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VALUE METHODOLOGY ASSOCIATE

The Certification Board of SAVE International® declares that

Craig Friant

having met all the requirements of Value Experience and Education required for professional competence is registered as a Value Methodology Associate (VMA).

Certification Number: [REDACTED]
Certification Valid Until: 6/30/2023



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SAVE International Value Methodology Associate Sample Questions (Q55-Q60):

NEW QUESTION # 55

Which of the following best describes a VM study?

- A. An analysis of a completed project design by a VM team
- **B. A structured effort by a multidisciplinary team using the VM**
- C. An improvement process similar to Lean Six Sigma
- D. A workshop that applies the VM facilitated by a CVS

Answer: B

Explanation:

A Value Methodology (VM) study is a core concept in the VMF 1 course (Core Competency #1: Value Methodology Overview). According to SAVE International's Value Methodology Standard, a VM study is defined as "a structured effort by a multidisciplinary team using the Value Methodology to identify the functions of a project or process, establish a worth for each function, and develop alternatives to achieve those functions at the lowest overall cost while maintaining performance." This definition emphasizes the structured nature of the VM Job Plan, the use of a multidisciplinary team (as noted in Question 24), and the focus on improving value through systematic analysis. This aligns with the description in Question 4, where a VM study was described as a structured effort using the VM process, but here the emphasis on a multidisciplinary team is key.

* Option A (An analysis of a completed project design by a VM team) is incorrect because VM studies are not limited to completed designs; they can be applied at any stage of the project lifecycle, with the greatest impact early on (as noted in Questions 21 and 25).

* Option B (An improvement process similar to Lean Six Sigma) is incorrect because, while VM shares goals with Lean Six Sigma (e.g., improving efficiency), it is a distinct methodology focused on function analysis and value optimization, not process variation reduction.

* Option C (A workshop that applies the VM facilitated by a CVS) is incorrect because, while VM studies are often conducted as workshops and may be facilitated by a Certified Value Specialist (CVS), a CVS is not required (as clarified in Question 4), and "workshop" is too narrow a description for a VM study.

* Option D (A structured effort by a multidisciplinary team using the VM) is correct, as it best captures the essence of a VM study per SAVE International's definition, emphasizing the structured process and multidisciplinary team.

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SAVE International, "Value Methodology Standard and Body of Knowledge," available at <https://www.value-eng.org>, defining a VM study as a structured effort by a multidisciplinary team.

SAVE International, VMF 1 Core Competency #1 (Value Methodology Overview), emphasizing the structured, team-based nature of VM studies (consistent with Question 4).

NEW QUESTION # 56

Which of the following functions is a Subject Objective?

- A. Function R
- **B. Function P**
- C. Function O
- D. Function Q

Answer: B

Explanation:

The diagram provided is a Function Analysis System Technique (FAST) diagram, a key tool in Value Methodology's Function Analysis phase, as taught in the VMF 1 course (Core Competency #2). In FAST diagramming, the "Subject Objective" refers to the overarching goal or need that the system addresses, often aligned with the higher-order function or an external objective outside the study's scope. According to SAVE International's Value Methodology Standard, "the Subject Objective is typically the highest-level objective for which the subject scope exists, often located to the left of the left scope line, representing an external goal or assumption." This aligns with the definition of a higher-order function but extends to the external context.

In the FAST diagram:

* The scope lines are labeled B (left) and D (right), as identified in Question 30.

* The critical path (horizontal) runs from E to F to G to J to L to M to N to O, with E being the higher-order function just inside the left scope line.

* Functions P, Q, and R are to the left of the left scope line (B), indicating they are outside the study's scope and represent external objectives or assumptions.

* Function O is the rightmost function on the critical path, inside the scope, representing a specific outcome, not the Subject Objective.

The Subject Objective is the broadest external goal, often the "why" behind the higher-order function (E).

Among P, Q, and R, Function P is the leftmost, directly to the left of the left scope line (B), making it the most likely candidate for the Subject Objective, as it represents the ultimate external goal driving the system (e.g., a customer need like "enhance security" for a door system).

* Option A (Function P) is correct, as it is to the left of the left scope line, aligning with the definition of a Subject Objective.

* Option B (Function Q) is incorrect because Q is further to the left but not as directly tied to the scope line as P, which is the primary external objective.

* Option C (Function R) is incorrect for the same reason as Q; it is external but not the primary Subject Objective.

* Option D (Function O) is incorrect because O is inside the scope, on the critical path, representing a specific outcome, not the Subject Objective.

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SAVE International, VMF 1 Core Competency #2 (Function Analysis), defining the Subject Objective as the external goal to the left of the scope line in FAST diagrams.

SAVE International, "Value Methodology Standard," section on Function Analysis, describing FAST diagramming conventions, including the role of external objectives (consistent with Questions 18 and 30).

NEW QUESTION # 57

Which of the following techniques involves capturing input from multiple customers and stakeholders at the same time?

- A. Questionnaires
- B. Interviews
- C. Surveys
- **D. Focus panels**

Answer: D

Explanation:

In Value Methodology (VM), gathering input from customers and stakeholders is a key activity, particularly during the Information Phase of the VM Job Plan, as taught in the VMF 1 course (Core Competency #3:

Value Methodology Job Plan). According to SAVE International's Value Methodology Standard, various techniques are used to collect stakeholder input, including interviews, questionnaires, surveys, and focus panels. The standard defines these as follows:

* Interviews: One-on-one discussions with individual stakeholders to gather detailed insights.

* Questionnaires: Written sets of questions distributed to stakeholders, typically completed individually.

* Surveys: Similar to questionnaires, often distributed to a larger group, with responses collected individually.

* Focus panels: Group discussions involving multiple customers and stakeholders simultaneously, designed to capture collective input and foster dialogue.

The question specifies a technique that involves capturing input "at the same time" from multiple customers and stakeholders, which aligns with the definition of focus panels. Focus panels (or focus groups) bring together diverse stakeholders in a single session to discuss needs, preferences, and concerns, allowing for real-time interaction and consensus-building, which is particularly useful in VM studies to understand project objectives and constraints.

* Option A (Interviews) is incorrect because interviews are typically conducted one-on-one, not with multiple stakeholders simultaneously.

* Option B (Questionnaires) is incorrect because questionnaires are completed individually, not in a group setting at the same time.

* Option C (Surveys) is incorrect because surveys are also completed individually, often asynchronously, not at the same time.

* Option D (Focus panels) is correct, as it involves capturing input from multiple stakeholders simultaneously in a group setting.

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SAVE International, "Value Methodology Standard and Body of Knowledge," available at <https://www.value-eng.org>, detailing stakeholder engagement techniques in the Information Phase.

SAVE International, VMF 1 Core Competency #3 (Value Methodology Job Plan), emphasizing methods like focus panels for gathering collective stakeholder input.

NEW QUESTION # 58

Which of the following best describes a VM study?

- A. Is considered a business improvement best practice
- **B. It is a structured effort using the VM process to improve value**
- C. Is undertaken after the design is completed
- D. Must be led by a Certified Value Specialist

Answer: B

Explanation:

A Value Methodology (VM) study is a structured effort that applies the VM process to improve the value of a project, product, or process by optimizing the function-to-cost ratio. According to SAVE International's Value Methodology Standard, a VM study is defined as "a systematic application of recognized techniques by a multi-disciplined team to identify the functions of a project or process, establish a worth for each function, and develop alternatives to achieve those functions at the lowest overall cost while maintaining performance." The VMF 1 course emphasizes that a VM study follows the six-phase VM Job Plan (Information,

Function Analysis, Creative, Evaluation, Development, and Presentation) to systematically improve value, making it a structured effort.

* Option A (structured effort using the VM process) directly aligns with SAVE International's definition of a VM study, focusing on the systematic application of the VM process to enhance value.

* Option B (must be led by a Certified Value Specialist) is incorrect because, while a Certified Value Specialist (CVS) often leads VM studies, the VMF 1 course and VMA certification allow non-CVS team members to participate in and contribute to VM studies under guidance, meaning it's not a requirement.

* Option C (undertaken after the design is completed) is incorrect because VM studies can be conducted at various stages of a project lifecycle—concept, design, or implementation—not only after the design is completed. The VMF 1 course highlights that early application of VM yields the greatest benefits.

* Option D (business improvement best practice) is a broader statement and not specific to the definition of a VM study, though VM can contribute to business improvements. It does not best describe a VM study compared to Option A.

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SAVE International, "Value Methodology Standard and Body of Knowledge," available at <https://www.value-eng.org>, defining a VM study as a structured process to improve value.

SAVE International, "Value Methodology Associate (VMA) Certification," <https://www.value-eng.org/page/VMA>, referencing VMF 1 Core Competency #1 (Value Methodology Overview).

NEW QUESTION # 59

Which of the following are tasks during the development of VM proposals? (Choose 3 answers)

- A. State the disposition of the proposal
- B. Assess time and schedule impacts
- C. Address technical feasibility
- D. Validate the proposal
- E. Determine costs

Answer: B,C,E

Explanation:

The Development Phase of the Value Methodology (VM) Job Plan involves refining selected ideas into actionable proposals, as taught in the VMF 1 course (Core Competency #3: Value Methodology Job Plan).

According to SAVE International's Value Methodology Standard, "during the Development Phase, the VM team develops proposals by addressing technical feasibility, assessing time and schedule impacts, determining costs, identifying risks, and providing implementation plans." These tasks ensure that proposals are practical, cost-effective, and ready for presentation to stakeholders.

* A. Address technical feasibility: Correct, as the team must ensure the proposal can be implemented technically (e.g., does the design work?).

* B. Assess time and schedule impacts: Correct, as the team evaluates how the proposal affects the project timeline (e.g., delays or accelerations).

* D. Determine costs: Correct, as cost modeling is a key task (as noted in Question 9), providing stakeholders with financial impacts of the proposal.

* C. State the disposition of the proposal: Incorrect, as stating the disposition (e.g., accepted, rejected) occurs after the Presentation Phase, when stakeholders decide on the proposal, not during Development.

* E. Validate the proposal: Incorrect, as validation (e.g., testing or final confirmation) typically occurs during implementation or post-study, not during Development, which focuses on creating the proposal.

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SAVE International, "Value Methodology Standard and Body of Knowledge," available at <https://www.value-eng.org>, detailing tasks in the Development Phase like technical feasibility, time impacts, and cost determination.

SAVE International, VMF 1 Core Competency #3 (Value Methodology Job Plan), emphasizing Development Phase tasks (consistent with Question 9).

NEW QUESTION # 60

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