stakeholders, both internally and externally, are taken into account and reconciled. (Section 2.3.1 paragraph	True:	Principle 4 – MoV clarifies the information that is available to assist in the development of a more comprehensive business case. (Section 2.4 paragraph 2) BUT this is not the main reason for taking the views of key stakeholders into account and therefore does not explain the Assertion. Therefore, the answer is B.

Question: 3, Syllabus: PR, Part: A, Type: MG, Syllabus Ref: PR0302, Level: 3

1	Correct [E]:	Function analysis is a technique that leads to a better understanding of the project. (Section 3.3.1 paragraph 3, 2nd bullet).
2	Correct [F]:	Project 5 is training staff in Best Management Practice methods and the MoV guide identifies Facilitation as a requirement for effective leadership of an MoV study. (Section 3.4.2 paragraph 1).
3	Correct [C]:	CHECO has 200 homes (Background, paragraph 1) and cost modelling (presenting costs in a graphical format such as a cost distribution diagram) makes it easier to understand the causes of major costs and would meet the requirement. (Section 3.3.2.2 Figure 3.2).
4	Correct [G]:	'Brainstorming is probably the most commonly used technique for generating a large number of creative ideas.' (Section 3.4.3 paragraph 5).
5	Correct [B]:	The scenario refers to lessons learnt being passed on to other homes in the portfolio (Project 3). The MoV guide says that precedents will be captured and entered into the lessons learned database. (Section 3.2.4 paragraph 1).
6	Correct [A]:	During information gathering the briefing meeting gives the study leader all that is necessary to gather and analyse the information required for the development of an MoV study handbook, which acts as a briefing document for those in the study team. (Section 3.2 paragraph 1 and 3.2.1 paragraph 2).

Question: 3, Syllabus: PR, Part: B, Type: AR, Syllabus Ref: PR0401, Level: 4

1	False:	The scenario states that the new model should be sufficiently flexible to allow for differences in resident profiles and cultures, and other regional factors (Project 3). Therefore, different packages will be required and several value-improving proposals may be gathered into one or more scenarios. (Section 3.6.8).	False:	The guide says that where two or more proposals compete, it will be necessary to develop scenarios combining different options to identify the package that adds most value. (Section 3.6 paragraph 3).
2	True:	Operating in a caring manner is part of the CHECO vision and the MoV guide states that proposals to spend more on training to increase benefits should be balanced by use of the value ratio. (Section 3.6.3.1).	True:	This defines the value ratio. (Section 3.6.3.1) BUT this does not explain the Assertion. Therefore, the answer is B.
3	True:	The new reporting system is a specialist application and requirements are evolving so this is an appropriate approach. (Section 3.6.9).	True:	MoV continues during development and becomes an integral part of each cycle. (Section 3.6.9) AND this is the reason why the assertion is true. Therefore, the answer is A.
4	False:	It is correct that all the projects are different but they are all part of an integrated programme. It is good practice to have all proposals summarized in a standard form for consistency for comparison purposes across the programme. (Section 3.6.1 paragraph 1).	False:	It is good practice to have all proposals summarized in a standard form for consistency (rather than as random forms of presentation, which may be difficult to compare). (Section 3.6.1 paragraph 1).

Question: 4, Syllabus: MT, Part: A, Type: CL, Syllabus Ref: MT0301, Level: 3

1	A	Incorrect:	Functions describe what things do, rather than what they are, and are expressed using an active verb and a measurable noun. This is a general statement of requirements without an active verb. (Section 4.1 paragraphs 1 and 2).
	B	Correct:	Functions describe what things do, rather than what they are, and are expressed using an active verb and a measurable noun. (Section 4.1 paragraphs 1 and 2).
	C	Incorrect:	Functions describe what things do, rather than what they are, and are expressed using an active verb and a measurable noun. This is a statement of a solution without an active verb. (Section 4.1 paragraphs 1 and 2).
	D	Incorrect:	Functions describe what things do, rather than what they are, and are expressed using an active verb and a measurable noun. This is a performance target without an active verb. (Section 4.1 paragraphs 1 and 2).
2	A	Incorrect:	This is a supporting function because it enhances and differentiates CHECO homes but is not a primary objective of the project as defined in the scenario. (Section 4.1.1 paragraph 4 and Figure 4.2).
	B	Incorrect:	This is a second-level basic function because it contributes to the primary basic function and is the answer to 'how?'. (Section 4.1.1 paragraph 5 and Figure 4.2).
	C	Correct:	This is a primary basic function that contributes directly to the project objective. It is not the answer to 'how?' for any of the other options (Section 4.1.1 paragraph 4).
	D	Incorrect:	This is a second-level basic function because it contributes to the primary basic function and is the answer to 'how?'. (Section 4.1.1 paragraph 5 and Figure 4.2).
3	A	Correct:	This is a primary supporting function that differentiates CHECO but it is not necessary for achieving the primary objective. It is not the answer to 'how?' for any of the other options. (Section 4.1.1 paragraph 4).
	B	Incorrect:	This is a second-level supporting function because it contributes to the primary supporting function and is the answer to 'how?' (Section 4.1.1 paragraph 4 and Figure 4.2).
	C	Incorrect:	This is a third-level supporting function because it is the answer to the second-level 'How to facilitate visiting'. (Section 4.1.1 paragraph 5 and Figure 4.2).
	D	Incorrect:	This is a second-level supporting function and is the answer to 'how?' (Section 4.1.1 paragraph 4 and Figure 4.2).
4	A	Incorrect:	This use of 'How?' is not asking about 'How we propose to do something?' but is a question about how profitable of something is. (Section 4.1 penultimate paragraph).
	B	Incorrect:	Asking the question 'Why' increases the level of abstraction. (Section 2.2.3 paragraph 2; 4.1.1 paragraph 5 and Figure 4.2).
	C	Correct:	Asking the question 'How' lowers the level of abstraction. (Section 2.2.3 paragraph 2; 4.1.1 paragraph 6 and Figure 4.2).
	D	Incorrect:	This is asking 'Who?' whereas functional analysis is concerned with 'How?' something is done. (Section 4.1.1 paragraph 2 and Figure 4.2).
5	A	Incorrect:	Asking the question 'How' lowers the level of abstraction. (Section 2.2.3 paragraph 2; 4.1.1 paragraph 6 and Figure 4.2).
	B	Incorrect:	This use of 'Why?' does not ask 'Why do we want to do this?' but is a comment on the price we have to pay. (Section 4.1.1 paragraph 2 and Figure 4.2).
	C	Incorrect:	Asking the question 'Why' increases the level of abstraction and 'Where?' is not a valid question to define the link to objectives. (Section 2.2.3 paragraph 2; 4.1.1 paragraph 6 and Figure 4.2).

	D	Correct:	Asking the question 'Why' increases the level of abstraction. (Section 2.2.3 paragraph 2; 4.1.1 paragraph 6 and Figure 4.2).
6	A	Incorrect:	This would be necessary to support primary basic functions but would not contribute directly to the CHECO organizational objectives. (Section 4.1.1 paragraph 4).
	B	Incorrect:	Solutions are at a lower level of abstraction than primary functions and do not link directly to organizational objectives in the FAST diagram. (Section 4.1.1 paragraph 8).
	C	Correct:	This aligns directly with the overall CHECO organizational objectives and is stated as the primary objective of the project. (Section 2.1 and 4.1.1 paragraph 2 and 3).
	D	Incorrect:	This would describe how the objective would be fulfilled. (Section 4.1.1 paragraph 3).

Question: 4, Syllabus: MT, Part: B, Type: MR, Syllabus Ref: MT0304, Level: 3

1	A	Incorrect:	This is a use of the value index. (Section 4.1.2.3 paragraph 1).
	B	Incorrect:	This is illustrated by a FAST diagram or a value tree. (Section 4.1.1 paragraph 1).
	C	Correct:	This is mentioned in the scenario and in 'Principal uses'. (Section 4.1.2.1 bullet 5).
	D	Correct:	Principal uses for the value profile—for a project, articulating project objectives and the key project requirements in plain language. (Section 4.1.2.1 bullet 3).
	E	Incorrect:	The value profile is not a tool for calculating costs but this is done by function cost analysis. (Section 4.2).
2	A	Correct:	Principal uses - providing a measure of how well objectives are being met, at organizational, programme or project levels. (Section 4.1.2.3 bullet 1).
	B	Incorrect:	This is what the value for money ratio does. (Section 4.1.2.5 paragraph 1).
	C	Incorrect:	This part of the cost of delivery in the value for money ratio. (Section 4.1.2.5 Table 4.2).
	D	Incorrect:	The value index does not provide any indication of whether value for money is delivered'. (Section 4.1.2.3 final sentence).
	E	Correct:	Principal uses - indicating the contribution of each value driver to the overall value index, thus showing where to concentrate effort to improve value. (Section 4.1.2.3 bullet 3).
3	A	Correct:	This is one of the useful questions listed – what measurable factors influence this outcome? (Section 4.1.2.4 paragraph 3 bullet 1).
	B	Incorrect:	This is an example of testing robustness in a value profile. (Section 4.1.2.1 paragraph 6 bullet 2).
	C	Correct:	This is a useful question. (Section 4.1.2.4 paragraph 3 bullet 2).
	D	Incorrect:	This is a question about the nature of the solution and will not help define which metrics are required for the modernization project. (Section 4.1.2.4).
	E	Incorrect:	This is an example of testing robustness in a value profile and also it is not directly related to value drivers of this project. (Section 4.1.2.1 paragraph 6 bullet 3).
4	A	Incorrect:	Building costs are only one of several costs that would need to be included and meeting statutory requirements is only one of several value drivers. (Section 4.1.2.5 paragraph 1).
	B	Correct:	This is a 'principal use' for the value for money ratio. (Section 4.1.2.5 bullet 2).
	C	Incorrect:	This is an action before option selection stage. (Section 4.4.3.1 paragraph 5 bullet 2).
	D	Correct:	This is a 'principal use' for the value for money ratio. (Section 4.1.2.5 bullet 3).
	E	Incorrect:	This is benchmarking. (Section 4.4.1.1).

Question: 5, Syllabus: CT, Part: A, Type: MG, Syllabus Ref: CT0209, Level: 2

1	Correct [E]:	Appropriate where there is a small number of options from which to choose, uses 'aspects of resident care' as value drivers and generates a 'value score'. (Section 4.4.3.1).
2	Correct [C]:	A method of understanding 'business as usual' and then illustrating potential alternatives. Particularly useful in studies aimed at improving operational efficiency. (Section 4.4.1.2).
3	Correct [D]:	'A combination of several techniques aimed at drilling down to the root of a problem in order to develop an appropriate solution. (Section 4.4.1.3).
4	Correct [F]:	One example of a 'weighting technique' used to prioritize value drivers. (Section 4.4.4 introduction and Section 4.4.4.2).
5	Correct [B]:	DCF takes account of present and future cash flows including one-off costs, periodic costs and regular costs, and takes account of the different timings of these costs. (Section 4.4.1.4).
6	Correct [A]:	Comparing performance/cost of a process with other examples having similar attributes, including comparison with similar processes across industries. 'Best in class' demands external comparisons, not just process mapping. (Section 4.4.1.1).

Question: 5, Syllabus: CT, Part: B, Type: MR, Syllabus Ref: CT0302, Level: 3

1	A	Incorrect:	The form provided fully meets the standards suggested. (Appendix A11).
	B	Correct:	This technique is an integral part of developing value-improving proposals and assists in business case decisions. (Section 4.4.5 and 4.4.5.1).
	C	Correct:	This is a genuine drawback and should be reflected in the VIP. Also, the costs of training to mitigate risks will impact the cost-benefit analysis. (Appendix A11).
	D	Incorrect:	This is an aspect of the monetary value of the proposal and should form part of the cost-benefit analysis. (Section 4.4.4 and Section 1.2).
	E	Incorrect:	This non-monetary issue is an aspect of the value of the proposal and is highly relevant. (Section 4.4.5 and Section 1.2).
2	A	Incorrect:	Reduced transport reduces future costs and represents a monetary benefit. (Section 4.4.5, Appendix A11 and section 1.2).
	B	Incorrect:	Reduced future staffing costs represent a clear monetary benefit. (Section 4.4.5, Appendix A11 and Section 1.2).
	C	Correct:	Whilst there may be some cost savings associated with flexibility, the primary gain here is non-monetary. (Section 4.4.5, Appendix A11 and Section 1.2).
	D	Correct:	There may be monetary gains from improved quality control, but the primary benefits of cleaner linen will be non-monetary. (Section 4.4.5, Appendix A11 and Section 1.2).
	E	Incorrect:	Potential additional sources of revenue represent a monetary benefit. (Section 4.4.5, Appendix A11 and Section 1.2).
3	A	Incorrect:	The decision-building meeting is an opportunity for the proposal owner to present their suggestions to a panel of senior managers: the Project Manager is given as the proposal owner. (Section 4.4.5.2).
	B	Correct:	The decision-building meeting is an opportunity for the proposal owner (in this case the project manager) to present their suggestions to a panel of senior managers. (Section 4.4.5.2).
	C	Incorrect:	The decision-building meeting is an opportunity for the proposal owner to present their suggestions to a panel of senior managers (relevant views of other stakeholders should be incorporated into the VIP). (Section 4.4.5.2).
	D	Correct:	The decision-building meeting is an opportunity for the proposal owner to present their suggestions to a panel of senior managers. (Section 4.4.5.2).
	E	Incorrect:	The decision-building meeting is an opportunity for the proposal owner to present their suggestions to a panel of senior managers (relevant views of other stakeholders should be incorporated into the VIP). (Section 4.4.5.2).
4	A	Incorrect:	Whilst costs and benefits must be specified on the VIP, following a decision-building meeting the proposal owner and the study leader will review the costs and benefits to ensure they are robust. (Section 4.4.6.1).
	B	Incorrect:	Following a decision-building meeting the proposal owner and the study leader will develop an implementation plan which includes assigning human resources to the project. (Section 4.4.6.1)
	C	Incorrect:	The MoV guide says: 'Once the value-improving proposal has been presented and accepted for further development ...' The decision-building meeting authorizes further development of the proposal, detailed costings, and building an implementation plan. It does not authorize immediate expenditure. (Section 4.4.6.1).
	D	Correct:	The decision-building meeting 'provides the project managers with details of the expected value improvements'; these form the basis of the proposal implementation plan. (Section 4.4.5.2).
	E	Correct:	'Each of the value-improving proposals selected for implementation is allocated to an owner who is responsible for its implementation.' (Section 4.4.5.2).

Question: 6, Syllabus: AP, Part: A, Type: MG, Syllabus Ref: AP0301, Level: 3

1	Correct [A]:	At this start-up stage, an MoV study to validate the need for the project would provide information to improve the business case. (Section 5.1.4, Table 5.1).
2	Correct [B]:	This is the initiation stage for 'The Caring Professional' sub-project, and a clear functional definition is required. (Section 5.1.4, Table 5.1).
3	Correct [B]:	A functional definition of a sub-project on 'laundry skills' is needed. (Section 5.1.4, Table 5.1).
4	Correct [E]:	The delivery processes need review so that continuous improvement (including cost control) can take place with no loss of function. (Section 5.1.4, Table 5.1).

Question: 6, Syllabus: AP, Part: B, Type: AR, Syllabus Ref: AP0401, Level: 4

1	False:	The project owner (the CEO) should be included alongside end users. (Section 5.3 Paragraph 1).	True:	This is an accurate statement from the MoV Guide. (Section 5.3 Paragraph 1).
2	True:	This is a primary function and this question opens the way to alternatives. (Section 5.4).	True:	This is an accurate interpretation of the MoV Guide (Section 5.4) AND this is the reason why the assertion is true. Therefore, the answer is A.
3	False:	Function cost analysis requires analysis of all costs across a range of functions (value drivers) and this is not part of the value for money table. (Section 5.4.1 and Section 4.2 and Table 4.2).	False:	The value for money table does not identify costs associated with individual value drivers – only with the option overall. (Section 5.4.1).
4	False:	The only performance score differences between option A and option B are in drivers 2 and 7, and indeed driver 2 IS of higher importance (20%) than driver 7 (10%). However, the overall value for money of option A is better than option B and 'the ability to quantify improvements in value is required to justify any increase in the use of resources'. (Section 5.4.2, Paragraph 3).	False:	Performance scores are part of the understanding of value for money, along with cost and the relative importance of different functions. They can help assess appropriate trade-offs, but are not the key tool for this. (Sections 5.5.1-2, Section 4.4.3 and table 4.3).
5	True:	The data is there in the additional information. (Section 5.5.).	True:	This is an accurate statement from the MoV Guide (Section 5.5) BUT this does not explain the assertion. Therefore, the answer is B.
6	True:	Option C offers a value index(VI) of 660, against 620 for option B and 600 for option A. (Section 5.5.1 and Section 4.4.3.1).	False:	The value index provides only the numerator of the value ratio – costs will heavily affect value for money. (Section 5.5.2 and Section 4.4.3.1) [Here, the VfM indices are A=2.00, B=1.55, C=1.32]

Question: 7, Syllabus: EE, Part: A, Type: CL, Syllabus Ref: EE0203, Level: 2

1	A	Incorrect:	This is not the thrust of the CHECO Vision. (Scenario and “Reasons for adopting MoV” Section 7.1.1).
	B	Correct:	This is consistent with the CHECO Vision. (Scenario and “Reasons for adopting MoV” Section 7.1.1).
	C	Incorrect:	This sort of compliance is important to CHECO, but is unlikely to be demonstrated substantially using MoV tools. (Scenario and “Reasons for adopting MoV” Section 7.1.1).
2	A	Incorrect:	This is unnecessary in the light of the decision to outsource the MoV work. (Training – Section 7.1.1).
	B	Incorrect:	Training will be needed to allow staff in a variety of functions to contribute helpfully to MoV studies. (Training – Section 7.1.1).
	C	Correct:	The MoV Guide states that: “Even if it is decided to employ an external resource to deliver MoV, it will still be necessary to provide training to employees in order that they can understand, initiate, oversee and contribute to MoV studies.” (Section 7.1.1).

Question: 7, Syllabus: EE, Part: B, Type: MR, Syllabus Ref: EE0301, Level: 3

1	A	Incorrect:	This is an internal factor related to the operating model and staff training, not an external one. 'Integration with other processes'. (Figure 6.2 and Section 6.2.2, paragraph 1).
	B	Incorrect:	This is an internal factor related to a primary function of Project 4 (Reporting System), not an external one. 'Integration with other processes'. (Figure 6.2 and Section 6.2.2, paragraph 1).
	C	Correct:	This IS an external factor relating to 'social factors and how the organization and its activities relate to the market'. (Section 6.1.2.1, paragraph 1).
	D	Correct:	Government professional standards ARE an external factor and training staff to exceed them is part of the CHECO vision. (Section 6.1.1, paragraph 1).
	E	Incorrect:	This is service delivery and maintaining the (customer-facing) culture of the organization and is therefore internal. (Figure 6.2 and Section 6.2.2, paragraph 1).
2	A	Correct:	This is service delivery and maintaining the (customer-facing) culture of the organization and is therefore internal. (Figure 6.2 and Section 6.2.2, paragraph 1).
	B	Incorrect:	This is a health and safety issue and affected by both government regulation and concern for people. (Sections 6.1.1, Section 6.1.2.1 and Figure 6.2).
	C	Correct:	This can only be to facilitate the running of the home, related to service delivery, and is therefore internal. (Figure 6.2 and Section 6.2.2, paragraph 1).
	D	Incorrect:	This driver for change is technology-driven (may become statutory!) and external. (Figure 6.2 and Section 6.1.3).
	E	Incorrect:	This relates to both local public transport availability and (possibly) reducing greenhouse gas emissions, both of which are external. (Figure 6.2 and Sections 6.1.2.1 and 6.1.2.2).
3	A	Incorrect:	This is clearly an internal financial driver; the third-level basic function relates to the good MoV practice 'Learn Lessons', as well as to the organization culture. (Figure 6.2, Sections 6.2.2 and 6.2.3, and Section 2.6).
	B	Incorrect:	This is internal and relates to care and professionalism in service delivery. (Figure 6.2 and Section 6.2.2).
	C	Correct:	This IS a key external driver. (Figure 6.2 and Section 6.1.1).
	D	Incorrect:	This is internal (cleaning, repairs, decorating) as part of ongoing service delivery. (Figure 6.2 and Section 6.2.2).
	E	Correct:	This IS external, depending as it does on the local labour market – 'resource and skill availability'. (Figure 6.2 and Section 6.1.2.1).
4	A	Correct:	This IS an attempt to modify a culture which is out of step with the need to maximize value. (Section 6.2.2 paragraph 2).
	B	Incorrect:	This is less about the value of outputs than delivering a service. (Section 6.2.2, paragraph 1).
	C	Incorrect:	This is less about the value of outputs than delivering a service. (Section 6.2.2, paragraph 1).
	D	Correct:	This IS a (crude) attempt to reward the mindset of making value-improving proposals and therefore to support an MoV-friendly culture. (Section 6.2.2, paragraphs 2 and 4).
	E	Incorrect:	This is less about the value of outputs than about delivering a quality service. (Section 6.2.2, paragraph 1).

Question: 7, Syllabus: EE, Part: C, Type: MG, Syllabus Ref: EE0303, Level: 3		
1	Correct [B]:	How to identify key stakeholders. Attendance at the initial briefing meeting must include key stakeholders (Section 3.2.1) and the study leader's handbook indicates how to identify them. (Section 7.5).
2	Correct [A]:	Guidance on selecting on which projects to apply MoV and the level of effort to be applied commensurate with their size, complexity and importance. (Section 7.5).
3	Correct [D]:	How to select study participants. Cleaning, maintaining and decorating the homes are part of value driver 7, which will be subject to an MoV study. The study leader's handbook will give guidance on selecting appropriate study participants. (Section 7.5).
4	Correct [G]:	How to conduct the study process, which includes how to generate value-improving proposals. (Section 7.5).

Question: 8, Syllabus: AD, Part: A, Type: CL, Syllabus Ref: , Level: 2		
1	A	Incorrect: This is part of the study process not a matter for the initial briefing meeting. (Appendix A6, bullet point 5).
	B	Incorrect: This is a result of the initial briefing meeting, not something to be discussed in detail at it. (Appendix A6, bullet point 2).
	C	Correct: This should be thoroughly discussed and agreed at the initial briefing meeting. (Appendix A1, 'About this particular study', bullet point 3).
	D	Incorrect: This is part of the study process, not an matter for the initial briefing meeting. (Appendix A6, bullet point 8).
2	A	Incorrect: This letter of invitation would go out with the study handbook. (Appendix A10, paragraph 1).
	B	Incorrect: This is an outcome of the study, not an input. (Appendices A10 and A11).
	C	Incorrect: This is an outcome of the study, not an input. (Appendices A10 and A11).
	D	Correct: This information should be included in the study handbook. (Appendix A10, bullet point 7).
3	A	Correct: This should NOT be documented for every value-improving proposal – it is too wide; it belongs rather in the study handbook (A10) and as an output from the initial briefing meeting. (Appendices A10 and A1).
	B	Incorrect: This SHOULD be documented for each value-improving proposal. (Appendix A11, bullet point 5).
	C	Incorrect: This SHOULD be documented for each value-improving proposal. (Appendix A11, bullet point 2).
	D	Incorrect: This SHOULD be documented for each value-improving proposal. (Appendix A11, bullet points 6 and 5).
4	A	Incorrect: It SHOULD be written primarily for the study sponsor. (Appendix A8, paragraph 1).
	B	Incorrect: It MAY be produced in different versions with more or less detail for recipients other than the sponsor. (Appendix A8, paragraph 1).
	C	Incorrect: Incorrect. It DOES record the process of the study and SHOULD include a summary of outcomes. (Appendix A8, bullet points 5 & 8)
	D	Correct: It SHOULD NOT conceal the study contributors; in this context anonymity is not an aid to objectivity. (Appendix A8, bullet point 3).

Question: 8, Syllabus: AD, Part: B, Type: MG, Syllabus Ref: AD0303, Level: 3

1	Correct [C]:	This individual has run several projects of medium complexity and is able to both qualitative and quantitative metrics. (Appendix D.7, especially D.7.1).
2	Correct [D]:	This individual has trained and led a team of qualified study leaders, and has established a culture of MoV in another organization, including work at Corporate Board level. (Appendix D.7, especially D.7.1).
3	Correct [A]:	Although trained in MoV there is no evidence of practical application experience necessary to be considered level 1. (Appendix D.7, especially D.7.1).
4	Correct [B]:	This individual has run a small number of simple studies, documenting them correctly, but needing support on implementation. (Appendix D.7, especially D.7.1).
5	Correct [B]:	This individual has a combination of good facilitation skills, formal MoV practitioner training and experience of leading a limited number of simple MoV studies. (Appendix D.7, especially D.7.1).
6	Correct [C]:	This individual shows evidence of appropriate formal MoV practitioner training and experience of running a number of coordinated MoV studies, continuous learning from senior MoV professionals and of capturing relevant data to share with others. (Appendix D.7, especially D.7.1).