

SAVEInternational.CVS.v2026-09-04.q65

Exam Code:	CVS
Exam Name:	Certified Value Specialist
Certification Provider:	SAVE International
Free Question Number:	65
Version:	v2026-09-04
# of views:	114
# of Questions views:	650
https://www.freepdfdumps.com/SAVEInternational.CVS.v2026-09-04.q65.html	

NEW QUESTION: 1

The Value Methodology

Choose 2 answers.

- A. Encourages multidisciplinary communication
- B. Accelerates the design process
- C. Maintains paradigms
- D. Develops realistic budgets

Answer: A,D (LEAVE A REPLY)

The correct answers are A and D . Value Methodology is defined by SAVE International as a systematic process used by a multidisciplinary team to improve project value through the analysis of functions. Because the method intentionally brings together people from different technical, operational, cost, owner, user, and management perspectives, it naturally encourages multidisciplinary communication . The SAVE Study Guide also explains that function naming helps multidisciplinary teams build a shared understanding of project requirements, which supports clearer communication and better identification of value-improvement opportunities. () The second correct answer is develops realistic budgets . VM evaluates required functions against resources such as materials, labor, price, time, and other cost drivers. This function/resource relationship helps teams understand what the project must accomplish and what resources are reasonably required. OMB's Value Engineering policy also describes VE as a management tool used to ensure realistic budgets , remove nonessential costs, and maintain acceptable quality. (George W. Bush White House Archives) Option C is incorrect because VM does not maintain paradigms; it challenges assumptions and existing approaches. Option B may occur as an indirect benefit, but it is not the stronger core answer for this two- response item.

References/topics: Value Methodology Definition; Multidisciplinary Team; Function/Resource Relationship; VM Job Plan; VM Programs.

NEW QUESTION: 2

Which statement best describes the Implementation Phase?

- A. It occurs before the Information Phase to collect user attitudes
- B. It converts accepted value proposals into executed changes and tracks results

- C. It is identical to the Creativity Phase
- D. It is where all unselected ideas are formally approved

Answer: B ([LEAVE A REPLY](#))

The correct answer is B . Implementation is the post-presentation activity where accepted recommendations are converted into action. Although the six-phase workshop Job Plan ends with Presentation, SAVE's VM process recognizes post-workshop documentation and implementation activity as part of the broader value study process. The VM Standard's process flow shows pre-workshop, workshop, and post-workshop /implementation activities.

Option A is incorrect because collecting user attitudes and study preparation occur before or during early study activities, not Implementation. Option C is wrong because Creativity generates alternatives, while Implementation executes approved proposals. Option D is wrong because unselected ideas are not automatically approved. At CVS level, Implementation requires ownership, assigned responsibilities, schedules, change management, technical follow-through, documentation, and confirmation of achieved value. A proposal has no realized value until it is adopted and executed. Weak VM programs often generate impressive workshop reports but fail during implementation because accountability, funding, decision authority, and tracking mechanisms are missing.

References/topics: Implementation Phase; Post-Workshop Activities; Value Realization.

NEW QUESTION: 3

The decision-makers agreed to implement a VM proposal requiring an organizational change. What should be done to improve success?

Choose 2 answers.

- A. Encourage participation by those affected by the change
- B. Strictly define the implementation plan
- C. Hire a change management consultant
- D. Appoint an oversight committee

Answer: ([SHOW ANSWER](#))

The correct answers are A. Encourage participation by those affected by the change and D. Appoint an oversight committee . In the Implementation Phase, the approved VM proposal must be converted from an accepted recommendation into an actual organizational action. When the proposal requires organizational change, technical approval alone is not enough; successful implementation depends heavily on acceptance, ownership, coordination, and follow-through.

Encouraging participation by those affected by the change is essential because employees, managers, operators, and process owners who must live with the change often understand the practical barriers, workflow impacts, training needs, and resistance points. Their involvement improves buy-in and reduces implementation failure.

Appointing an oversight committee is also appropriate because organizational change normally crosses departments, responsibilities, and authority levels. Oversight provides governance, monitors progress, resolves conflicts, confirms accountability, and ensures the approved VM proposal remains aligned with the intended value improvement.

Option B is less suitable because an implementation plan should be clear and controlled, but not so rigid that it prevents adjustment during organizational transition. Option C is not required; a consultant may help in special cases, but it is not a primary VM implementation requirement.

References/topics: Implementation Phase; Change Adoption; Stakeholder Participation; Implementation Governance; VM Proposal Follow-Through.

NEW QUESTION: 4

One member of the group is dominating the discussions. What approach should the VM Facilitator use to engage the group?

- A. ask the dominating member to leave
- B. ignore the other members of the group
- C. present other materials
- D. ask questions of the quiet members

Answer: D ([LEAVE A REPLY](#))

The correct answer is D. ask questions of the quiet members . In a VM workshop, the facilitator must maintain balanced participation so the team benefits from the full range of technical, operational, customer, and stakeholder perspectives. A dominating participant can unintentionally suppress alternative viewpoints, reduce creativity, and weaken the quality of evaluation and consensus. The facilitator's response should therefore be corrective but professional, not punitive.

SAVE International guidance identifies the team leader's responsibilities as keeping the team focused, keeping team members involved in the discussion and work, keeping the team together, and acting as a catalyst while being diplomatic rather than dictatorial. () Asking quiet members targeted, neutral questions directly supports these responsibilities because it redistributes participation without embarrassing the dominant person or disrupting team cohesion.

Option A is too extreme and damages trust. Option B worsens the imbalance by allowing quieter members to remain disengaged. Option C may distract the group but does not solve the participation problem. The best facilitation technique is to invite quieter members into the conversation through open-ended questions, round- robin input, or direct prompts tied to their expertise.

References/topics: VM Facilitation and Team Dynamics; Team Leader Responsibilities; Balanced Participation; Group Engagement; Workshop Control.

NEW QUESTION: 5

The VM job plan separates

- A. creative steps from analytical steps.
- B. designers from the VM Team.
- C. cost estimates from functions.
- D. project needs from functions.

Answer: ([SHOW ANSWER](#))

The correct answer is A. creative steps from analytical steps . The VM Job Plan is structured so the team does not mix information gathering, function analysis, idea generation, judgment, and proposal development into one uncontrolled discussion.

SAVE guidance describes the Job Plan as the process that guides the study team in identifying and focusing on key project functions to create ideas that result in value improvement. () This separation is important because the Creative Phase requires free idea generation without premature criticism, feasibility judgment, or cost filtering. The Evaluation Phase then applies analytical judgment to screen, rank, and select ideas with value potential. The Development Phase further analyzes selected alternatives through cost, performance, risk, and implementation considerations. SAVE's VM Standard also states that a qualifying value study follows an organized Job Plan with defined phases, including Function Analysis, Creative, Evaluation, Development, and Presentation. () Option B is incorrect because designers may be part of the multidisciplinary VM team. Option C is incorrect because cost and function are intentionally related during VM analysis. Option D is incorrect because project needs and functions are also connected; functions express what must be done to satisfy needs.

References/topics: Value Methodology and Job Plan; Creative Phase; Evaluation Phase; Function Analysis; Analytical vs Creative Thinking.

NEW QUESTION: 6

The decision makers cling to familiar ways and reject all the VM proposals. What strategy could the VM facilitator use to persuade them to reconsider their decisions?

- A.** Identify areas of instability.
- B.** Repeat the VM study with new team members.
- C.** Provide information only as required to reduce the potential for discomfort.
- D.** Identify how to modify behaviors in the context of the new situation.

Answer: (SHOW ANSWER)

The correct answer is D. Identify how to modify behaviors in the context of the new situation . This question is testing the facilitator's understanding of resistance to change during VM implementation or decision acceptance. When decision makers cling to familiar methods and reject all VM proposals, the problem is not necessarily the technical quality of the proposals. It is usually behavioral resistance caused by uncertainty, loss of comfort, perceived risk, or attachment to existing practices.

A VM facilitator should not simply repeat the study or replace the team. The facilitator should help decision makers understand how the recommended change can be adopted in practical terms. This includes showing what behaviors, processes, responsibilities, and decision patterns need to change under the new situation.

Option A is incorrect because identifying instability may increase concern rather than reduce resistance.

Option B is inefficient and does not address the root cause. Option C is also weak because withholding information can reduce trust. The better VM facilitation strategy is to guide decision makers through the behavioral transition required for successful acceptance.

References/topics: VM Facilitation and Team Dynamics; Change Management; Resistance to Change; Decision-Maker Acceptance; Implementation Phase.

NEW QUESTION: 7

Which of the following actions demonstrate brainwriting during the Creativity Phase?

- A.** Have participants write down their ideas in silence before sharing them verbally with the group.
- B.** Encourage participants to speak their ideas out loud as soon as they think of them to foster discussion.
- C.** Limit the session to only those ideas that are immediately feasible for implementation.
- D.** Distribute a template that prompts participants to build on each other's ideas instead of developing their own.

Answer: (SHOW ANSWER)

The correct answer is A . Brainwriting is an idea-generation technique in which participants first develop ideas individually and silently in written form before the ideas are shared, reviewed, or expanded by the group. This fits the Creativity Phase because the purpose of that phase is to generate a quantity of ideas related to alternative ways of performing required functions. The SAVE Study Guide identifies the Creative Phase purpose as generating "a quantity of ideas" and asks the fundamental question: "How else may the functions be performed?" It also emphasizes establishing rules that protect the creative environment and using group idea-stimulation techniques. () Option B describes verbal brainstorming, not brainwriting. Option C is incorrect because feasibility screening belongs later in the Evaluation Phase; limiting ideas during creativity suppresses innovation. Option D contains a partial brainwriting concept, because some brainwriting methods allow participants to build on others' ideas, but the

wording "instead of developing their own" is too restrictive and does not represent the core method. Brainwriting begins with silent individual idea capture.

References/topics: Creativity Phase; Idea Generation; Creativity Ground Rules; Group Idea-Stimulation Techniques; Brainwriting.

NEW QUESTION: 8

Which of the following are key elements of a risk register?

Choose 2 answers.

- A. Performance criteria
- B. Probability of occurrence
- C. Function of the risk
- D. Impact on the scope

Answer: B,D ([LEAVE A REPLY](#))

The correct answers are B and D . A risk register is used to document, organize, and evaluate risks so that the VM team can understand how uncertainty may affect proposed alternatives. The two essential risk-register elements shown in the choices are probability of occurrence and impact on the scope . Probability identifies how likely the risk is to happen. Impact identifies what the consequence will be if the risk occurs, including possible effects on scope, cost, schedule, quality, performance, implementation, or stakeholder acceptance.

In the VM Job Plan, risk thinking becomes especially important when ideas move from creativity into evaluation and development. At that point, alternatives are no longer just possibilities; they must be tested for feasibility, consequences, and implementation exposure. A risk with high probability and high impact demands more attention than one with low probability and minor impact. Option A, performance criteria , is related to evaluation criteria, not a core risk-register field. Option C, function of the risk , is not a standard risk-register element. Functions belong to Function Analysis and are normally expressed in verb-noun format, while risks are documented as uncertain events or conditions.

References/topics: Evaluation Phase; Development Phase; Risk Register; Risk Probability; Risk Impact; VM Proposal Screening.

NEW QUESTION: 9

SMART stands for

- A. Specific, Measureable, Attainable, Reasonable, and Timebound.
- B. Specific, Measureable, Accountable, Relevant, and Timebound.
- C. Standards, Measureable, Attainable, Relevant, and Timebound.
- D. Standards, Measureable, Accountable, Relevant, and Timebound.
- E. Standards, Measureable, Attainable, Reasonable, and Timebound.
- F. Specific, Measureable, Attainable, Relevant, and Timebound.

Answer: ([SHOW ANSWER](#))

The correct answer is F: Specific, Measurable, Attainable, Relevant, and Timebound . In Value Methodology, SMART thinking is used to make recommendations, implementation actions, objectives, and follow-up responsibilities clear enough to be managed. A VM proposal or implementation action should not be vague, general, or open-ended. It must state exactly what is to be done, how success will be measured, whether the action can realistically be achieved, how it supports the study objective or project need, and when it must be completed.

"Specific" requires a clear action or target. "Measurable" means the result can be checked through cost, performance, schedule, quality, or other defined criteria. "Attainable" confirms that the action is practical within available resources and constraints.

"Relevant" ensures alignment with the value study objectives, functions, and stakeholder requirements. "Timebound" creates accountability through a completion date or defined time frame.

The incorrect options replace key SMART terms with weaker or incorrect words such as Standards , Accountable , or Reasonable . These may be useful concepts in management, but they do not form the standard SMART acronym used in VM action planning.

References/topics: Implementation Phase; VM Action Planning; Proposal Follow-Up; Performance Objectives; VM Programs.

NEW QUESTION: 10

Which of the following should the project manager use to support the implementation of proposals?

Choose 2 answers.

- A. Previously gathered user experiences.
- B. A detailed implementation plan including timelines and resources.
- C. A contingency plan to address potential issues that may arise during implementation.
- D. The implementation plan without assessing current policies and procedures.

Answer: ([SHOW ANSWER](#))

The correct answers are B and C . In the VM Job Plan, implementation support requires more than approving an idea; it requires a controlled plan for turning accepted VM proposals into real changes. SAVE's Value Methodology Standard identifies Create Implementation Plan and Prepare Final Proposals as Development Phase activities, followed by Presentation Phase commitment and Post-Study implementation tracking. (UW Courses) A detailed implementation plan is essential because the standard specifically requires an implementation plan with a proposed schedule, implementation activities, team assignments, and management requirements. (UW Courses) This directly supports option B . A contingency plan is also appropriate because implementation must account for risk, uncertainty, schedule impact, resource availability, policy limits, and potential barriers. The Development Phase includes implementation requirements that consider risk and uncertainty, making contingency planning a logical implementation-control tool. (UW Courses) Option A may be useful background information, but it is not the primary tool for implementing approved proposals. Option D is incorrect because implementation should not proceed blindly without assessing current policies, procedures, constraints, and organizational requirements.

References/topics: Implementation Phase; Development Phase; Implementation Plan; Risk and Uncertainty; Post-Study Implementation.

NEW QUESTION: 11

Between carpet and vinyl, which is a better value option for the owner over the service life of the products?

- A. Carpet \$120,000
- B. Vinyl Tile \$130,000
- C. Carpet \$138,000
- D. Vinyl Tile \$178,000

Answer: ([SHOW ANSWER](#))

The correct answer is A. Carpet \$120,000 . This question applies life-cycle cost comparison , which is commonly used in the Development Phase when VM alternatives are being analyzed for economic feasibility and owner value. The better value option is not determined by the lowest initial cost alone; it must include installed cost, maintenance cost, recurring service cost, and service life impacts.

For carpet:

Installed cost = 1,000 sq. m × \$30 = \$30,000 .

Vacuum maintenance = \$500/month × 12 months × 10 years = \$60,000 .

Annual shampoo = \$3,000/year × 10 years = \$30,000 .

Total carpet life-cycle cost = \$30,000 + \$60,000 + \$30,000 = \$120,000 .

For vinyl over a comparable 10-year ownership period:

Installed cost = 1,000 sq. m × \$10 = \$10,000 .

Vacuum maintenance = \$400/month × 12 × 10 = \$48,000 .

Strip and wax = \$1,000/month × 12 × 10 = \$120,000 .

Total vinyl cost = \$178,000 .

Although vinyl has a lower initial cost, its recurring monthly strip-and-wax cost makes it more expensive.

Therefore, carpet provides the better value.

References/topics: Development Phase; Life-Cycle Costing; Economic Evaluation; Alternative Comparison; Owner Value.

NEW QUESTION: 12

When selecting VM study team members, which of the following are preferable?

Choose 2 answers.

- A. Expertise in their field
- B. Availability to attend
- C. Promoting their ideas
- D. Closed-mindedness

Answer: (SHOW ANSWER)

The preferable qualities are expertise in their field and availability to attend . In the Preparation or Pre- Workshop stage, the Value Study must be properly planned, organized, staffed, and scheduled before the formal Job Plan begins. The SAVE Study Guide identifies Pre-Workshop activities such as identifying Value Team members , obtaining their commitment to project objectives, and determining study dates, times, location, and other logistical needs. () Technical capability is essential because VM team members must gather and analyze information, identify functions, contribute ideas, evaluate ideas using their experience and expertise, develop alternatives, and present results. The guide specifically describes technical champions as team members selected because of their technical expertise. () Availability is equally important because team members are expected to participate in all meetings, and timely attendance is listed as a responsibility. () Option C is not preferred because VM requires collaborative idea generation, not personal advocacy or forcing individual solutions. Option D is directly contrary to VM team behavior, since the guide stresses open- mindedness and avoiding roadblocks.

References/topics: Preparation Phase; Pre-Workshop Activities; Value Team Member Selection; Team Member Responsibilities; VM Facilitation and Team Dynamics.

NEW QUESTION: 13

A well-managed VM program will include a process

Choose 2 answers.

- A. for selecting subjects for VM studies.
- B. to guarantee a return on investment from each VM study.
- C. for identifying when a VM study should be applied to a subject.
- D. that requires a VM study on each subject.

Answer: (SHOW ANSWER)

The correct answers are A and C . A well-managed Value Methodology program must have a structured process for deciding which subjects should receive VM studies and when VM should be applied . VM program management is not simply about conducting studies randomly; it requires screening potential projects, products, processes, or services to determine where VM effort can create meaningful value improvement. The VM Guide program-management section specifically includes "Selecting subjects for VM studies" and "Timing of VM studies" as key management areas. (pdfcoffee.com) Option A is correct because subject selection helps the organization focus limited VM resources on studies with suitable size, complexity, risk, cost, performance concern, or strategic importance. Option C is correct because timing matters. SAVE guidance notes that VM may be applied at different points in a subject's life cycle, and early application often improves direction before later implementation costs increase. () Option B is incorrect because no VM program can guarantee return on investment from every individual study. Option D is incorrect because requiring a VM study on every subject would waste resources and ignore proper screening criteria. References/topics: VM Programs; VM Program Management; Selecting VM Study Subjects; Timing of VM Studies; VM Application Criteria.

NEW QUESTION: 14

After reviewing the VM study results, the decision-makers take no action. What strategies could the VM facilitator use to engage the group?

Choose 2 answers.

- A. Discuss allocating time and resources to implement the change.
- B. Maintain involvement at lower level of management.
- C. Provide only the necessary information with respect to the change.
- D. Build a support network by developing a detailed Implementation Plan.

Answer: A,D (LEAVE A REPLY)

The correct answers are A and D . When decision-makers review VM study results but take no action, the facilitator is dealing with a change-response problem, not simply a technical presentation problem. In VM implementation guidance, this behavior aligns with the early "shock" response to change, where people may mentally shut down because the proposed change feels uncertain, risky, or disruptive. The recommended coping strategy is to create safety, structure, and visible support around the change.

Therefore, discussing allocation of time and resources is appropriate because implementation cannot move forward without clear commitment, staffing, schedule allowance, and management attention. The VM Guide identifies proper allocation of time and resources as a way to provide safety during change. It also states that shock and stress can be reduced by building a support network through a detailed implementation plan . (pdfcoffee.com) Option B is incorrect because the guidance emphasizes visible upper management support, not merely lower- level involvement. Option C is incorrect because limiting information increases uncertainty; the recommended approach is to provide broad, clear, and consistent information about the change.

References/topics: Implementation Phase; Change Management Strategies; Implementation Plan; Resource Allocation; Decision-Maker Engagement.

NEW QUESTION: 15

Who typically relates value directly to the functions they are trying to acquire?

- A. Decision makers
- B. Design team

C. Users

D. Customers

Answer: D (LEAVE A REPLY)

The correct answer is D. Customers . In Value Methodology, value is not judged mainly by the design team, facilitator, or internal decision makers. It is judged from the perspective of the party seeking or acquiring the needed function. The SAVE International Study Guide defines value as a relationship between function and resources , where the function is measured by the performance requirements of the customer , and the resources are the materials, labor, price, time, and other inputs required to accomplish that function. (cdn..com)

This means customers directly connect value with the functions they want to obtain. They are not buying materials, drawings, specifications, or technical complexity for their own sake; they are acquiring useful functions such as support load, move people, protect asset, reduce risk, or provide comfort. Users may experience the function, and decision makers may approve funding, but the customer is the party whose performance expectations define whether the function provides acceptable value.

Therefore, in CVS terms, customer requirements are central to value determination because function must satisfy customer expectations while resources are minimized or optimized.

References/topics: Function Analysis Phase; Value Definition; Customer Requirements; Function/Resources Relationship; VM Fundamentals.

NEW QUESTION: 16

A small group within the VM team is sitting silently and won't engage. What should the VM facilitator do?

A. Ask the group to leave

B. Open discussions with the group

C. Ignore potential threats to the group

D. Engage the other VM team members

Answer: B (LEAVE A REPLY)

The correct answer is B. Open discussions with the group . In VM facilitation, silence from a subgroup is a participation barrier that must be addressed constructively, not punished or ignored. The facilitator's responsibility is to maintain a productive team environment, encourage balanced participation, and protect the integrity of the Job Plan. SAVE-related VM guidance emphasizes that the team leader must have both Value Methodology training and team facilitation capability, including strong leadership and communication skills. (UW Courses) A silent subgroup may indicate disagreement, confusion, resistance, lack of psychological safety, or hidden technical concerns. Opening discussion allows the facilitator to surface the cause without embarrassing the participants. This may be done through neutral questions, direct invitation, small-group check-ins, or reframing the issue so the subgroup can contribute safely.

Option A is inappropriate because asking them to leave damages trust and reduces multidisciplinary input.

Option C is incorrect because ignoring disengagement allows dysfunction to grow. Option D may help later, but engaging others first does not address the disengaged subgroup directly. The facilitator should first open communication with the silent group and reintegrate them into the VM process.

References/topics: VM Facilitation; Team Dynamics; Communication Skills; Participation Management; VM Study Team Leadership.

Valid CVS Dumps shared by Actual4test.com for Helping Passing CVS Exam! Actual4test.com now offer the **newest CVS exam dumps**, the Actual4test.com CVS exam **questions have been updated** and **answers have been corrected** get the **newest** Actual4test.com CVS dumps with Test Engine here: https://www.actual4test.com/CSV_examcollection.html (149 Q&As Dumps, **30%OFF Special Discount: Freepdfdumps**)

NEW QUESTION: 17

Which of the following are key considerations when selecting an in-person meeting room?

Choose 4 answers.

- A. Location relative to the study subject site.
- B. Comfort of chairs.
- C. Tables arranged in U-shape.
- D. Availability for the duration of the workshop.
- E. Number of windows and wall space available.
- F. Temperature controls.

Answer: ([SHOW ANSWER](#))

The correct answers are C, D, E, and F . Selecting an in-person VM workshop room is a Preparation Phase responsibility because the facilitator must create conditions that support team interaction, visible work products, and uninterrupted execution of the Job Plan. The SAVE Study Guide identifies Pre-Workshop activities as planning and organizing the Value Study, including determining "study dates, times, location and other logistical needs." () It also emphasizes that the VM Job Plan supports team synergy through a structured process, not isolated individual opinions. () A U-shaped table arrangement supports facilitation because participants can see one another, engage in discussion, and view flip charts or projected material. Availability for the full workshop duration is essential because the Study Guide notes that sufficient time must be allotted to apply the VM process and document findings; losing the room interrupts phase continuity. () Windows and wall space matter because VM workshops rely heavily on posted functions, FAST diagrams, idea lists, evaluation matrices, and proposal development materials. Temperature controls are also important because an uncomfortable environment reduces concentration and participation during long workshop sessions. Chair comfort and site proximity may be useful, but they are secondary compared with room layout, uninterrupted access, display/workspace, and environmental control.

References/topics: Preparation Phase; Pre-Workshop Logistics; VM Facilitation; Workshop Environment; Team Dynamics.

NEW QUESTION: 18

Subject information:

Service Life = 12 years

Fuel = \$9.00 per liter

Annual kilometers driven = 40,000 kilometers

Car A: Paid \$40,000 , needs batteries every two years at \$600 , needs tires every two years at \$1,000 , fuel efficiency = 10 kilometers per liter .

Car B: Paid \$50,000 , needs tires every two years at \$2,000 , fuel efficiency = 15 kilometers per liter .

Car C: Paid \$60,000 , needs tires every two years at \$4,000 , fuel efficiency = 20 kilometers per liter .

What is the total life cycle cost - initial, replacement costs, and annual costs - of Car A for the service life of the vehicle without considering the discount rate?

- A. \$480,000
- B. \$477,000
- C. \$500,000
- D. \$84,000

Answer: A ([LEAVE A REPLY](#))

The correct answer is A. \$480,000 . In the CVS Value Methodology context, life-cycle cost includes the initial cost, recurrent annual costs, and discrete future replacement expenditures over the defined service period. SAVE's VM Dictionary defines life-cycle cost as the sum of initial cost, recurrent annual cost, single expenditures, and disposal or salvage value over a specified period. It also defines recurrent annual cost as operation and maintenance cost occurring throughout each year, and single expenditure as a future replacement outlay occurring at discrete times during service life.

For Car A , the initial cost is \$40,000 . Annual fuel use is calculated as:

$40,000 \text{ km} \div 10 \text{ km/liter} = 4,000 \text{ liters per year}$

$4,000 \text{ liters} \times \$9 = \$36,000 \text{ per year}$

$\$36,000 \times 12 \text{ years} = \$432,000$

Replacement costs occur every two years during the 12-year service period, excluding a replacement at the end of year 12 because the vehicle's service life ends. Therefore, replacements occur at years 2, 4, 6, 8, and 10

:

$5 \times (\$600 \text{ batteries} + \$1,000 \text{ tires}) = 5 \times \$1,600 = \$8,000$

Total LCC = $\$40,000 + \$432,000 + \$8,000 = \$480,000$.

References/topics: Evaluation Phase; Life-Cycle Cost; Initial Cost; Recurrent Annual Cost; Single Expenditure; Cost Analysis.

NEW QUESTION: 19

Which of the following are techniques the VM facilitator might use for a VM study team that is having difficulty completing the FAST diagram?

Choose 2 answers.

- A. Ask the VM study team if a function is missing
- B. Reorganize the functions for the VM study team
- C. Make sure all identified functions are used
- D. Review level of abstraction

Answer: ([SHOW ANSWER](#)**)**

The correct answers are A and D . When a VM study team struggles to complete a FAST diagram, the facilitator should guide the team through questioning, not take control of the technical work. Asking whether a function is missing is an appropriate facilitation technique because a break in the How/Why logic often means the team has skipped a needed function, used an unclear verb-noun statement, or failed to connect a supporting function to a higher-order function. This keeps ownership with the team while helping them complete the logic chain.

Reviewing the level of abstraction is also correct. FAST diagramming requires functions to be placed at the right level: not too broad, not too detailed, and consistent with the project scope. If one function is stated at a strategic level and another at a component-detail level, the FAST diagram becomes difficult to organize.

Option B is incorrect because the facilitator should not reorganize the functions for the team; that weakens team participation and ownership. Option C is incorrect because not every identified function must appear in the final FAST diagram. Only functions that support the logical function model should be used.

References/topics: Function Analysis Phase; FAST Diagramming; Facilitation; Function Logic; Level of Abstraction.

NEW QUESTION: 20

Subject information:

Service Life = 12 years

Fuel = \$9.00 per liter

Annual kilometers driven = 40,000 kilometers

Car A: Paid \$40,000 , needs batteries every two years at \$600 , needs tires every two years at \$1,000 , fuel efficiency = 10 kilometers per liter .

Car B: Paid \$50,000 , needs tires every two years at \$2,000 , fuel efficiency = 15 kilometer per liter .

Car C: Paid \$60,000 , needs tires every two years at \$4,000 , fuel efficiency = 20 kilometer per liter .

What are the repair and replacement costs for Car B for the service life of the vehicle?

A. \$6,000

B. \$12,000

C. \$10,000

D. \$4,000

Answer: B (LEAVE A REPLY)

The correct answer is B. \$12,000 . This question asks only for the repair and replacement costs of Car B , not the full life-cycle cost. Therefore, the initial purchase price of \$50,000 and the fuel cost data are irrelevant for this specific calculation. The only repair/replacement item listed for Car B is tires every two years at \$2,000 .

The service life is 12 years . Since tires are replaced every 2 years , the number of replacement cycles is:

$12 \text{ years} \div 2 \text{ years} = 6 \text{ replacement cycles}$

The total repair and replacement cost is therefore:

$6 \times \$2,000 = \$12,000$

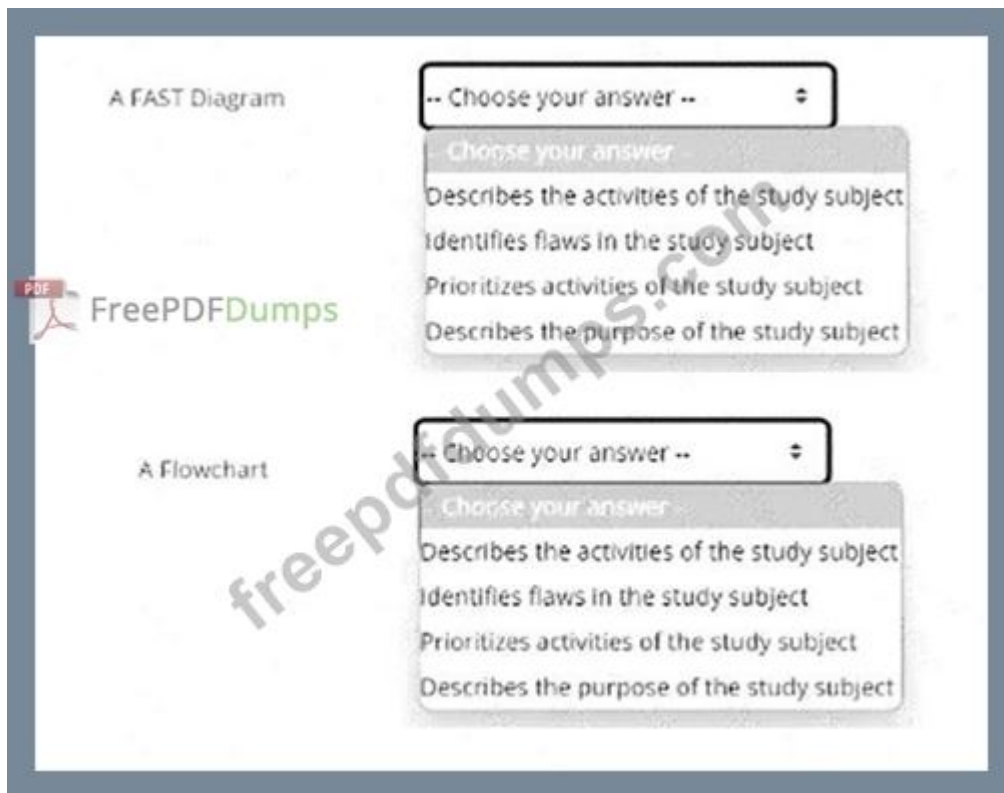
Option A. \$6,000 would represent only three tire replacements, which does not cover the full 12-year service life. Option C. \$10,000 would represent five replacements; that approach would exclude the final two-year replacement interval, but this question's wording asks for costs for the service life , so the full 12-year period is counted. Option D. \$4,000 covers only two replacement cycles and is clearly incomplete.

In the Evaluation Phase, the CVS candidate must separate initial cost , annual operating cost , and periodic repair/replacement cost before performing life-cycle calculations. This question isolates the periodic replacement-cost component only.

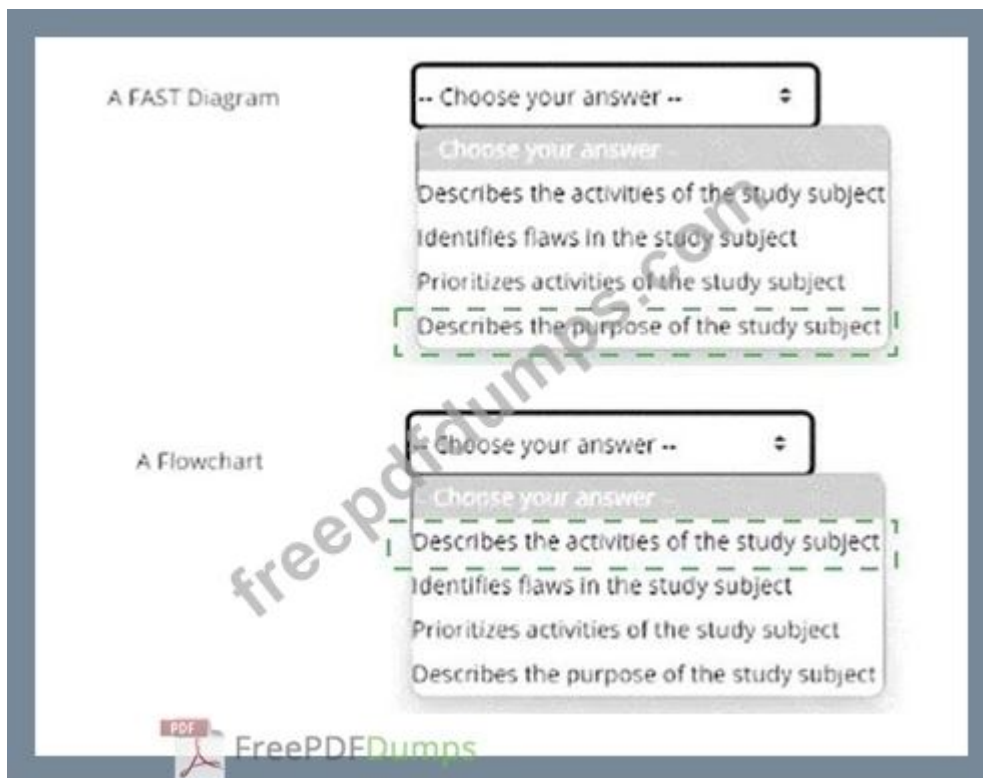
References/topics: Evaluation Phase; Life-Cycle Cost; Repair and Replacement Costs; Recurrent Cost; Cost Classification.

NEW QUESTION: 21

Match the statements that best identify a FAST diagram and flowchart.



Answer:



Explanation:

Item

Correct Match

A FAST Diagram

Describes the purpose of the study subject

A Flowchart



FreePDFDumps

Describes the activities of the study subject

The correct matches are FAST Diagram = Describes the purpose of the study subject and Flowchart = Describes the activities of the study subject . In Value Methodology, a FAST diagram is not an activity map. It is a function model. SAVE's Study Guide defines a function as the original intent or purpose that a product, service, or process is expected to perform, expressed in active verb/measurable noun form. It also defines FAST as a graphical representation of dependent relationships between functions within a project.

Therefore, FAST is used to understand the functional purpose and how functions logically relate through "how /why" thinking.

A flowchart is different. It represents process flow: the sequence of activities, steps, or operations used by the study subject.

SAVE's glossary defines a process as a sequence of activities that delivers a product or project.

That aligns directly with the option "Describes the activities of the study subject."

"Identifies flaws" is too narrow; defects may be discovered during analysis, but that is not the defining purpose of either tool.

"Prioritizes activities" is also incorrect because prioritization normally belongs to evaluation or decision methods, not basic FAST or flowchart definition.

References/topics: Function Analysis Phase; FAST Diagramming; Function Modeling; Process Flowchart; How-Why Logic.

NEW QUESTION: 22

Which of the following actions is the most effective method for encouraging stakeholder engagement during the implementation phase?

- A. Assign tasks to team members before informing stakeholders.
- B. Use formal reports to streamline the process.
- C. Provide stakeholders with the VM study report during the implementation meeting.
- D. Coordinate with the project manager to distribute information to stakeholders.

Answer: D (LEAVE A REPLY)

The correct answer is D. Coordinate with the project manager to distribute information to stakeholders .

In the Implementation Phase , the purpose is not merely to produce documentation; it is to ensure that approved VM proposals are converted into executed actions. SAVE's VM Standard Reference states that during implementation, the sponsoring organization reviews VM study results, decides which proposals to implement, and develops and executes an implementation plan to actualize the value improvements.

Stakeholder engagement depends on timely, coordinated, and project-controlled communication. The project manager is normally the central execution authority, so coordinating with the project manager ensures that stakeholders receive the right information, understand decisions, know implementation responsibilities, and remain aligned with schedule, cost, quality, risk, and performance expectations.

Option A is ineffective because assigning tasks before informing stakeholders can create resistance and reduce buy-in. Option B supports documentation but does not actively engage stakeholders. Option C may be useful, but handing out the VM study report during a meeting is passive and often too late to build ownership.

Coordinated information distribution through the project manager is the most effective engagement mechanism.

References/topics: Implementation Phase; VM Study Results; Implementation Plan; Stakeholder Communication; Project Manager Coordination.

NEW QUESTION: 23

Which of the following are appropriate techniques to achieve the expected output of the Evaluation Phase?

- A. Weighted evaluation technique
- B. Blast-create-refine method
- C. Coarse, medium, and fine filters
- D. Forced relationships method

Answer: C (LEAVE A REPLY)

The correct answer is C. Coarse, medium, and fine filters . In the VM Job Plan, the Evaluation Phase converts the large number of ideas generated during the Creativity Phase into a smaller, rationally selected group of ideas suitable for Development. SAVE's Value Methodology Standard states that the Evaluation Phase uses a structured evaluation process to select ideas with potential for value improvement while still delivering required functions and respecting performance requirements and resource limits. ()

The SAVE International Core Competencies directly classify Evaluation Phase techniques as coarse filter, medium filter, and fine filter methods. These appear under "Apply Evaluation Techniques," with coarse filters representing simple screening, medium filters supporting intermediate comparison, and fine filters supporting more detailed evaluation before ideas move into development. () Option A, weighted evaluation, can be part of a detailed or fine-filter evaluation, but it is not the complete filtering approach named in the CVS/VM Guide framework. Options B and D are more closely associated with idea generation or creative stimulation, not the primary structured filtering process of the Evaluation Phase.

References/topics: Evaluation Phase; Apply Evaluation Techniques; Coarse Filter; Medium Filter; Fine Filter; Idea Selection.

NEW QUESTION: 24

On a FAST diagram, the

Choose 3 answers.

- A. scope lines represent limits of the VM study subject.
- B. scope lines are shown as solid lines.
- C. basic function is to the immediate right of the left scope line.
- D. higher order function is to the immediate left of the left scope line.
- E. lower order function is to the immediate left of the right scope line.

Answer: A,C,D (LEAVE A REPLY)

The correct answers are A, C, and D . In FAST diagramming, scope lines define the boundary of the subject being studied. They separate what is included in the VM study from functions that explain the larger reason for the study or the initiating input outside the study boundary. SAVE's VM glossary explains that a FAST diagram includes scope lines and classified functions such as basic, higher-order, and lower-order functions. It also defines subject scope as the portion of the project, product, or process selected for the value study. () Option A is correct because scope lines represent the limits of the VM study subject. Option C is correct because the basic function is placed immediately to the right of the left scope line; it represents the essential purpose of

the subject within the study. Option D is correct because the higher-order function is placed to the left of the left scope line and explains the broader need or goal for which the basic function exists. SAVE defines the higher-order function as outside the scope of the subject under study. () Option B is not selected because the key convention is boundary placement, not "solid line" style. Option E is incorrect because the lower-order function is outside the right scope boundary, not immediately left of it. References/topics: Function Analysis Phase; FAST Diagram; Scope Lines; Basic Function; Higher-Order Function; Lower-Order Function.

NEW QUESTION: 25

Which function statement is written in the most appropriate VM format?

- A. Strong steel beam
- B. Support load
- C. The beam supports the roof
- D. Provide better construction system

Answer: B ([LEAVE A REPLY](#))

The correct answer is B because VM functions are expressed in a two-word format using an active verb and a measurable noun. SAVE's VM Standard states that the team defines functions using a two-word active verb /measurable noun context. The SAVE dictionary also explains that a function identifies what something does, independent of what it is or how it is accomplished, and is expressed as an active verb plus measurable noun.

Option A is wrong because it describes an object and attribute, not a function. "Strong steel beam" tells what the solution is, not what it does. Option C is too design-specific and sentence-based; it identifies the component and solution rather than abstracting the function. Option D is vague and not measurable. "Support load" is superior because it focuses on the required action without locking the team into a beam, slab, truss, or other specific solution. CVS candidates must be able to distinguish function language from component language.

References/topics: Function Definition; Verb-Noun Format; Function Analysis Phase.

NEW QUESTION: 26

Which of the following activities should be prioritized during the Evaluation Phase to analyze the subject's impact?

Choose 2 answers

- A. Conduct a one-time survey to gather staff opinions.
- B. Set baseline criteria for measurement against future outcomes.
- C. Review the project's budget to assess financial efficiency.
- D. Define key performance indicators that align with subject objectives.

Answer: B,D ([LEAVE A REPLY](#))

The correct answers are B and D . The Evaluation Phase requires the VM team to apply a structured evaluation process so that ideas are judged against defined requirements rather than informal preference.

SAVE's Value Methodology Standard states that the team selects ideas with potential for value improvement while still delivering the required functions and considering performance requirements and resource limits. () Therefore, setting baseline criteria is essential because impact cannot be measured unless the current or expected performance condition is defined first. Baselines allow future outcomes to be compared against the starting point and help determine whether the selected alternative actually improves value. Defining key performance indicators is also correct because KPIs translate subject objectives into measurable evaluation factors, such as time, quality, productivity, service level, risk reduction, cost effectiveness, or functional performance.

Option A is weak because a one-time opinion survey may provide useful input, but it does not create a disciplined impact-measurement framework. Option C is too narrow because budget review only addresses financial efficiency and does not fully evaluate subject impact. The official SAVE Core Competencies also place "establish evaluation framework" and "establish evaluation criteria" directly within the Evaluation Phase.

References/topics: Evaluation Phase; Evaluation Framework; Evaluation Criteria; KPI Alignment; Baseline Measurement; Subject Impact Analysis.

NEW QUESTION: 27

Carpet and vinyl tile are acceptable alternatives for an owner to cover 1,000 square meters of floor.

Carpet

Installed cost, including pad = \$30 / square meter

Service life = 10 years

Maintenance cost: vacuum weekly = \$500 / month

Maintenance cost: shampoo once per year = \$3,000 / shampoo

Vinyl

Installed cost, including pad = \$10 / square meter

Service life = 15 years

Maintenance cost: vacuum weekly = \$400 / month

Maintenance cost: strip and wax once per month = \$1,000 / strip and wax Between carpet and vinyl, which is a better value option for the owner over the service life of the products?

A. Carpet \$120,000

B. Vinyl Tile \$130,000

C. Carpet \$138,000

D. Vinyl Tile \$178,000

Answer: A ([LEAVE A REPLY](#))

The correct answer is A. Carpet \$120,000 . This is an Evaluation Phase life-cycle cost comparison. SAVE's VM Dictionary defines life-cycle cost as the sum of initial cost, recurrent annual cost, single expenditures, and disposal or salvage value over a specified period. It also defines recurrent annual cost as operation and maintenance cost occurring throughout each year of service life.

For carpet , the initial cost is:

$1,000 \text{ square meters} \times \$30 = \$30,000$

The monthly vacuum maintenance cost is:

$\$500 \times 12 \text{ months} \times 10 \text{ years} = \$60,000$

The annual shampoo cost is:

$\$3,000 \times 10 \text{ years} = \$30,000$

Therefore, carpet life-cycle cost is:

$\$30,000 + \$60,000 + \$30,000 = \$120,000$

Vinyl is not the better value option in the listed choices. Even though vinyl has a lower initial installed cost, its recurring strip-and-wax maintenance is significant. Over a 10-year comparison period, vinyl would be:

$\$10,000 + \$48,000 + \$120,000 = \$178,000$

That corresponds to option D, but it is higher than carpet's \$120,000. The CVS exam trap is focusing on lowest initial cost instead of total cost over the study period. In Value Methodology, value decisions require considering function, performance, and total resource commitment, not first cost alone.

References/topics: Evaluation Phase; Life-Cycle Cost; Initial Cost; Recurrent Annual Cost; Alternative Comparison.

NEW QUESTION: 28

Which of the following play a part in effective VM Facilitation?

Choose 3 answers.

- A. Recognizing disruptive behavior is personal
- B. Belief in the group and its possibilities
- C. Familiarity of facilitation concepts and methods
- D. Practiced ability to plan appropriate group processes
- E. Technical knowledge in the subject area

Answer: ([SHOW ANSWER](#))

The correct answers are B, C, and D . Effective VM facilitation depends primarily on the facilitator's ability to guide a multidisciplinary team through a structured process, not on personally solving the technical problem. SAVE's VM Standard Reference defines VM as a systematic process used by a multidisciplinary team, led by a qualified VM facilitator , to improve value through function analysis. It also states that a VM study is facilitated by someone competent in VM techniques, ideally a CVS.

Therefore, the facilitator must have belief in the group and its possibilities because VM relies on team intelligence, cross-functional input, creativity, and consensus-building. The facilitator must also have familiarity with facilitation concepts and methods , including managing participation, conflict, divergent thinking, convergence, and decision flow. Finally, the facilitator needs a practiced ability to plan appropriate group processes , because each VM phase requires the right method, timing, participation structure, and output control.

Option A is incorrect because disruptive behavior should be managed objectively, not treated as personal.

Option E is not a core facilitation requirement; technical knowledge belongs mainly to subject-matter team members, while the facilitator protects the VM process.

References/topics: VM Facilitation and Team Dynamics; Facilitator Competence; Group Process Planning; Team Participation; VM Study Leadership.

NEW QUESTION: 29

A VM Facilitator has been asked to propose ways to reduce the value study time commitment of client VM team members who have specialized knowledge required for the study. What should the VM Facilitator propose to best reduce the time commitments of the specialists?

- A. Recommend that all team members follow all the VM job plan phases to achieve value improvement.
- B. Suggest that VM team members with specialized knowledge participate in the Development Phase to ensure reasonable value proposals.
- C. Recommend VM members with specialized knowledge participate in the Creativity Phase to ensure the team understands their perspectives.
- D. Suggest VM team members with specialized knowledge participate in the Function Analysis Phase because it leads to creativity.

Answer: A ([LEAVE A REPLY](#))

The correct answer is A because the specialists described in the question are not casual reviewers or occasional outside advisers; they are VM team members whose specialized knowledge is required for the study. The CVS logic is that essential team members should remain engaged through the full Job Plan so that information, function thinking, creativity, evaluation, development, and presentation remain connected. The SAVE Study Guide identifies technical champions as team members selected for technical expertise and states that value team members are expected to "participate in all meetings," gather and analyze information, identify functions, contribute ideas, and evaluate ideas using their experience and expertise. () Options B, C, and D incorrectly isolate specialist participation to one phase. That weakens team continuity and can cause poor assumptions, missed functions, unrealistic ideas, or weak evaluation. The facilitator may manage time efficiently through preparation, agenda control, and disciplined facilitation, but should not remove required specialists from the VM Job Plan phases. The Study Guide also emphasizes keeping team members together whenever possible to maintain continuity. () References/topics: VM Facilitation; Team Dynamics; Technical Champions; Value Team Member Responsibilities; Job Plan Discipline.

NEW QUESTION: 30

What is the expected output or deliverable of the Information Phase?

- A. Identification of value improvement opportunities
- B. Thorough understanding of the study subject
- C. Definition of study subject functions
- D. Recommended value improvement proposals

Answer: ([SHOW ANSWER](#))

The correct answer is B. Thorough understanding of the study subject . The Information Phase is designed to ensure that the VM study team understands the project, product, process, or service before performing function analysis or generating alternatives. SAVE's Value Methodology Standard states that the objective of the Information Phase is to complete the value study data package started during Pre-Study, receive briefings from the project sponsor or designer, ask questions, complete site visitation where needed, confirm improvement targets, and review the scope statement for adjustment.

Therefore, the expected output is not yet a proposal or a final value recommendation; it is a reliable, shared understanding of the study subject, including baseline requirements, constraints, costs, performance expectations, schedule factors, and stakeholder objectives. Option A is more closely related to the Function Analysis Phase , where cost-to-worth comparison identifies value improvement opportunities. Option C is also Function Analysis, because functions are defined after the team understands the subject. Option D belongs to the Development/Presentation Phases , where selected ideas become formal value improvement proposals.

References/topics: Information Phase; VM Job Plan; Study Subject Understanding; Data Package; Scope Review.

NEW QUESTION: 31

The VM Job Plan differs from the scientific method approach to problem-solving because the VM job plan

- A. requires less information on a subject than the scientific method.
- B. focuses on what a subject does.
- C. requires less analysis than the scientific method.
- D. analyzes a problem and develops a hypothesis.

Answer: B ([LEAVE A REPLY](#))

The correct answer is B. focuses on what a subject does . The key difference between the VM Job Plan and many other problem-solving methods is its deliberate emphasis on function . In Value Methodology, the team does not begin by defending the existing design, component, process, or solution. Instead, it asks what the subject must do to satisfy the required need.

SAVE's Study Guide states that Value Methodology improves value through the analysis of functions and that Function Analysis is the activity that differentiates VM from other problem-solving or improvement practices. It also explains that functions describe the work being performed within the study scope using active verb and measurable noun pairings. () Option A is incorrect because VM still requires adequate information during the Information Phase. Option C is incorrect because VM does not reduce analysis; it structures analysis through the Job Plan. Option D describes the scientific method more closely because hypothesis development and testing are central to scientific inquiry. The VM Job Plan is function-based: it defines, analyzes, creatively improves, evaluates, develops, and presents alternatives that better perform required functions. SAVE's VM Standard also confirms that Function Analysis defines project functions and identifies which functions require improvement, elimination, or creation. () References/topics: Value Methodology and Job Plan; Function Analysis Phase; Function-Based Thinking; Active Verb/Measurable Noun; VM vs Scientific Method.

Valid CVS Dumps shared by Actual4test.com for Helping Passing CVS Exam! Actual4test.com now offer the **newest CVS exam dumps**, the Actual4test.com CVS exam **questions have been updated** and **answers have been corrected** get the **newest** Actual4test.com CVS dumps with Test Engine here: https://www.actual4test.com/CSV_examcollection.html (149 Q&As Dumps, **30%OFF Special Discount: Freepdfdumps**)

NEW QUESTION: 32



Which of the following is an "all-the-time" function in a FAST diagram for prescription eyeglasses?

- A. Improve focus
- B. Display information
- C. Position lenses
- D. Access vision

Answer: C (LEAVE A REPLY)

The correct answer is C. Position lenses . In FAST diagramming, functions are expressed in a disciplined active verb / measurable noun format, and the purpose of the diagram is to show how project, product, or process functions logically relate to

each other. The SAVE certification study material identifies FAST as a graphical mapping tool that helps team members understand how functions relate, while preserving the basic function and analyzing supporting functions. () An "all-the-time" function is a supporting or simultaneous function that must occur continuously while the product performs its basic function. FAST construction tests this by asking: when this function is being performed, what other function must also occur? This "when" relationship identifies functions that occur together, not necessarily functions timed by a clock.

For prescription eyeglasses, the lenses must be held in the correct optical position relative to the wearer's eyes at all times. Therefore, Position lenses is the best all-the-time function. Improve focus and Access vision describe higher-order or basic-path purposes, while Display information is not a normal function of prescription eyeglasses.

References/topics: Function Analysis Phase; FAST Diagramming; All-the-Time Functions; Basic and Secondary Functions; Function Logic.

NEW QUESTION: 33

Which of the following are balanced scorecard perspectives?

Choose 2 answers.

- A. Cost
- B. Design
- C. Marketing
- D. Innovation

Answer: A,D (LEAVE A REPLY)

The correct answers are A. Cost and D. Innovation . In the CVS/Value Methodology program-management context, a balanced scorecard is used to measure organizational or program performance from more than one viewpoint, rather than judging success only by a single financial result. The traditional balanced scorecard framework includes financial, customer, internal process, and innovation/learning perspectives. Kaplan and Norton's original balanced scorecard concept includes an innovation and learning perspective, which makes Innovation a direct match. (Harvard Business Review) Cost is also acceptable because it represents the financial perspective of the scorecard. Financial measures commonly include cost, profit, expense control, return, and other resource-based measures. ACCA explains the financial perspective as measuring traditional financial performance, including costs and related financial indicators. (ACCA Global) Design is incorrect because it is a technical or product-development activity, not a balanced scorecard perspective. Marketing is also incorrect because it may support customer strategy, but the actual scorecard perspective is normally called the customer perspective , not marketing. Therefore, the best two answers from the given options are Cost and Innovation .

References/topics: VM Programs; Balanced Scorecard; Financial/Cost Perspective; Innovation and Learning Perspective; Program Performance Measurement.

NEW QUESTION: 34

The VM study sponsor wants to limit the amount of time some of the VM team members participate. In which phases might the VM facilitator recommend these VM team members fully participate?

Choose 2 answers.

- A. Implementation phase
- B. Presentation phase
- C. Function analysis phase
- D. Creativity phase

Answer: (SHOW ANSWER)

The correct phases are Function Analysis Phase and Creativity Phase . When participation time must be limited, the VM facilitator should protect the phases where multidisciplinary team contribution has the highest effect on value improvement. The Function Analysis Phase is central because the team defines project functions in active verb / measurable noun form and analyzes which functions need improvement, elimination, or creation to meet study goals. SAVE's Value Methodology Standard identifies this phase as the point where the team defines and analyzes functions, making it essential for shared understanding and correct problem framing. () The Creativity Phase is also critical because the team uses creative techniques to identify alternative ways to perform the required functions. Diverse participation here improves idea quantity, prevents narrow technical thinking, and helps avoid premature commitment to existing solutions. The Implementation Phase occurs after proposal approval and is not normally the best place to require full participation from time-limited team members. The Presentation Phase communicates developed recommendations, but full participation by every limited-time team member is less essential than their contribution during function definition and idea generation.

References/topics: VM Facilitation; Team Participation Planning; Function Analysis Phase; Creativity Phase; Multidisciplinary Team Dynamics.

NEW QUESTION: 35

What is the role of the client in the Information Phase?

- A. Describe the project
- B. Define expectations
- C. Explain the process
- D. Define the agenda

Answer: A (LEAVE A REPLY)

The correct answer is A. Describe the project . In the Information Phase , the client, project sponsor, designer, or owner representative provides the VM team with the factual background needed to understand the study subject. The SAVE Value Methodology Standard describes this phase as the point where the project sponsor and/or designer brief the value study team and allow the team to ask questions based on its data research. (courses.washington.edu) This briefing is essentially the client's role: to explain what the project is, why it exists, what conditions affect it, what constraints apply, and what information the VM team must understand before moving into Function Analysis. The client may describe project scope, objectives, operational needs, performance requirements, site conditions, budget concerns, schedule issues, and known limitations.

Option B , defining expectations, is more closely tied to study planning and sponsor alignment. Option C , explaining the process, is the facilitator's responsibility. Option D , defining the agenda, is also normally handled by the VM facilitator during preparation and workshop management.

References/topics: Information Phase; Client Briefing; Project Sponsor Role; Data Package; VM Job Plan.

NEW QUESTION: 36

Which of the following actions would be appropriate to effectively report lessons learned for a VM program?

Choose 2 answers.

- A. Create a summarized report of lessons learned and share it with the project team.
- B. Store the lessons learned report in a digital folder without any further distribution.
- C. Schedule a meeting with the team to discuss the lessons learned and how they can be applied in future projects.
- D. Ignore the lessons learned discussion since the last project was successful.

Answer: (SHOW ANSWER)

The correct answers are A and C . In a VM Program, lessons learned should be captured, communicated, and converted into practical improvement for future value studies. Creating a summarized report and sharing it with the project team is appropriate because it records what worked, what did not work, what assumptions changed, what facilitation issues occurred, and what implementation barriers or success factors were observed.

Scheduling a team meeting is also appropriate because lessons learned are most useful when discussed, validated, and connected to future application. SAVE's VM Job Plan identifies Post-Study activity as completing changes, implementing changes, and monitoring status, with the objective of assuring implementation of approved recommendations.

(courses.washington.edu) A lessons-learned review supports that same control mindset by improving future VM planning, team selection, facilitation, proposal development, and implementation follow-through.

Option B is weak because storing a report without distribution does not transfer knowledge. Option D is incorrect because successful projects still produce valuable positive lessons that should be repeated.

References/topics: VM Programs; Post-Study Activities; Lessons Learned; Knowledge Transfer; Continuous Improvement; VM Program Management.

NEW QUESTION: 37

At a VM study implementation meeting the VM facilitator is asked to make a five-minute presentation. The presentation should

- A.** focus on the VM study job plan.
- B.** explain how the Value Methodology works.
- C.** highlight the strengths of each VM team member.
- D.** demonstrate that the VM team understood objectives of the VM study.

Answer: (SHOW ANSWER)

The correct answer is D. demonstrate that the VM team understood objectives of the VM study . At an Implementation Meeting, the decision-makers are not primarily looking for a training session on Value Methodology or a review of the VM Job Plan. They need confidence that the VM study results are grounded in the actual project objectives, constraints, required functions, and success criteria.

A five-minute presentation must be concise and decision-focused. The facilitator should quickly show that the VM team understood the study scope, owner goals, performance needs, cost drivers, risks, and implementation expectations. This builds credibility before decision-makers review the disposition of VM proposals.

Option A is incorrect because the Job Plan explains the process, but implementation decision-makers need results and alignment, not a phase-by-phase lecture. Option B is also too broad for a five-minute implementation presentation. Option C is inappropriate because the meeting is not about individual team- member recognition. The strongest presentation is one that links the VM recommendations back to the study objectives and shows that the team's proposals support those objectives.

References/topics: Implementation Phase; Implementation Meeting; VM Proposal Disposition; Study Objectives; Decision-Maker Confidence.

NEW QUESTION: 38

A VM study team struggles to reach consensus while evaluating an idea during the Evaluation Phase. Which approaches should the VM facilitator use?

Choose 3 answers.

- A.** Have the team modify the title of the idea.

- B.** Ask for more information about the idea.
- C.** Remove the idea from further consideration.
- D.** Ensure each team member has provided their input.
- E.** Restart the evaluation process.

Answer: A,B,D ([LEAVE A REPLY](#))

The correct approaches are A, B, and D because the facilitator's role in the Evaluation Phase is to keep the team in a structured, objective decision process rather than prematurely discarding ideas or resetting the workshop. SAVE's Value Methodology Standard defines the Evaluation Phase as the point where the team uses a structured process to select ideas with value-improvement potential while considering project functions, performance requirements, and resource limits. () When consensus is difficult, the facilitator should first clarify the idea. Modifying the idea title can remove ambiguity, improve shared understanding, and ensure the team is evaluating the same concept. Asking for more information is also appropriate because disagreement often reflects insufficient technical, cost, risk, or implementation detail.

The facilitator must also ensure that every team member has provided input, since VM relies on multidisciplinary team judgment and stakeholder expertise. The Standard identifies the team as a multidisciplinary group chosen for relevant expertise and experience, including different points of view. () Removing the idea is premature unless it clearly fails criteria, and restarting the evaluation process is unnecessary unless the entire evaluation basis is invalid.

References/topics: Evaluation Phase; VM Facilitation; Team Consensus; Structured Evaluation; Idea Clarification.

NEW QUESTION: 39

Which creativity method is based on the consideration of the overall problem and brainstorming by function?

- A.** Intuitive Creativity Method
- B.** Ideation Creative Method
- C.** Discursive Creativity Method
- D.** Empirical Creativity Method

Answer: ([SHOW ANSWER](#)**)**

The correct answer is A. Intuitive Creativity Method . In the CVS Value Methodology framework, the Creativity Phase is designed to generate a large quantity of ideas for performing the functions selected during Function Analysis. The SAVE VM Standard describes the Creative Phase as an effort to develop many ideas for "performing each function selected for study," with judgment suspended and free idea flow encouraged.

The intuitive creativity method is based on considering the overall problem and allowing ideas to emerge freely through association, imagination, and non-linear thinking. The VM Guide states that intuitive creativity methods are based on the "overall problem" and that brainstorming by function is a prime example. This matches the question exactly.

Option C, Discursive Creativity Method , is incorrect because it follows a deliberate, structured, step-by-step procedure by breaking the problem into sub-problems. Option D, Empirical Creativity Method , is more experimental or data-driven. Option B is not the standard classification used here.

References/topics: Creativity Phase; Creativity Techniques; Intuitive Creativity Methods; Brainstorming by Function; Creating by Function

NEW QUESTION: 40

Which approaches should the VM facilitator use to encourage innovation?

Choose 2 answers.

- A. Maintaining current systems that work well
- B. Imagining the ideal future by focusing on long-term goals for maximizing future potential
- C. Exploring by discovering new possibilities using ideas from other areas and disciplines
- D. Avoiding the combining and testing of new combinations

Answer: ([SHOW ANSWER](#))

The correct answers are B and C . A VM facilitator encourages innovation by moving the team beyond existing assumptions, current habits, and normal organizational boundaries. In the Creativity Phase, SAVE- oriented VM guidance emphasizes generating ideas for all possible ways to accomplish the required functions, rather than defending the existing solution. (Value Engineering) The facilitator therefore supports future-focused thinking, where the team imagines an ideal condition and considers long-term potential before judging feasibility. This is consistent with VM practice because creativity must be allowed to expand before evaluation, cost review, or technical screening begins.

Option C is also correct because innovation often comes from cross-disciplinary transfer. Borrowing ideas from other industries, technologies, processes, or disciplines helps the team discover alternative ways to perform the required function. The Creative Phase is specifically described as being unconstrained by habit, tradition, negative attitudes, assumed restrictions, and specific criteria. (UW Courses) Option A is incorrect because simply maintaining current systems preserves the baseline and limits breakthrough thinking. Option D is incorrect because avoiding combinations and testing prevents idea development and blocks innovation.

References/topics: VM Facilitation; Team Dynamics; Creativity Phase; Innovation; Divergent Thinking; Long-Term Value Potential.

NEW QUESTION: 41

SWOT stands for

- A. strengths, weaknesses, organization, and threats.
- B. strengths, weaknesses, opportunities, and threats.
- C. standards, weaknesses, organization, and threats.
- D. standards, weaknesses, organization, and thresholds.

Answer: B ([LEAVE A REPLY](#))

The correct answer is B. strengths, weaknesses, opportunities, and threats . SWOT is a strategic assessment tool used to examine both internal and external conditions affecting an organization, program, project, or study subject. In the SAVE International certification study context, SWOT is identified as a tool under VM program and organizational assessment practices, specifically as Strengths, Weaknesses, Opportunities, and Threats . () The distinction between the four terms is important. Strengths and weaknesses normally describe internal factors, such as organizational capability, resources, skills, process maturity, or limitations. Opportunities and threats normally describe external factors, such as market conditions, stakeholder expectations, regulatory changes, competing priorities, risks, or environmental influences. In a VM program, SWOT can help managers understand where the program is strong, where corrective improvement is needed, where expansion or innovation is possible, and where resistance or risk may affect implementation.

Options A, C, and D are incorrect because "organization," "standards," and "thresholds" are not part of the SWOT acronym. They may be relevant management terms, but they do not define SWOT.

References/topics: VM Programs; Strategic Assessment; SWOT Analysis; Program Planning; Organizational Readiness.

NEW QUESTION: 42

What is the role of the designer during the Information Phase?

- A. Define expectations
- B. Identify VM study team members
- C. Identify functions
- D. Describe the project

Answer: D (LEAVE A REPLY)

The correct answer is D. Describe the project . During the Information Phase, the VM team must gain a shared and factual understanding of the project before performing function analysis or generating alternatives.

The designer's role is to explain the current design, project background, design intent, major assumptions, technical criteria, constraints, drawings, specifications, cost basis, and reasons behind key design decisions.

This helps the VM team understand what has been proposed, why it has been proposed, and what limits or requirements must be respected during the study.

Option A is not the best answer because defining expectations is usually led by the sponsor, owner, or VM facilitator during planning and study setup. Option B belongs primarily to the Preparation Phase, where the study scope, participants, agenda, and logistics are established. Option C is incorrect because identifying functions is the responsibility of the VM team during the Function Analysis Phase, not the designer's primary role in the Information Phase.

The designer provides the technical baseline; the VM team then analyzes that baseline objectively. Without a clear project description, later phases may address the wrong problem or challenge valid requirements incorrectly.

References/topics: Information Phase; Designer Role; Project Background; Design Intent; VM Job Plan.

NEW QUESTION: 43

Lower-order functions are

Choose 2 answers.

- A. referred to as "assumed" functions.
- B. located outside of the right scope line.
- C. an output of the VM Study.
- D. generally determined by the customer.

Answer: A,B (LEAVE A REPLY)

The correct answers are A and B . In FAST-based Function Analysis, lower-order functions are also known as assumed or causative functions because they represent the initiating input that causes, enables, or "turns on" the project, product, process, or service. SAVE's Value Methodology glossary defines a lower-order function as the function selected to initiate the project, product, or process and identifies it as an input outside the subject scope. () The SAVE glossary also states that lower-order functions are not part of the VM study scope and are inputs for the project, product, process, service, or organization.

In a FAST diagram, the study scope is bounded by scope lines. The subject scope lies between the higher- order and lower-order functions; therefore, lower-order functions are positioned outside the study boundary on the input side, conventionally beyond the right scope line. () They are not an output of the VM Study; rather, they are boundary-condition inputs used to establish the function logic path. They are also not generally determined by the customer; customer needs are more closely associated with higher-order functions and value requirements.

References/topics: Function Analysis Phase; FAST Diagramming; Lower-Order Functions; Assumed /Causative Functions; Scope Lines.

NEW QUESTION: 44

Which of the following are typically documented in the "accepted" VM proposal status report?

Choose 3 answers.

- A. Next update
- B. Report number
- C. VM study presentation
- D. Tracking identification number
- E. Performance impacts

Answer: A,D,E (LEAVE A REPLY)

The correct answers are A. Next update, D. Tracking identification number, and E. Performance impacts . In the Implementation Phase, accepted VM proposals must be tracked so that the organization can confirm whether the approved value improvement is actually being carried into execution. The VM Guide explains that implementation status reports formally document and track the status of VM proposals and are used by VM program managers to follow implementation progress. It specifically identifies a tracking identification number as the code used to track the change within the organization, and it also requires discussion of performance impacts , including any deviation from the VM team's original performance assessment. (pdfcoffee.com) A next update is also appropriate because implementation status reporting is not a one-time record; it is a continuing control mechanism. The guide identifies "Next update" as the date of the next implementation status update. (pdfcoffee.com) Option C is incorrect because the VM study presentation is an input used earlier to resolve proposals, not a documented element of an accepted proposal status report. Option B is administrative and may appear in some organizations, but the essential accepted-proposal tracking content focuses on traceability, implementation follow-up, and validated impacts.

References/topics: Implementation Phase; Implementation Status Reports; Accepted VM Proposals; Tracking Identification Number; Performance Impacts; Next Update.

NEW QUESTION: 45

Which behavior best reflects the proper role of a VM facilitator?

- A. Directing the team to select the facilitator's preferred technical solution
- B. Remaining substantively neutral while guiding the team through the Job Plan
- C. Acting as the owner's cost estimator only
- D. Eliminating stakeholder disagreement before function analysis begins

Answer: B (LEAVE A REPLY)

The correct answer is B . SAVE's dictionary defines a facilitator as someone who is substantively neutral, has no substantive decision-making authority, and helps a group improve how it identifies and solves problems, makes decisions, and increases effectiveness. In the VM context, the facilitator leads the group through the VM Job Plan and is associated with the Value Team Leader role.

Option A is wrong because a facilitator who pushes a preferred solution compromises neutrality and suppresses team ownership. Option C is too narrow; cost estimating may support the study, but the facilitator' s role is process leadership, not simply estimating. Option D is unrealistic and incorrect. Disagreement can be productive when managed professionally. The facilitator should structure the discussion, clarify assumptions, surface competing stakeholder needs, and guide the team toward function-based consensus. CVS facilitation requires discipline: the facilitator protects the process, manages participation, maintains phase boundaries, and prevents premature judgment while ensuring the team produces usable outputs.

References/topics: VM Facilitation; Team Dynamics; Facilitator Neutrality.

NEW QUESTION: 46

A VM program's standard operating procedures should include

- A. a requirement that each VM team member be independent from the development team.
- B. how subjects for VM studies are identified.
- C. a listing of standard functions to be included in a VM study.
- D. a required number of creative ideas to be generated in a study.

Answer: B (LEAVE A REPLY)

The correct answer is B . A VM program's standard operating procedures should define how candidate subjects or projects are identified, screened, selected, prioritized, and authorized for VM studies. This belongs to VM program governance because limited VM resources must be applied to subjects with appropriate scope, timing, information availability, organizational importance, and value-improvement potential. SAVE's Value Standard states that the standard assists managers and value program managers in applying VM within organizations in a consistent manner, and also guides practitioners and managers in determining when to apply VM to a project to maximize innovation and implementation benefits. (wsdot.wa.gov) Option A is too rigid. SAVE recognizes multidisciplinary teams of experienced professionals and stakeholders; people outside the project may be added for perspective, but every team member is not required to be independent from the development team. (wsdot.wa.gov) Option C is incorrect because functions are not pre-listed generically; they are identified specifically for the study subject during Function Analysis.

Option D is also incorrect because creativity should encourage broad idea generation, but the SOP should not prescribe a fixed number of ideas as a universal requirement. VM procedures should standardize the management process, not force artificial technical outputs.

References/topics: VM Programs; Program SOPs; Study Subject Identification; Value Program Management; Study Selection Criteria.

Valid CVS Dumps shared by Actual4test.com for Helping Passing CVS Exam! Actual4test.com now offer the **newest CVS exam dumps**, the Actual4test.com CVS exam **questions have been updated** and **answers have been corrected** get the **newest** Actual4test.com CVS dumps with Test Engine here: https://www.actual4test.com/CSV_examcollection.html (149 Q&As Dumps, **30%OFF Special Discount: Freepdfdumps**)

NEW QUESTION: 47

Function analysis is used to

Choose 2 answers.

- A. provide a new understanding of the project.
- B. identify improvements.
- C. create a collaborative environment.
- D. assist individuals with a technical background.

Answer: A,B (LEAVE A REPLY)

The correct answers are A and B . Function Analysis is used to give the VM team a clearer and often new understanding of the project by describing the project in terms of what it must do , rather than what it currently is . The SAVE International Study Guide

identifies Function Analysis as the foundation of Value Methodology and states that functions are identified to describe the work being performed within the study scope. It also explains that functions are expressed through active verb and measurable noun pairings, which supports clear thinking and a shared understanding of functional requirements. () Function Analysis is also used to identify improvements . After defining and naming project functions, the team reviews them to determine which functions may be inefficient, over-costly, or suitable for improvement.

The Study Guide further explains that this process allows the team to identify where value improvement opportunities exist in the project. () Creating a collaborative environment is more broadly related to facilitation and team dynamics, not the primary purpose of function analysis. Assisting only individuals with a technical background is incorrect because VM is multidisciplinary. References/topics: Function Analysis Phase; Function Definition; Functional Requirements; Value Improvement Opportunities; FAST/Function Modeling.

NEW QUESTION: 48

What is the correct order for the management of change stages?

- A.** Adaptation to change, acknowledgement, defensive retreat, shock
- B.** Acknowledgement, shock, defensive retreat, adaptation to change
- C.** Defensive retreat, shock, acknowledgement, adaptation to change
- D.** Shock, defensive retreat, acknowledgement, adaptation to change

Answer: D ([LEAVE A REPLY](#))

The correct sequence is shock, defensive retreat, acknowledgement, adaptation to change . In Value Methodology, proposed alternatives often challenge existing assumptions, designs, ownership positions, or organizational habits. Therefore, resistance to change must be anticipated and managed as part of facilitation, presentation, and implementation. The CVS study material places team building and facilitation knowledge within the areas of team dynamics, consensus building, habits, attitudes, creativity roadblocks, and effective presentation. () The first reaction to significant change is usually shock , where stakeholders are surprised or unsettled by the proposed departure from the current approach. This is followed by defensive retreat , where individuals may protect the original concept, defend prior decisions, or resist the implication that improvement is possible. The next stage is acknowledgement , where stakeholders begin to recognize the validity of the new information, value alternative, or improvement opportunity. Finally, adaptation to change occurs when the organization accepts the revised direction and begins integrating it into practice. This aligns with VM implementation guidance, where accepted alternatives must be planned, committed to, tracked, and embedded into the organization. () References/topics: VM Facilitation and Team Dynamics; Change Management Strategies; Presentation Phase; Implementation Activities; Team Dynamics.

NEW QUESTION: 49

What are key factors that cause VM programs to fail?

Choose 2 answers.

- A.** Locating the VM program within a department in the organization
- B.** An undefined implementation and change management process
- C.** Management support
- D.** Tracking VM study results

Answer: A,B ([LEAVE A REPLY](#))

The correct answers are A and B . A VM program can fail when it is placed too narrowly inside one department because Value Methodology must operate as an organization-wide management process, not as the property of a single functional group. When

VM is positioned inside one department, other departments may view it as that department's agenda rather than as a neutral, cross-functional decision-support process.

This weakens participation, reduces ownership of recommendations, and limits executive visibility.

An undefined implementation and change management process is also a major failure factor. VM studies produce recommendations, but the program succeeds only when those recommendations are reviewed, approved, assigned, tracked, and integrated into normal project or business controls. Without a defined implementation path, even technically strong VM proposals can remain unused. Change management is necessary because VM recommendations often alter scope, design, delivery approach, cost allocation, or stakeholder expectations.

By contrast, management support and tracking VM study results are success factors, not failure factors.

Executive support gives authority and resources, while tracking verifies savings, value improvement, and accountability.

References/topics: VM Programs; Program Organization; Management Support; Implementation Process; Change Management; Tracking VM Results.

NEW QUESTION: 50

When is the most appropriate time to acquire information from the customer?

- A.** As the VM study is beginning
- B.** During the final presentation
- C.** Before the VM study begins
- D.** During conceptual development

Answer: ([SHOW ANSWER](#))

The correct answer is C. Before the VM study begins . Customer information must be acquired during the Preparation Phase , also called the pre-study effort, because the VM facilitator needs accurate project knowledge before the formal study session starts. This includes the customer's objectives, needs, constraints, priorities, budget concerns, schedule requirements, performance expectations, risk issues, and definition of success. Without this information, the VM team may begin the study with an unclear scope, incomplete data, or incorrect assumptions.

The customer's input also helps the facilitator select the right team members, prepare the agenda, identify required documents, define study boundaries, and confirm the decision-making framework. By the time the team enters the Information Phase, the study should already be organized and supported by relevant background data.

Option A is weaker because waiting until the study begins reduces efficiency and may waste team time.

Option B is incorrect because the final presentation is for communicating recommendations, not collecting basic customer requirements. Option D is incorrect because conceptual development occurs after functions and ideas have already been analyzed.

References/topics: Preparation Phase; Pre-Study Activities; Customer Requirements; Study Scope; VM Job Plan; Information Readiness.

NEW QUESTION: 51

Place the steps of the Random Function Identification Technique in the correct order.

Step 1

-- Choose your answer --

-- Choose your answer --

Create matrix or table

Identify basic function(s)

Review information

List elements or components

Brainstorm functions

Step 2

-- Choose your answer --

-- Choose your answer --

Create matrix or table

Identify basic function(s)

Review information

List elements or components

Brainstorm functions

Step 3

-- Choose your answer --

-- Choose your answer --

Create matrix or table

Identify basic function(s)

Review information

List elements or components

Brainstorm functions

Step 4

-- Choose your answer --

-- Choose your answer --

Create matrix or table

Identify basic function(s)

Review information

List elements or components

Brainstorm functions

Step 5

-- Choose your answer --

-- Choose your answer --
Create matrix or table
Identify basic function(s)
Review information
List elements or components
Brainstorm functions

Answer:

Step 1
FreePDFDumps

Step 2

Step 3

Step 4

Step 5

-- Choose your answer --

-- Choose your answer --

Create matrix or table

Identify basic function(s)

Review information

List elements or components

Brainstorm functions

-- Choose your answer --

-- Choose your answer --

Create matrix or table

Identify basic function(s)

Review information

List elements or components

Brainstorm functions

-- Choose your answer --

-- Choose your answer --

Create matrix or table

Identify basic function(s)

Review information

List elements or components

Brainstorm functions

-- Choose your answer --

-- Choose your answer --

Create matrix or table

Identify basic function(s)

Review information

List elements or components

Brainstorm functions

Explanation:

1. Review information # 2. Create matrix or table # 3. List elements or components # 4. Brainstorm functions

5. Identify basic function(s)

The correct sequence follows the Function Analysis Phase logic used in Value Methodology. The team must first review information so that the subject under study is understood before any function statements are generated. SAVE's VMF curriculum places Random Function Identification directly within the Function Analysis Phase, after defining functions and before FAST diagramming and function-resource matrices. (SAVE International Online Courses) After reviewing the available data, the facilitator creates a matrix or table to organize the analysis. The team then lists the physical or process elements/components being examined. Once the elements are visible, the team can brainstorm functions using the required active verb and measurable noun format. SAVE's Value Methodology Standard states that the Function Analysis Phase begins by identifying and defining work and sell functions using active verbs and measurable nouns, and notes that this is often called Random Function Definition . (courses.washington.edu) The final step is to identify the basic function(s) because basic-function classification can only be done after candidate functions have been generated. This aligns with the Standard's sequence: define functions first, then classify them as basic or secondary. (courses.washington.edu) References/topics: Function Analysis Phase; Random Function Identification; Function Definition; Basic Function Classification.

NEW QUESTION: 52

Which of the following are important to the success of the Presentation Phase?

Choose 3 answers.

- A. Tailoring the material presented based on participants
- B. Presenting each idea developed
- C. Timing of the VM results presentation
- D. Level of development of the VM proposal write-ups
- E. Having the right individuals available to participate

Answer: ([SHOW ANSWER](#))

The correct answers are A, C, and D because the Presentation Phase is focused on communicating developed VM results in a form that enables decision makers to understand, judge, and act on the team's recommendations. SAVE's Value Methodology Standard describes the Presentation Phase as the point where the team leader develops a report or presentation that "documents and conveys the adequacy" of the developed alternatives and their value improvement opportunity. () Therefore, tailoring the material to the participants is essential. Executives, technical reviewers, owners, cost specialists, and implementation personnel require different levels of detail and emphasis. Timing of the presentation is also critical because VM results should be presented while the study findings are current, decision attention is active, and implementation momentum has not been lost. Level of development of proposal write-ups is equally important because weak or incomplete write-ups reduce credibility and make approval difficult.

Option B is incorrect because the team should not present every idea generated in Creativity; only evaluated and developed alternatives should advance. The Evaluation Phase selects ideas with value potential, and the Development Phase turns selected ideas into documented proposals for decision making. () References/topics: Presentation Phase; Development Phase; VM Proposal Write-Ups; Decision-Maker Communication; VM Results Presentation.

NEW QUESTION: 53

The project manager resists implementing the change approved by the decision-makers. What should the VM facilitator do? Choose 2 answers.

- A. Document resistance to the decision makers.

- B.** Identify additional information needed.
- C.** Identify potential threats to implementation.
- D.** Reassess the VM proposal.

Answer: A,C (LEAVE A REPLY)

The correct answers are A and C . Once the decision-makers have approved a VM proposal, the facilitator should not automatically reopen or reassess the recommendation. The implementation responsibility has moved into the post-study/implementation environment, where the primary objective is to "assure the implementation of the approved value study change recommendations." The SAVE VM Standard also states that the VM Team Leader may track the progress of implementation , while the design professional or assigned management personnel are responsible for executing the approved change. (UW Courses) Therefore, if the project manager resists an approved change, the facilitator should first treat the resistance as an implementation barrier. This requires identifying potential threats to implementation , such as technical objections, schedule concerns, stakeholder resistance, contractual constraints, or organizational politics. The Standard also requires implementation planning to account for risk, uncertainty, schedule impact, and unique project conditions. (UW Courses) Documenting the resistance to decision-makers is also appropriate because implementation status must remain visible to management. Reassessing the VM proposal is not appropriate unless new facts invalidate the approved recommendation. Additional information may be useful later, but the immediate facilitator actions are documentation and threat identification. References/topics: Implementation Phase; Post-Study; Implementation Monitoring; Management Reporting; Implementation Risk.

NEW QUESTION: 54

What should the VM facilitator consider for the presentation format?

Choose 2 answers

- A.** Presentation environment and location
- B.** Who should present VM proposals
- C.** The technical experience of the audience
- D.** The type of PowerPoint presentation

Answer: A,C (LEAVE A REPLY)

The correct answers are A. Presentation environment and location and C. The technical experience of the audience . In the Presentation Phase, the facilitator must shape the format so the VM results can be clearly understood by decision-makers and stakeholders. SAVE's Value Methodology Standard states that the team leader develops a report and/or presentation that documents and conveys the adequacy of the developed alternatives and their associated value improvement opportunity. () The presentation environment and location matter because format choices depend on whether the presentation is in-person, virtual, formal, informal, executive-level, workshop-style, or held in a room with limited display or discussion capability. The facilitator must ensure the setting supports clear communication, graphics, interaction, and decision-making.

The technical experience of the audience is also essential. Highly technical reviewers may need detailed assumptions, calculations, drawings, and risk explanations. Senior executives may need a concise value case, cost impact, implementation effect, and decision options.

Option B concerns presenter assignment, not presentation format. Option D is too narrow; PowerPoint is only one possible delivery tool and does not define the proper VM presentation format.

References/topics: Presentation Phase; VM Report and Presentation; Audience Analysis; Presentation Environment; Decision-Maker Communication.

NEW QUESTION: 55

Projects generally begin with basic assumptions. These can become criteria or "requirements." What should the VM study team do with these assumptions?

Choose 2 answers.

- A.** Challenge them with facts
- B.** Replace them
- C.** Accept them as facts
- D.** Verify them

Answer: A,D ([LEAVE A REPLY](#))

The correct answers are A and D . In a VM study, assumptions must not be accepted automatically as fixed requirements. Many projects begin with assumptions about user needs, design criteria, operating conditions, owner preferences, codes, capacities, materials, schedules, or performance expectations. Over time, these assumptions may become treated as mandatory requirements even when they have not been tested. The VM study team's responsibility is to examine them objectively.

The team should challenge assumptions with facts because unsupported assumptions can restrict creativity, increase cost, and prevent better value solutions. Challenging does not mean rejecting them blindly; it means asking whether the assumption is true, current, measurable, and necessary to perform the required function.

The team should also verify assumptions through project data, stakeholder input, customer needs, technical criteria, codes, standards, cost information, and performance requirements. Verified assumptions may remain as valid constraints or criteria.

Unverified assumptions should not control the study.

Option B is incorrect because assumptions should not simply be replaced without analysis. Option C is incorrect because accepting assumptions as facts can cause the team to preserve unnecessary cost and miss value-improvement opportunities.

References/topics: Information Phase; Assumptions; Criteria and Requirements; Fact-Based Analysis; VM Job Plan.

NEW QUESTION: 56

A VM program manager has the resources to undertake one VM study, but 4 candidate subjects/projects are available, each costing \$10 million. Which subject/project should be selected?

- A.** The subject design is complete, but there is concern the project will not deliver an ROI.
- B.** The subject is similar to a previous successful project, but design has not started. The project is expected to deliver the target ROI.
- C.** The subject is similar to a previous project and the design has not started. The previous project did not achieve the target ROI.
- D.** The subject is similar to a previous project, the design is 30% complete, and a detailed estimate is prepared. The previous project achieved the target ROI.

Answer: ([SHOW ANSWER](#)**)**

The correct selection is D because it provides the strongest balance of study readiness, timing, and probability of return . A VM program manager must allocate limited study resources to the candidate most likely to produce measurable value improvement. SAVE guidance states that VM produces the greatest benefit early in development when basic project information is established but major design resources have not yet been fully committed. ([cdn..com](#)) It also notes that later studies are more likely to increase implementation cost. ([cdn..com](#))

Option D is therefore superior because a 30% design with a detailed estimate gives the VM team enough factual information for function, cost, worth, and alternative analysis, while the project is still early enough for recommendations to be implemented

economically. The fact that the previous similar project achieved the target ROI further supports selection because it indicates a credible return pattern. Option A is too late because the design is complete and ROI is already doubtful. Options B and C are too immature because design has not started; C is additionally weak because the similar previous project failed to meet ROI.

References/topics: VM Programs; Value Program Management; Study Selection; ROI; Timing of VM Studies; Preparation Phase.

NEW QUESTION: 57

Innovation styles, also known as creativity types, include

- A.** Visioning, modifying, and experimenting
- B.** Exploring, adapting, and brainstorming
- C.** Factfinding, brainstorming, and transforming
- D.** Analyzing, testing, and illustrating

Answer: A ([LEAVE A REPLY](#))

The correct answer is A. Visioning, modifying, and experimenting . In the VM Creativity Phase, the facilitator must help the team generate a broad quantity of ideas and alternative ways to perform required functions. The SAVE Study Guide places creativity within the certification body of knowledge and emphasizes divergent thinking, unrestricted idea generation, brainstorming techniques, and suspending judgment until the Evaluation Phase. () Innovation styles, also called creativity types, describe how different people naturally approach idea generation and change. The recognized Innovation Styles model includes Visioning, Modifying, Exploring, and Experimenting . Visioning focuses on ideal future possibilities; modifying improves or refines what already exists; experimenting combines and tests different factors; and exploring seeks new or novel possibilities.

(TrainingEdge) Option A is the best match because all three listed terms are recognized innovation styles. Option B includes "exploring," but "adapting" and "brainstorming" are not innovation styles; brainstorming is a creativity technique. Option C and D mix problem-solving or analysis activities with non-style terms.

References/topics: Creativity Phase; Innovation Styles; Divergent Thinking; Team Creativity; VM Facilitation.

NEW QUESTION: 58

A FAST diagram is used to

Choose 3 answers.

- A.** Identify the sequence of functions.
- B.** Test the validity of functions under study.
- C.** Illustrate the relationship of functions to each other.
- D.** Help identify missing functions.
- E.** Identify required activities.

Answer: ([SHOW ANSWER](#)**)**

The correct answers are B, C, and D . In the Function Analysis Phase, the FAST diagram is used as a function- logic model, not as an activity schedule or work-sequence chart. The VM Guide describes FAST, or Function Analysis System Technique, as one of the most effective methods for classifying and organizing functions and as a powerful diagramming technique for analyzing the relationship of functions . It specifically states that FAST diagrams are used to show the specific relationships of functions, test the validity of functions under study, and help identify missing functions. (pdfcoffee.com) Therefore, C is correct because FAST visually illustrates how functions relate through How/Why logic. B is correct because the diagram tests whether identified functions are valid within the functional logic path. D is correct because gaps in the How/Why logic expose missing functions. Option A is not the best answer because FAST does not primarily identify a chronological sequence of functions. Option E is

incorrect because FAST focuses on functions, not required activities or tasks.

References/topics: Function Analysis Phase; FAST Diagramming; Function Logic; Missing Functions; Validity of Functions.

NEW QUESTION: 59

Which of the following are the effects of increasing the duration of a VM study?

Choose 2 answers.

- A. Site visit duration is unchanged
- B. Additional creative techniques can be used
- C. Numerous FAST diagrams are constructed
- D. Evaluation techniques are more thoughtful
- E. More VM proposals are implemented

Answer: ([SHOW ANSWER](#))

The correct answers are B and D . Increasing the duration of a VM study gives the team more working time inside the structured Job Plan. SAVE describes Value Methodology as a structured process following defined phases such as Information, Function Analysis, Creativity, Evaluation, Development, and Presentation. (Value Engineering) When more time is available, the team can apply additional creative techniques during the Creativity Phase rather than relying only on basic brainstorming. This may include checklists, attribute listing, analogy, morphological methods, or other structured idea-generation approaches.

A longer study also allows evaluation techniques to be more thoughtful . In the Evaluation Phase, ideas from the Creativity Phase are screened, grouped, compared, ranked, and selected for further development. With more time, the team can apply better criteria, discuss advantages and disadvantages more carefully, consider cost, performance, risk, constructability, operations, and maintenance impacts, and reach stronger consensus.

Option A is incorrect because site-visit time may change depending on study scope and complexity. Option C is incorrect because more duration does not mean numerous FAST diagrams must be produced. Option E is not guaranteed because implementation depends on management approval, feasibility, funding, and follow- through after the study.

References/topics: VM Programs; Study Duration; Creativity Phase; Evaluation Phase; VM Job Plan Planning.

NEW QUESTION: 60

Select the best matches for the functions of prescription eyeglasses.



Basic Function

-- Choose your answer --

Position lenses

Focus eyes

Improve convenience

Correct vision

Facilitate vision

Assess vision

Fit face

Enhance vision

Higher Order Function

-- Choose your answer --

Position lenses

Focus eyes

Improve convenience

Correct vision

Facilitate vision

Assess vision

Fit face

Enhance vision

Lower Order Function

-- Choose your answer --

Position lenses

Focus eyes

Improve convenience

Correct vision

Facilitate vision
Assess vision
Fit face
Enhance vision

Secondary Function



-- Choose your answer --

Position lenses
Focus eyes
Improve convenience
Correct vision
Facilitate vision
Assess vision
Fit face
Enhance vision

Answer:

Basic Function

PDF

Choose your answer --

Position lenses

Focus eyes

Improve convenience

Correct vision

Facilitate vision

Assess vision

Fit face

Enhance vision

Higher Order Function

Choose your answer --

Position lenses

Focus eyes

Improve convenience

Correct vision

Facilitate vision

Assess vision

Fit face

Enhance vision

Lower Order Function

Choose your answer --

Position lenses

Focus eyes

Improve convenience

Correct vision

Facilitate vision

Assess vision

Fit face

Enhance vision

Secondary Function

Choose your answer --

Position lenses

Focus eyes

Improve convenience

Correct vision

Facilitate vision

Assess vision

Fit face

Enhance vision

Explanation:

Function Type	Correct Match
Basic Function	Correct vision
Higher Order Function	Enhance vision
Lower Order Function	Assess vision
Secondary Function	Position lenses

The correct matches are based on formal Function Analysis classification. SAVE defines a function as what a project, product, or process must do, independent of what it is or how it is accomplished, and it should be stated in active verb/measurable noun form. A basic function is the specific purpose for which the product exists and answers "What must it do?" For prescription eyeglasses, that purpose is Correct vision . SAVE's function-analysis examples for spectacles also classify Correct Vision as the basic function.

A higher order function represents the broader need or outcome that causes the basic function to exist.

Correcting vision exists to Enhance vision , so that is the best higher-order match. A lower order function is outside the study scope and represents a required input. For prescription eyeglasses, the prescription must be determined first; therefore Assess vision is the best lower-order function. A secondary function supports the basic function and results from the selected design approach. In eyeglasses, the frames, bridge, arms, and related hardware support the basic function by Positioning lenses correctly in front of the eyes. "Fit face" is also a supporting idea, but it is less direct than "Position lenses" for this one-slot secondary classification.

References/topics: Function Analysis Phase; Basic Function; Higher Order Function; Lower Order Function; Secondary Function; FAST Logic.

NEW QUESTION: 61

Which of the following strategies should be employed to enhance the VM study presentation?

Choose 2 answers.

- A.** Include a summary of key points to reinforce the message.
- B.** Design the presentation in a complex format.
- C.** Utilize visuals such as charts and graphs.
- D.** Provide handouts with detailed technical specifications.

Answer: A,C (LEAVE A REPLY)

The correct strategies are A and C because the Presentation Phase is intended to communicate value alternatives clearly enough for management and stakeholders to make informed implementation decisions.

The SAVE Study Guide identifies the Presentation Phase purpose as presenting value alternatives to management, stakeholders, and decision makers, with the fundamental question focused on helping them make more informed decisions that fit strategic plans. () Therefore, a concise summary of key points is essential because it reinforces the major recommendations, benefits, risks, and implementation direction without forcing decision makers to search through excessive detail.

Visuals such as charts and graphs are also appropriate because presentation products commonly include cost- versus-worth comparisons, present-worth analysis, risk analysis, and advantages-versus-disadvantages information. () These items are best communicated visually when the objective is executive understanding and decision readiness. The formal VM Standard also states that the Presentation Phase involves an oral presentation followed by a written report, with the team obtaining approval or direction for additional information. (courses.washington.edu) A complex presentation format would reduce clarity, and detailed technical specifications belong mainly in the Development Phase technical data package, not as the primary means of enhancing the presentation.

References/topics: Presentation Phase; Value Alternatives; Management Decision Support; Oral Presentation; Formal Report.

Valid CVS Dumps shared by Actual4test.com for Helping Passing CVS Exam! Actual4test.com now offer the **newest CVS exam dumps**, the Actual4test.com CVS exam **questions have been updated** and **answers have been corrected** get the **newest** Actual4test.com CVS dumps with Test Engine here: https://www.actual4test.com/CSV_examcollection.html (149 Q&As Dumps, **30%OFF Special Discount: Freepdfdumps**)

NEW QUESTION: 62

A RACI matrix identifies

Choose 3 answers.

- A. what reasonable information is to be provided.
- B. threats and opportunities.
- C. weighted performance attributes.
- D. level of stakeholder involvement in activities.
- E. stakeholders required to provide feedback.

Answer: A,D,E (LEAVE A REPLY)

The correct answers are A, D, and E . A RACI matrix is a facilitation and stakeholder-management tool used to clarify how individuals or stakeholder groups participate in activities, tasks, deliverables, or decisions. In VM practice, this supports the facilitator's responsibility to coordinate participation, communication, and accountability across the multidisciplinary study environment. The SAVE Study Guide emphasizes that VM is performed through a systematic process by a multidisciplinary team and that proper stakeholder participation is necessary to capture real needs versus wants and achieve maximum value. () A RACI matrix identifies the level of stakeholder involvement in activities by assigning roles such as Responsible, Accountable, Consulted, and Informed. It also identifies stakeholders required to provide feedback, which aligns with the Consulted role. Cornell's RACI definition describes Consulted parties as people whose opinions are sought and who provide knowledge or information before a decision is made. It also describes Informed parties as stakeholders kept updated on progress, process execution, and quality. (it. cornell.edu) Therefore, the matrix also helps identify what reasonable information should be provided to stakeholders. Threats and opportunities belong to risk or SWOT analysis, while weighted performance attributes belong to criteria weighting or evaluation methods.

References/topics: VM Facilitation; Stakeholder Engagement; Communication Planning; Team Roles and Responsibilities; RACI Matrix.

NEW QUESTION: 63

How should the VM facilitator handle "conditionally accepted" VM proposals?

Choose 2 answers.

- A.** Identify modifications required for acceptance.
- B.** List the VM proposal as accepted.
- C.** Ask decision makers for timing of the final decision.
- D.** List deficiencies of the VM proposal.

Answer: A,C ([LEAVE A REPLY](#))

A conditionally accepted VM proposal is not fully approved yet. It means the decision makers see value in the proposal, but acceptance depends on certain changes, clarifications, added data, or further review. Therefore, the facilitator should first identify the modifications required for acceptance . This creates a clear action path and prevents the proposal from being wrongly recorded as fully approved.

The facilitator should also ask decision makers for the timing of the final decision . In VM reporting and implementation follow-up, unresolved proposals must have ownership, required actions, and a decision schedule. Without a timing commitment, conditionally accepted proposals can remain open and lose implementation momentum.

Option B is incorrect because a conditionally accepted proposal is not the same as an accepted proposal.

Listing it as accepted would misrepresent the decision status. Option D is weaker because the facilitator should not merely list deficiencies; the correct VM approach is to convert concerns into specific required modifications and next steps.

References/topics: Presentation Phase; Decision Documentation; Proposal Disposition; Implementation Planning; VM Facilitator Responsibilities.

NEW QUESTION: 64

Which of the following is the VM facilitator's role during the Implementation Phase?

- A.** Guide disposition
- B.** Assess VM proposals
- C.** Develop implementation plan
- D.** Sell ideas

Answer: A ([LEAVE A REPLY](#))

The correct answer is A. Guide disposition . During the Implementation Phase, the VM facilitator's role is not to make the final decision, sell the recommendations, or personally perform management's implementation duties. The facilitator guides the structured process so that each value alternative is reviewed, assigned a disposition, and moved toward an appropriate decision. SAVE guidance states that, after delivery of the preliminary report, management and the project team should consider and agree on which value alternatives will be implemented and determine how and when implementation will occur. It also identifies a common implementation activity as conducting an implementation meeting to determine the disposition of each value alternative .

() Option B is incorrect because assessment and approval of VM proposals belong primarily to management and responsible project stakeholders. Option C is not the facilitator's primary role; implementation planning is established and managed by those responsible for executing accepted changes. Option D is incorrect because VM facilitation requires objectivity. The facilitator supports informed decision-making, not advocacy or salesmanship. The facilitator keeps the process disciplined, ensures proposals receive fair consideration, and helps document acceptance, rejection, action responsibility, and follow-up.

References/topics: Implementation Phase; VM Facilitator Role; Disposition of Value Alternatives; Post- Workshop Activities; Implementation Meeting.

NEW QUESTION: 65

Which of the following is the most commonly used technique to identify functions?

- A. FAST
- B. Mind Mapping
- C. Random Words
- D. Random Function Identification

Answer: D (LEAVE A REPLY)

The correct answer is D. Random Function Identification . In the Function Analysis Phase, the team first identifies and defines functions of the product, project, process, or service being studied. The function statement is normally written in the classic VM format: active verb + measurable noun . SAVE-related VM guidance describes this first step as identifying and defining functions using active verbs and measurable nouns, often referred to as Random Function Definition . (UC Homepages) This is why Random Function Identification is the best answer. It is the direct technique used to generate the initial list of functions before the team classifies, organizes, models, or evaluates those functions.

FAST is important, but it is not primarily the first technique for identifying individual functions. FAST is mainly used after functions are listed, to show logical How/Why relationships between functions and to build a function model. SAVE material describes FAST as a technique that illustrates relationships among functions. (cdn..com) Mind Mapping and Random Words are creativity tools, not the standard VM function-identification method.

References/topics: Function Analysis Phase; Random Function Definition; Function Identification; Verb- Noun Function Format; FAST Diagramming.

Valid CVS Dumps shared by Actual4test.com for Helping Passing CVS Exam! Actual4test.com now offer the **newest CVS exam dumps**, the Actual4test.com CVS exam **questions have been updated** and **answers have been corrected** get the **newest** Actual4test.com CVS dumps with Test Engine here: https://www.actual4test.com/CSV_examcollection.html (149 Q&As Dumps, **30%OFF Special Discount: Freepdfdumps**)