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QUESTION NO: 1

A VM team has 20 minutes to present four developed proposals to decision-makers who must determine the disposition of each proposal. Which strategies should the team use to support effective decisions?

Choose 2 answers.

- A. Relate each proposal to the study objectives and required functions.
- B. State the recommendation, key assumptions, impacts, and decision needed.
- C. Explain every activity completed during each phase of the VM Job Plan.
- D. Present the complete creative ideas list before discussing recommendations.

ANSWER: A B

Explanation:

The presentation should connect each proposal to the study objectives and required functions, and it should clearly state the recommendation, key assumptions, impacts, and decision needed. Decision-makers need to understand why the proposal is being recommended, what functional requirement it addresses, and the expected effect on cost, performance, schedule, risk, and implementation.

A concise decision-oriented presentation is more useful than a detailed explanation of every Job Plan activity or every idea generated during creativity. The presentation should provide sufficient evidence for disposition while making uncertainties and required follow-up visible. This supports accountable acceptance, rejection, conditional acceptance, or deferral of each proposal.

QUESTION NO: 2

A hospital is reviewing a proposed visitor-entry system. The project team describes the purpose of the system as “a secure badge-reader installation.” During Function Analysis, which statement most appropriately expresses the system’s basic function?

- A. Secure badge-reader installation
- B. Control access
- C. Record entries
- D. Improve visitor experience

ANSWER: B

Explanation:

Control access is the best function statement because it identifies what the system must accomplish without specifying the selected technology. “Control” is an active verb and “access” is the object of the action. The statement can apply to badge readers, staffed checkpoints, mobile credentials, or other alternatives.

“Secure badge-reader installation” describes a proposed solution rather than a function. “Record entries” may be a secondary function, and “Improve visitor experience” is too broad and does not clearly identify the work performed by the entry system.

QUESTION NO: 3

Which of the following are typically included in a VM study report?

Choose 3 answers.

- A. VM presentation developed during the Presentation Phase
- B. Workshop agenda and list of VM team members
- C. Design plans and specifications
- D. Summary of the VM Job Plan
- E. List of all the ideas generated and their evaluation

ANSWER: B D E

Explanation:

A VM study report provides a durable record of the study's scope, participants, application of the Value Methodology, and recommendations developed by the team. "Workshop agenda and list of VM team members" is appropriate because the report should establish the study context, identify the multidisciplinary team, and document the workshop activity that produced the findings. "Summary of the VM Job Plan" is also a normal report component because it shows that the study followed the recognized, structured methodology—from information gathering and function analysis through development and presentation of recommended alternatives. This process record gives decision-makers confidence in the basis for the team's conclusions.

"List of all the ideas generated and their evaluation" belongs in the report because the creative output and subsequent evaluation form the traceable basis for the alternatives selected for development. Recording the ideas and evaluation results demonstrates how value opportunities were identified, screened, and advanced into recommendations. Together, these materials document both the conduct of the workshop and the rationale supporting the value-improvement proposals. SAVE International identifies the Job Plan and the communication of study results as central elements of the Value Methodology; see [SAVE International's Value Methodology Standard](#) and [SAVE International](#).

QUESTION NO: 4

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: C D E F

Explanation:

"Tables arranged in U-shape," "Availability for the duration of the workshop," "Number of windows and wall space available," and "Temperature controls" are key room-selection considerations because they directly enable a productive, uninterrupted Value Methodology workshop. A U-shaped arrangement supports face-to-face communication, lets the facilitator maintain contact with all participants, and provides a shared view of presentation materials and posted work. Continuous availability protects the sequence and momentum of the VM Job Plan, whose phases build upon one another through team interaction. Sufficient wall space is particularly important for displaying functions, FAST diagrams, idea-generation outputs, evaluation information, and developing recommendations; windows are relevant because they affect usable display area, glare, lighting, and participant comfort. Temperature controls allow the team to maintain a work environment conducive to concentration and active participation throughout an intensive session. These practical logistics are part of planning a Value Study so that the multidisciplinary team can apply the VM process effectively and document its results. SAVE describes Value Methodology as a structured, team-based process at [SAVE International: What Is Value Methodology?](#); its professional framework and standards resources are available at [SAVE International Standards](#).

QUESTION NO: 5 - (SIMULATION)

A VM program manager has limited time available to coordinate VM studies. Rank their priorities.

1st Priority

-- Choose your answer --

Choose your answer --

Selecting Subjects for VM studies

Study Implementation and Reporting

Attending VM Studies

Study Preparation and Team Selection

2nd Priority

-- Choose your answer --

Choose your answer --

Selecting Subjects for VM studies

Study Implementation and Reporting

Attending VM Studies

Study Preparation and Team Selection

3rd Priority

-- Choose your answer --

Choose your answer --

Selecting Subjects for VM studies

Study Implementation and Reporting

Attending VM Studies

Study Preparation and Team Selection

4th Priority

-- Choose your answer --

Choose your answer --

Selecting Subjects for VM studies

Study Implementation and Reporting

Attending VM Studies

Study Preparation and Team Selection

ANSWER: Check the explanation for the answer

Explanation:

Set the priorities in this order:

1. **1st Priority:** Selecting Subjects for VM Studies
2. **2nd Priority:** Study Preparation and Team Selection
3. **3rd Priority:** Study Implementation and Reporting
4. **4th Priority:** Attending VM Studies

This order emphasizes the VM program manager's highest-leverage responsibilities: choosing suitable, high-value study opportunities first; ensuring the study is properly scoped, supported, and staffed next; then tracking implementation and reporting results. Personally attending individual VM studies is important but is the lowest priority when the manager has limited time, because the manager's program-level coordination responsibilities have broader impact.

QUESTION NO: 6

Which of the following are appropriate techniques to achieve the expected output in the Function Analysis Phase?

Choose 2 answers.

- A. Random function identification
- B. Detailed cost analysis
- C. Paired comparison matrix
- D. Process flowchart
- E. FAST diagramming

ANSWER: A E

Explanation:

Random function identification and **FAST diagramming** are appropriate Function Analysis Phase techniques because they establish a clear, solution-independent understanding of what the item under study must do. Random function identification helps a value-study team generate and express functions without prematurely anchoring on the existing design, component, or process. Functions are then stated in concise active-verb/measurable-noun form, enabling the team to distinguish required results from the means currently used to achieve them.

FAST diagramming organizes those identified functions into a logical model. By applying How/Why relationships, the team can show how lower-level functions support higher-order functions, identify the basic function and supporting functions, and establish the functional logic that guides subsequent creativity and evaluation work. The resulting function model is a central expected output of Function Analysis because it provides a shared basis for targeting unnecessary cost and developing alternatives that preserve required performance.

These techniques align with SAVE International's Value Methodology emphasis on defining and modeling functions before generating alternatives. See SAVE International's [Value Methodology resources](#) and its [certification information](#) for the professional framework underlying CVS practice.

QUESTION NO: 7

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

Explanation:

Carpet \$120,000 is the better value option because it has the lowest stated cost over the products' service life. In value methodology, an owner should compare alternatives on a life-cycle basis rather than relying only on first cost. Life-cycle consideration captures the costs incurred throughout ownership, such as acquisition, installation, operation, maintenance, renewal or replacement, and disposal, as applicable to the study boundary. When the carpet and vinyl alternatives are

assumed to provide the required flooring function and satisfy the owner's performance requirements, the alternative with the lower total service-life cost provides the stronger economic value. The \$120,000 carpet alternative therefore minimizes the owner's expected long-term expenditure while delivering the required function. This reflects SAVE International's emphasis on improving value by balancing function and cost and on evaluating viable alternatives using relevant cost information. See SAVE International's overview of value methodology at <https://www.value-eng.org/page/ValueMethodology> and the U.S. General Services Administration's life-cycle-cost guidance at <https://www.gsa.gov/real-estate/design-construction/engineering/life-cycle-cost-analysis-lcca>.

QUESTION NO: 8

A team wants to skip Function Analysis because the design solution already appears obvious. What is the best CVS-level response?

- A. Agree, because Function Analysis is optional when experts are present
- B. Skip directly to Development to save time
- C. Perform Function Analysis because it is essential to a valid VM study
- D. Replace Function Analysis with procurement benchmarking only

ANSWER: C

Explanation:

Perform Function Analysis because it is essential to a valid VM study. In the SAVE International Value Methodology, Function Analysis is a core Job Plan phase, not an activity that can be omitted because a preferred design seems apparent. It requires the team to define what the project, product, process, or service must do in clear function terms—typically an active verb and measurable noun—and to distinguish required functions from features or preconceived solutions. This disciplined shift from “what solution should we use?” to “what must be accomplished?” is fundamental to achieving value: required performance and quality at the lowest life-cycle cost. Function Analysis also gives the team an objective basis for assigning cost, determining function worth, identifying high-cost or low-value areas, and generating alternatives during the Creative phase. A solution that initially appears obvious may still fail to address the required function in the most effective or economical way. Therefore, a CVS should protect the integrity of the Job Plan by completing Function Analysis before advancing into idea development and evaluation. SAVE International identifies the Value Methodology and its structured Job Plan as the foundation of professional value practice; see [SAVE International](#) and its [certification information](#).

QUESTION NO: 9 - (HOTSPOT)

Match each Phase with its correct question:

Information Phase

-- Choose your answer --

Choose your answer

What if?

What is it?

What does it do?

Will it work?

What else will do it?

What are the details?

-- Choose your answer --

Function Analysis Phase

-- Choose your answer --

Choose your answer

What if?

What is it?

What does it do?

Will it work?

What else will do it?

What are the details?

Creativity Phase

-- Choose your answer --

Choose your answer

What if?

What is it?

What does it do?

Will it work?

What else will do it?

What are the details?

Evaluation Phase

-- Choose your answer --

Choose your answer

What if?

What is it?

What does it do?

What is it?
 What does it do?
 Will it work?
 What else will do it?
 What are the details?
 -- Choose your answer --

-- Choose your answer --

Choose your answer

What if?
 What is it?
 What does it do?
 Will it work?
 What else will do it?
 What are the details?

Development Phase

-- Choose your answer --

Choose your answer

What if?
 What is it?
 What does it do?
 Will it work?
 What else will do it?
 What are the details?

Presentation Phase

ANSWER:

Explanation:

The correct matching follows the logic of the SAVE International Value Methodology Job Plan, in which each phase advances the team from understanding the current situation to obtaining acceptance for a better-value solution. The Information Phase is governed by "What is it?" because the team gathers facts, clarifies the study scope, identifies constraints, and establishes a sound understanding of the item, process, or project under review. The Function Analysis Phase then asks "What does it do?" because value methodology expresses required performance as functions, commonly using an active verb and measurable noun, to distinguish required results from a particular design solution.

Once the needed functions are understood, the Creativity Phase asks "What else will do it?" This is the deliberate idea-generation step, where the team seeks alternative ways to achieve the required functions. The Evaluation Phase asks "Will it work?" because ideas are screened and prioritized for feasibility, performance, cost, risk, and value potential. The Development Phase asks "What are the details?" as the most promising concepts are expanded into sufficiently complete proposals, including technical, economic, and implementation information. Finally, the Presentation Phase asks "What if?" because the team presents the recommended value improvements and their expected consequences so decision makers can evaluate and authorize action. This sequence is consistent with SAVE International's description of Value Methodology and its Job Plan approach; see [SAVE International: What Is Value Methodology?](#) and [SAVE International Standards](#).

QUESTION NO: 10

Pareto's law of distribution can be applied to

Choose 4 answers.

- A. time.
- B. standards.
- C. quality.
- D. risk.
- E. costs.
- F. performance.

ANSWER: A C E F

Explanation:

Pareto's law of distribution is a prioritization concept: a relatively small number of contributors frequently accounts for a large share of the total effect. In Value Methodology, it supports the Information Phase by helping a team identify where investigation and improvement effort will have the greatest potential value. It can be applied to **time**. For example, a limited number of activities, interfaces, or approvals may account for most schedule duration or delay. It can be applied to **quality**. A small set of defect types, failure modes, or recurring quality concerns can account for most reported problems. It can be applied to **costs**. Cost distributions commonly reveal the relatively few systems, components, or work packages that represent the greatest share of project cost and therefore warrant detailed function and value analysis. It can also be applied to **performance**. Ranking performance shortfalls, operational issues, or drivers of user dissatisfaction allows the team to concentrate on the relatively few characteristics that have the largest effect on required function and stakeholder outcomes. This use of ranked data is consistent with the Value Methodology's structured, fact-based approach to selecting high-impact study targets. SAVE International describes the Value Methodology and its job plan at https://www.value-eng.org/page/what_is_vm; general Pareto-chart guidance is available from the American Society for Quality at <https://asq.org/quality-resources/pareto>.

QUESTION NO: 11

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: A

Explanation:

Intuitive Creativity Method is correct because it approaches the problem as a whole and relies on free, associative generation of ideas rather than a prescribed analytical sequence. In the SAVE Value Methodology, the Creative Phase follows Function Analysis and is intended to produce a large number of possible ways to perform the selected functions. Brainstorming by function supports this purpose: the team focuses on a function statement and generates ideas rapidly, deferring judgment so that associations and novel alternatives can emerge. This is an intuitive approach because participants use experience, imagination, and spontaneous connections while maintaining attention on the overall value problem and the functions that must be achieved.

The key distinction is that the method does not require an incremental decomposition or a fixed logical procedure before ideas can be suggested. Instead, it encourages a broad flow of alternatives for each function, which expands the solution space before the Evaluation Phase applies criteria and selects ideas for development. This use of functional focus together with unrestricted ideation is consistent with the Creative Phase's objective of generating alternatives that can improve value.

QUESTION NO: 12

During the Implementation Phase, the project manager is tasked to ensure compliance with internal tracking and auditing procedures. Which action would most effectively demonstrate the application of tracking and audit knowledge and skills?

- A. Develop a training manual for new employees on how to use the project management system, but do not include tracking procedures.
- B. Implement a weekly status update meeting where project milestones are discussed, but focus solely on outcomes without auditing the processes used.
- C. Conduct regular audits of project documents to confirm all data entries are accurate and compliant with company standards.
- D. Only review audit logs at the end of the project to assess compliance and make necessary adjustments for future projects.

ANSWER: C

Explanation:

Conduct regular audits of project documents to confirm all data entries are accurate and compliant with company standards is the best demonstration of tracking and audit knowledge during implementation. Implementation is the period in which approved value-improvement proposals are converted into accountable actions and their expected benefits must be monitored. Regular document audits establish a disciplined control loop: records can be checked for completeness, accuracy, consistency, authorization, and conformance with the organization's required procedures; findings can then be documented, assigned, and corrected while implementation work is ongoing. This produces reliable, traceable evidence for management reviews and for confirming that reported progress and value outcomes are supported by current project information. It also helps ensure that implementation commitments, action-plan status, decisions, and benefit measures remain visible rather than becoming assumptions. These activities align with SAVE International's emphasis on implementation and follow-up as integral parts of the Value Methodology, including realizing and sustaining the benefits of approved recommendations. A recurring, evidence-based audit process therefore applies both dimensions named in the question: tracking implementation information over time and auditing that information for procedural compliance. See [SAVE International](#) and its overview of the [Value Methodology Framework](#).

QUESTION NO: 13

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

Explanation:

strengths, weaknesses, opportunities, and threats. is correct. SWOT is a structured strategic-analysis tool used to identify internal and external factors that can affect an organization, project, product, or proposed course of action. Strengths and weaknesses describe internal attributes, such as capabilities, resources, processes, knowledge, or limitations. Opportunities and threats describe external conditions that may influence success, including market changes, customer needs, competitors, regulations, technology, and economic conditions. In value methodology and strategic planning contexts, a SWOT analysis can help a team understand the environment surrounding an issue before developing and evaluating alternatives. It supports informed decision-making by connecting an organization's controllable internal situation

with external conditions it must respond to or leverage. The acronym and its conventional four-part structure are widely recognized in management practice and are described by the U.S. Small Business Administration as a framework for assessing strengths, weaknesses, opportunities, and threats. See the [U.S. Small Business Administration guide to market research and competitive analysis](#) and the [Mind Tools overview of SWOT analysis](#).

QUESTION NO: 14

Which activities promote innovation by the VM team during the Creativity Phase?

Choose 2 answers.

- A. Envisioning the ideal
- B. Maintaining existing solutions
- C. Testing old combinations
- D. Modifying what currently exists

ANSWER: A D

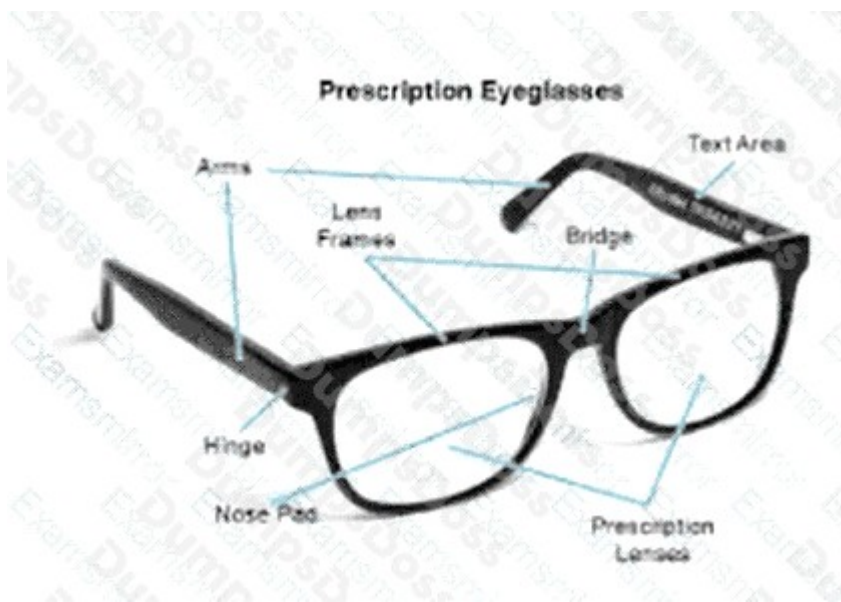
Explanation:

Envisioning the ideal and modifying what currently exists are activities that foster the divergent thinking required in the Creativity Phase. The VM team first focuses on generating a broad range of possible ways to perform the required functions, deliberately deferring judgment about feasibility, cost, and implementation. Envisioning the ideal is useful because it temporarily frees the team from the limitations of the current design or process. By considering what an ideal functional outcome would look like, team members can identify new directions and opportunities that may not emerge from incremental analysis alone.

Modifying what currently exists also supports innovation because useful alternatives often result from changing, simplifying, adapting, rearranging, substituting, or combining elements of an existing product, process, or service. This approach helps the team transform functional insight into a larger pool of ideas without prematurely selecting a preferred solution. These activities align with the Value Methodology Job Plan's Creative Phase, in which creative techniques are used to develop alternative ways to accomplish functions. SAVE International describes the Value Methodology and its Job Plan resources at [SAVE International](#); additional VM standards and professional resources are available through [SAVE International Standards](#).

QUESTION NO: 15 - (SIMULATION)

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

Secondary Function

Position lenses

Focus eyes

Improve convenience

Correct vision

Facilitate vision

Assess vision

Fit face

Enhance vision

ANSWER: Check the explanation for the answer

Explanation:

Select the following matches:

Reasoning: The basic function states the primary purpose of prescription eyeglasses: correcting the wearer's vision. The higher-order function is the broader desired outcome, enhancing vision. Assessing vision is a necessary predecessor/input to obtaining the prescription and is therefore lower order. Positioning the prescription lenses properly before the eyes is a supporting, secondary function performed by the frames and related components.

QUESTION NO: 16

Which of the following is the best method to capture the status of recommendations?

- A. Change the corresponding value alternatives.
- B. Audit the project to assure implementation.
- C. Document the disposition of the alternatives.
- D. Provide a summary of the final dispositions in an email.

ANSWER: C

Explanation:

Document the disposition of the alternatives is the best method because it establishes a complete, durable record of the management decision for every value alternative developed during the study. In Value Methodology practice, a recommendation's status is not limited to whether implementation activity has occurred. Its disposition records the decision reached—such as acceptance, rejection, deferral, modification, or need for further evaluation—and can identify the responsible party, required actions, target dates, and decision rationale. This information gives the project team and stakeholders a controlled basis for implementation planning and subsequent follow-up. It also supports traceability from the preliminary or final report through management review and realization of projected value improvements. A documented disposition is therefore the appropriate status-tracking mechanism for the entire recommendation set, including alternatives that will not proceed to implementation. SAVE International's Value Methodology framework treats implementation and follow-up as essential parts of realizing study results, with clear decisions and action planning needed to carry selected alternatives forward. See SAVE International's overview of [Value Methodology](#) and its [Value Methodology standards resources](#).

QUESTION NO: 17

What should the VM facilitator primarily consider when guiding discussion on which VM proposals to present when time is limited?

Choose 2 answers.

- A. Proposals that provide the greatest benefit
- B. The relative risk of each proposal
- C. Easily implemented proposals
- D. Proposals with low-cost impact

ANSWER: A B

Explanation:

When presentation time is constrained, the VM facilitator should help the team focus on proposals that provide the greatest benefit because these recommendations offer the strongest potential improvement in value. In the Value Methodology, value is enhanced by reliably satisfying required functions while improving the relationship between performance and resources. Recommendations with substantial functional, performance, cost, schedule, quality, or stakeholder benefits therefore deserve priority in the Presentation Phase. This focus gives decision makers the most meaningful opportunities to act on the study's findings.

The relative risk of each proposal is equally important because a proposal must be credible and implementable, not merely beneficial in concept. Development of a VM alternative includes evaluating the supporting technical and cost information, implementation considerations, and uncertainties that could affect results. Presenting risk alongside anticipated benefits enables management to understand the confidence level, required controls, and practical implications of a recommendation before deciding whether to authorize implementation. Prioritizing benefit and relative risk supports concise, decision-ready communication that is consistent with the VM job plan's Development and Presentation activities. See SAVE International's [Value Methodology Standard](#) and the Federal Highway Administration's [Value Engineering resources](#).