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Exam Name: Certified in Transformation for Supply Chain



Exam A

QUESTION 1

Implementing electronic data interchange (EDI) can provide benefit in establishing business relationships with suppliers by:

- A. synchronizing.
- B. building trust.
- C. gainsharing.
- D. reducing security risk.

Correct Answer: B

Section:

Explanation:

According to the CTSC exam content manual¹, implementing electronic data interchange (EDI) can provide benefit in establishing business relationships with suppliers by building trust, which is one of the key elements of supplier relationship management. EDI can help to build trust by enabling faster, more accurate, and more secure data exchange, reducing errors and disputes, improving communication and collaboration, and enhancing customer satisfaction.

QUESTION 2

What is the last phase of the transformation project?

- A. Analyze performance
- B. Define project scope
- C. Build organizational support
- D. Develop project portfolio

Correct Answer: A

Section:

Explanation:

According to the CTSC exam content manual¹, the last phase of the transformation project is to analyze performance, which involves measuring and evaluating the outcomes of the transformation, identifying gaps and opportunities for improvement, and communicating the results and lessons learned to stakeholders.

QUESTION 3

In addition to creating an internal and external profile of the organization, which of the following items is needed to define the scope of the supply chain transformation project?

- A. Business description
- B. Strategic background
- C. Value proposition statement
- D. SWOT analysis

Correct Answer: B

Section:

Explanation:

According to the CTSC exam content manual¹, the strategic background is one of the items needed to define the scope of the supply chain transformation project, along with the internal and external profile of the organization. The strategic background includes the vision, mission, values, goals, and objectives of the organization, as well as the drivers and enablers of the transformation.

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QUESTION 4

The first step in performing a root cause analysis using the SCOR model involves:

- A. identifying sources of deviation.
- B. linking processes to metric hierarchy.
- C. decomposing performance attributes.
- D. establishing process benchmarks.

Correct Answer: B

Section:

Explanation:

According to the CTSC exam content manual¹, the first step in performing a root cause analysis using the SCOR model involves linking processes to metric hierarchy, which means mapping the SCOR processes to the SCOR metrics and identifying the relevant performance attributes and levels. This step helps to establish the scope and boundaries of the analysis and to align the processes with the strategic objectives of the organization.

QUESTION 5

What is the most important driver to determine a metrics tracking cycle?

- A. Tracking progress
- B. Level of metrics
- C. Type of data
- D. Change frequency

Correct Answer: D

Section:

Explanation:

According to the CTSC exam content manual¹, the most important driver to determine a metrics tracking cycle is the change frequency, which is the rate at which the metric value changes over time. The change frequency affects how often the metric should be measured and reported, as well as the level of detail and aggregation required. A metric with a high change frequency should be tracked more frequently and with more granularity than a metric with a low change frequency.

QUESTION 6

Which of the following characteristics best describes a competitive supply chain?

- A. Optimized to attain maximum profitability
- B. Fully integrated to maximize cost effectiveness and efficiency
- C. Delivers a customer value proposition superior to competitors
- D. Designed to offer a fast-selling option to customers

Correct Answer: C

Section:

Explanation:

According to the CTSC exam content manual¹, a competitive supply chain is one that delivers a customer value proposition superior to competitors, which means that it provides a unique combination of benefits that customers value and are willing to pay for. A competitive supply chain also aligns its capabilities and resources with the customer value proposition, and continuously monitors and improves its performance.

QUESTION 7

Where are Transform and Return costs often captured in the supply chain, respectively?

- A. Supply chain fixed assets and accounts receivable

- B. Cost of goods sold (COGS) and claims
- C. Supply chain fixed assets and accounts payable
- D. Cost of goods sold (COGS) and warranty

Correct Answer: B

Section:

Explanation:

According to the CTSC exam content manual¹, transform and return costs are two of the five cost categories in the SCOR model. Transform costs are the costs associated with converting raw materials into finished products, such as labor, materials, energy, depreciation, etc. Return costs are the costs associated with handling and disposing of defective or excess products, such as transportation, inspection, rework, recycling, etc. Transform costs are often captured in the cost of goods sold (COGS), which is the direct cost of producing the goods sold by a company. Return costs are often captured in claims, which are the expenses incurred by a company when customers return defective or unsatisfactory products.

QUESTION 8

When sharing performance metrics with customers, management needs to:

- A. avoid too many metrics in the report.
- B. consider any discrepancies within the survey feedback.
- C. provide a balanced and comprehensive set of metrics.
- D. ensure metrics are linked to business strategy.

Correct Answer: C

Section:

Explanation:

According to the CTSC exam content manual¹, when sharing performance metrics with customers, management needs to provide a balanced and comprehensive set of metrics, which means that the metrics should cover all aspects of the customer value proposition, such as quality, cost, delivery, flexibility, and innovation. The metrics should also be aligned with the customer's expectations and objectives, and reflect the customer's perspective and feedback. Providing a balanced and comprehensive set of metrics can help to build trust, transparency, and collaboration with customers, as well as to identify areas of improvement and opportunity.

QUESTION 9

The main objective of the ASCM Digital Capabilities Model (DCM) is to:

- A. transform linear supply chains into a set of static networks.
- B. prioritize areas that drive the lowest value in the supply network.
- C. guide the development of digital supply networks.
- D. help organizations understand their existing digitally-enabled capabilities.

Correct Answer: C

Section:

QUESTION 10

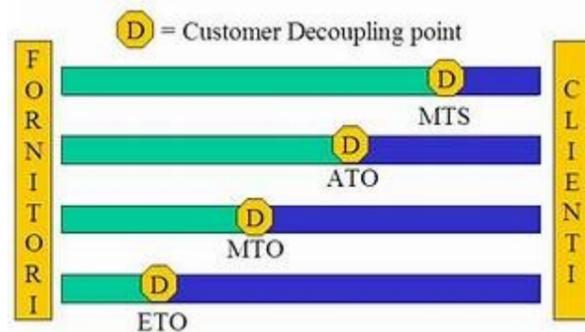
What is the definition of an order line in the context of perfect order fulfillment?

- A. A request to deliver specified quantities of goods or services
- B. A collection of one or more order lines representing a request to deliver specified quantities of goods or services
- C. A commitment on a sales order that always references a product and promise delivery date
- D. A range of values for quantity or date specified on a sales order

Correct Answer: C

Section:

Explanation:



Explore

According to the ASCM CTSC Exam Content Manual, an order line is defined as 'a commitment on a sales order that always references a product and promise delivery date. An order line may also reference a quantity, a price, and a customer location.'¹ This definition is consistent with the concept of perfect order fulfillment, which measures how well a company delivers its orders according to the customer's specifications and expectations.

1: ASCM CTSC Exam Content Manual, page 10.

QUESTION 11

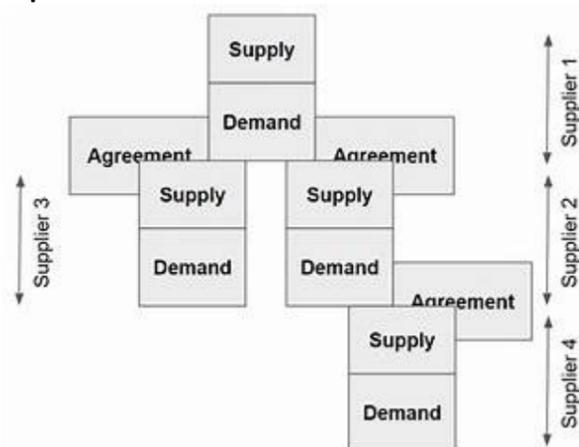
Which of the following metrics is the most appropriate to use in order to measure the total end-to-end supply chain cost in fulfilling an order?

- A. Cash-to-cash cycle time
- B. Order fulfillment cost
- C. Return on assets
- D. Total cost to serve

Correct Answer: D

Section:

Explanation:



Explore

Total cost to serve is a supply chain metric that measures the total end-to-end supply chain cost of fulfilling an order for a specific customer or segment¹. It includes all the costs incurred from sourcing, manufacturing, warehousing, transportation, and delivery of the product or service². Total cost to serve helps to identify the profitability and value of different customers or segments, and to optimize the supply chain processes and resources accordingly³.

1: Top Supply Chain Metrics & KPIs Benchmarking | Gartner 2: Top 25 Supply Chain Metrics & KPIs For Your Dashboards - datapine 3: A Comprehensive Guide to Supply Chain Metrics & KPIs

QUESTION 12

A company looking to enter the airline industry has determined that the threat of new entrants is low and the bargaining power of suppliers and buyers is high. There is a highly competitive landscape with numerous substitutions available. What tool has the company used for its industry analysis?

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- A. STEELED analysis
- B. SWOT analysis
- C. Segmentation
- D. Porter's Five Forces

Correct Answer: D

Section:

Explanation:

Porter's Five Forces is a model that identifies and analyzes five competitive forces that shape every industry and helps determine an industry's weaknesses and strengths¹. The five forces are: competition in the industry, potential of new entrants, power of suppliers, power of customers, and threat of substitute products¹. The company has used this tool to assess the attractiveness and profitability of the airline industry by evaluating the intensity of each force.

QUESTION 13

A company with a global presence is expanding its operations in emerging markets. Given the scale of operations, which of the following organizational competencies can best help it manage risks and respond to disruptions?

- A. Investing in redundancy
- B. Building resilience
- C. Leveraging technology
- D. Business continuity planning

Correct Answer: B

Section:

Explanation:

According to the ASCM CTSC Exam Content Manual, building resilience is one of the organizational competencies for risk management and disruption response. It is defined as 'the ability to recover quickly from difficulties and adapt to changing conditions'¹. Building resilience can help a company with a global presence to cope with the uncertainties and complexities of operating in emerging markets, where risks and disruptions may be more frequent and severe. Some of the elements of building resilience include developing a risk-aware culture, implementing agile processes, fostering collaboration and innovation, and enhancing learning and feedback loops²³.

1: ASCM CTSC Exam Content Manual, page 7. 2: From risk management to strategic resilience | McKinsey 3: Risk Management Magazine - Dealing with Disruption

QUESTION 14

A supply chain manager wants to reduce waste and labor in their manufacturing process and is looking for a visual way to indicate the need for a component that is linked to consumer demand. Which lean manufacturing tool would be the best option?

- A. Kanban
- B. Just-in-time (JIT) purchasing
- C. Kaizen
- D. Theory of constraints (TOC)

Correct Answer: A

Section:

Explanation:

According to the CTSC Exam Content Manual¹, Kanban is a lean manufacturing tool that uses visual signals to indicate the need for a component or material in a production process. Kanban is linked to consumer demand, as it triggers the replenishment of inventory only when there is actual consumption. Kanban helps to reduce waste and labor by minimizing overproduction, inventory, and waiting time. Option B, JIT purchasing, is a related concept that involves buying materials or components just before they are needed in the production process, but it does not necessarily use visual signals. Option C, Kaizen, is a lean manufacturing tool that involves continuous improvement of processes and activities, but it is not specific to reducing waste and labor in the manufacturing process. Option D, TOC, is a management philosophy that focuses on identifying and eliminating the constraints or bottlenecks that limit the performance of a system, but it does not use visual signals to indicate the need for a component.

QUESTION 15

An apparel company plans, sources, transforms, and fulfills its products. The best approach to support a digital supply chain for this company is to emphasize:

- A. standalone efficiency goals for each of the four processes.
- B. integrated efficiency goals across all four processes.
- C. standalone revenue goals for each of the four processes.
- D. integrated revenue goals across all four processes.

Correct Answer: B

Section:

Explanation:

According to the CTSC Exam Content Manual¹, one of the characteristics of digital supply chain integration is that it "enables end-to-end visibility, collaboration, and optimization across the supply chain network". This means that digital supply chain integration aims to achieve efficiency and effectiveness across all the processes involved in planning, sourcing, transforming, and fulfilling products, rather than focusing on each process in isolation. Therefore, the best approach to support a digital supply chain for an apparel company is to emphasize integrated efficiency goals across all four processes, as this would enable the company to optimize its resources, reduce costs, improve quality, and meet customer expectations. Option A, C and D are examples of approaches that do not support digital supply chain integration, as they either focus on standalone goals for each process or prioritize revenue over efficiency.

QUESTION 16

A firm seeking to foster mutually beneficial relationships with its stakeholders while using the pillars of sustainability should consider ecology, economics, and:

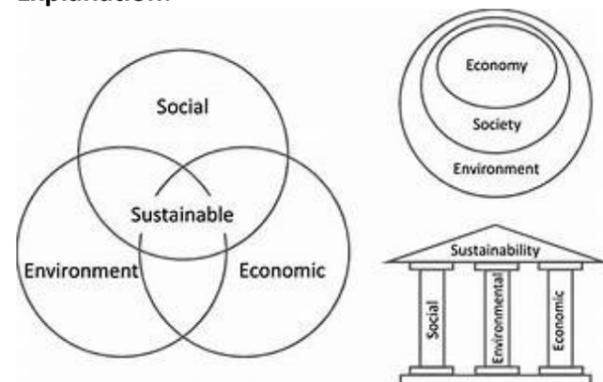
- A. leadership.
- B. ethics.
- C. risk.
- D. culture.

Correct Answer: B

Section:

Explanation:

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Explore one of the components of the Enterprise Standards for Sustainability is ethics. Ethics refers to the principles and values that guide the behavior and decisions of an organization and its stakeholders. Ethics is important for fostering mutually beneficial relationships with stakeholders, as it involves respecting human rights, ensuring fair trade, preventing corruption, and promoting transparency and accountability. Therefore, a firm seeking to use the pillars of sustainability should consider ecology, economics, and ethics. Option A, leadership, is not a pillar of sustainability, but rather a skill or quality that can help achieve sustainability. Option C, risk, is not a pillar of sustainability, but rather a factor that can affect or be affected by sustainability. Option D, culture, is not a pillar of sustainability, but rather an aspect of social sustainability that relates to the beliefs, norms, and values of a society.

QUESTION 17

What measure should be adopted for supply chains to become more resilient to unanticipated disruptions?

- A. Implement internal standards of risk awareness and response.
- B. Ensure that there is clear responsibility for identifying risk.

- C. Decrease inventory levels to the minimum level possible.
- D. Increase levels of agility and velocity.

Correct Answer: D

Section:

Explanation:

According to the CTSC Exam Content Manual¹, one of the key capabilities for supply chain resilience is agility, which is the ability to respond quickly and effectively to unanticipated disruptions. Agility enables supply chain professionals to adapt to changing customer needs, market conditions, and operational challenges. Another key capability for supply chain resilience is velocity, which is the speed at which products and information flow through the supply chain. Velocity enables supply chain professionals to reduce lead times, improve service levels, and increase customer satisfaction. Therefore, increasing levels of agility and velocity is a measure that should be adopted for supply chains to become more resilient to unanticipated disruptions. Option A, implementing internal standards of risk awareness and response, is a measure that can help mitigate the impact of disruptions, but it does not necessarily increase the resilience of the supply chain. Option B, ensuring that there is clear responsibility for identifying risk, is a measure that can help prevent or reduce the likelihood of disruptions, but it does not necessarily increase the resilience of the supply chain. Option C, decreasing inventory levels to the minimum level possible, is a measure that can reduce costs and waste, but it can also increase the vulnerability of the supply chain to disruptions.

QUESTION 18

Which of the following six sigma improvement phases involves collecting data on current performance and issues?

- A. Control
- B. Improve
- C. Analyze
- D. Measure

Correct Answer: D

Section:

Explanation:

According to the CTSC Exam Content Manual¹, the Measure phase of the Six Sigma DMAIC methodology involves collecting data on current performance and issues. The Measure phase aims to establish a baseline for the process and quantify the gap between the current state and the desired state. The Measure phase also involves validating the measurement system, defining the process metrics, and calculating the process capability and sigma level. Option A, Control, is the phase that involves implementing and sustaining the improvements. Option B, Improve, is the phase that involves identifying and testing the solutions. Option C, Analyze, is the phase that involves analyzing the data and identifying the root causes.

QUESTION 19

According to the strategy hierarchy, which of the following strategies harmonizes plans to improve competencies of an organization as a whole?

- A. Business strategy
- B. Corporate strategy
- C. Functional area strategy
- D. Operating strategy

Correct Answer: B

Section:

Explanation:

According to the CTSC Exam Content Manual¹, corporate strategy is the highest level of strategy in the strategy hierarchy. It involves defining the overall purpose, scope, and direction of the organization, as well as allocating resources and setting performance goals for the entire organization. Corporate strategy also harmonizes plans to improve competencies of an organization as a whole, such as innovation, sustainability, digital transformation, and social responsibility. Option A, business strategy, is the level of strategy that focuses on how a business unit or division competes in a specific market or industry. Option C, functional area strategy, is the level of strategy that focuses on how a functional department or team supports the business strategy and the corporate strategy. Option D, operating strategy, is the level of strategy that focuses on how the daily operations and processes are executed and optimized.

QUESTION 20

When planning for a supply chain transformation, a company wants to study the variability of the forecast month to month and the demand over time for its products and services. What is the best tool to use for this analysis?

- A. Lean
- B. Six sigma
- C. Theory of constraints (TOC)
- D. Total quality management (TQM)

Correct Answer: B

Section:

Explanation:

According to the CTSC Exam Content Manual¹, Six Sigma is a methodology that aims to improve the quality and performance of processes by reducing variability and defects. Six Sigma uses various tools and techniques to measure, analyze, and control the variation of the forecast and the demand over time for products and services. Some of these tools include control charts, histograms, Pareto charts, scatter plots, and regression analysis. Therefore, Six Sigma is the best tool to use for this analysis. Option A, Lean, is a methodology that aims to eliminate waste and increase value in processes by applying principles such as pull, flow, and continuous improvement. Lean does not focus on measuring and reducing variability of the forecast and the demand. Option C, TOC, is a methodology that aims to optimize the performance of a system by identifying and eliminating the constraints or bottlenecks that limit its throughput. TOC does not focus on measuring and reducing variability of the forecast and the demand. Option D, TQM, is a methodology that aims to achieve customer satisfaction and organizational excellence by involving all stakeholders in the continuous improvement of processes and products. TQM does not focus on measuring and reducing variability of the forecast and the demand.

QUESTION 21

A key component of a total quality management (TQM) program is:

- A. statistical process control (SPC).
- B. just-in-time (JIT) inventory.
- C. autonomous maintenance.
- D. supply chain optimization (SCO).

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Correct Answer: A

Section:

Explanation:

According to the CTSC Exam Content Manual¹, statistical process control (SPC) is a key component of a total quality management (TQM) program. SPC is a technique that uses statistical methods and tools to monitor and control the variation and performance of a process. SPC helps to ensure that the process is stable, capable, and predictable, and that the output meets the customer specifications and expectations. SPC also helps to identify and eliminate the causes of defects and errors, and to improve the quality and efficiency of the process. Option B, JIT inventory, is a component of lean manufacturing, not TQM. JIT inventory aims to reduce inventory levels and costs by delivering materials or components just before they are needed in the production process. Option C, autonomous maintenance, is a component of total productive maintenance (TPM), not TQM. Autonomous maintenance involves empowering the operators to perform basic maintenance tasks on their own equipment, such as cleaning, lubricating, inspecting, and adjusting. Option D, SCO, is a component of supply chain management, not TQM. SCO involves optimizing the flow of materials, information, and money across the supply chain network, from the suppliers to the customers.

QUESTION 22

As a key performance indicator (KPI) for process governance, the capacity indicator measures the:

- A. efficiency of the process and resources.
- B. available time against total time minus dwell time.
- C. requirements of resources used to achieve and sustain business results.
- D. production output against time, machinery, and other resources.

Correct Answer: B

Section:

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, the capacity indicator is a KPI that measures the available time against total time minus dwell time¹. Dwell time is the time that a process or

resource is idle or waiting¹. The capacity indicator shows how much of the total time is actually used for productive activities¹. A higher capacity indicator means a higher utilization of the process and resources¹.

¹: <https://www.ascm.org/ctsc-ecm/>

QUESTION 23

Which of the following items helps to align the assumptions and expectations of executive sponsors, stakeholders, and supply chain transformation team members?

- A. Project configuration document
- B. Project charter
- C. Work breakdown structure
- D. Scope statement

Correct Answer: B

Section:

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, a project charter is a document that helps to align the assumptions and expectations of executive sponsors, stakeholders, and supply chain transformation team members¹. It provides a clear and concise description of the project's scope, objectives, benefits, risks, deliverables, roles and responsibilities, and authority of the project manager¹. It also serves as a formal authorization for the project and a communication tool for the project team and other stakeholders¹.

¹: <https://www.ascm.org/ctsc-ecm/>

QUESTION 24

A firm wants to update its supply chain network design to enable auto re-sizing based on changes in product flow within the network. This update will place the firm at what stage in the Capability Maturity Model within Supply Network Design?

- A. Advanced
- B. Typical
- C. Ad-hoc
- D. Leading

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Correct Answer: D

Section:

QUESTION 25

In order to build organizational support to extend the supply chain initiative to the greater value chain, the core team should:

- A. define the scope of the greater value chain.
- B. gain consensus for a pilot project.
- C. identify value chain improvement roles.
- D. determine whether other supply chain transformation is needed.

Correct Answer: A

Section:

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, the greater value chain is the network of organizations that collaborate to create and deliver value to the end customer¹. It includes not only the supply chain, but also other stakeholders such as distributors, retailers, service providers, and even competitors¹. To extend the supply chain initiative to the greater value chain, the core team should first define the scope of the greater value chain, which means identifying the key players, processes, and flows that are involved in creating and delivering value¹. This will help the core team to understand the current state of the greater value chain, the opportunities and challenges for improvement, and the potential impact of the initiative on the overall value creation¹.

¹: <https://www.ascm.org/ctsc-ecm/>

QUESTION 26

Effective collaborative relationships with supply chain partners are more likely to be forged when a team buys into which of the following three areas?

- A. Planning, doing, and checking
- B. Accountability, business alignment, and vision statement
- C. Vision statement, mission statement, and code of conduct
- D. Communication, documentation, and exchange of feedback

Correct Answer: B

Section:

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, effective collaborative relationships with supply chain partners are more likely to be forged when a team buys into three areas: accountability, business alignment, and vision statement¹. Accountability means that each partner is responsible for delivering on their commitments and adhering to the agreed-upon rules and standards¹. Business alignment means that each partner aligns their objectives, strategies, and processes with the overall goals of the supply chain network¹. Vision statement means that each partner shares a common vision of the desired future state of the supply chain and how to achieve it¹.

1: <https://www.ascm.org/ctsc-ecm/>

QUESTION 27

When performing a review of a SCOR level 3 process from beginning to end, which of the following steps should be taken?

- A. Perform a due diligence assessment.
- B. Conduct a staple yourself interview.
- C. Execute a risk and security analysis.
- D. Perform a network compatibility analysis.

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Correct Answer: B

Section:

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, a staple yourself interview is a technique for performing a review of a SCOR level 3 process from beginning to end¹. It involves following the process as if you were the product or service being delivered, and asking questions such as: Who is involved in this process? What are they doing? Why are they doing it? How are they doing it? How long does it take? How much does it cost? What are the inputs and outputs of each activity? What are the risks and opportunities for improvement?¹ This technique helps to identify the gaps, inefficiencies, and best practices in the process, and to generate insights and recommendations for improvement¹.

1: <https://www.ascm.org/ctsc-ecm/>

QUESTION 28

A manufacturing company has identified a bottleneck in the production process that is affecting product quality and customer satisfaction. Which of the following total quality management (TQM) principles would be most relevant to address this issue?

- A. Employee involvement
- B. Continuous improvement
- C. Process management
- D. Leadership

Correct Answer: B

Section:

Explanation:

Continuous improvement is a TQM principle that involves constantly seeking ways to enhance the quality of products, services, and processes by reducing waste, errors, and defects. A bottleneck in the production process is a sign of inefficiency and poor quality that can be improved by applying various tools and techniques such as lean, Six Sigma, Kaizen, or PDCA.

QUESTION 29

Designing the supply chain to enable the overall business strategy can also mean:

- A. viewing the organization's supply chain as a strategic asset.
- B. developing an end-to-end process architecture.
- C. designing the organization for performance.
- D. building the right collaborative model.

Correct Answer: A

Section:

Explanation:

Designing the supply chain to enable the overall business strategy can also mean viewing the organization's supply chain as a strategic asset, because this implies that the supply chain is not just a cost center, but a source of competitive advantage and value creation for the organization and its customers. A strategic asset is something that is rare, valuable, difficult to imitate, and hard to substitute, and that contributes to the organization's performance and goals. By viewing the supply chain as a strategic asset, the organization can leverage its supply chain capabilities to differentiate itself from competitors, meet customer needs and expectations, and achieve operational excellence and innovation.

QUESTION 30

Which of the following trends is a driver for change in agile operations execution?

- A. Research and development (R&D) cycles are fast and inexpensive.
- B. Products are becoming less complex and using less raw materials.
- C. Product labeling is becoming more enhanced, including translation into additional languages.
- D. The requirements for transaction documentation, including use of blockchain, are decreasing.

Correct Answer: C

Section:

QUESTION 31

One main goal of pursuing a digital supply chain transformation is:

- A. achieving perfect order fulfillment across all sales channels using technology.
- B. building sustainable competitive advantage through integrated capabilities.
- C. integrating all supply chain tools and technologies to increase operational efficiencies.
- D. maximizing sales through the e-commerce channel.

Correct Answer: B

Section:

Explanation:

According to the ASCM site, the goal of the CTSC certification is to help supply chain professionals develop the skills and knowledge to lead a successful digital transformation that creates value and competitive advantage. The certification covers topics such as digital strategy, business model innovation, customer-centricity, and integrated capabilities. Therefore, option B best reflects the main goal of pursuing a digital supply chain transformation.¹²

QUESTION 32

Which of the following formulas is utilized to calculate perfect order fulfillment?

- A. Total perfect orders / Total number of orders
- B. Total perfect orders / Total number of order lines

- C. Total perfect order lines / Total number of orders
- D. Total perfect order lines / Total number of order lines

Correct Answer: D

Section:

Explanation:

the perfect order fulfillment is a percentage that measures how many orders meet all the criteria for a perfect order, such as delivery location, product condition, documentation, etc. The formula for calculating the perfect order fulfillment is to multiply the individual performance metrics for each criterion and then multiply by 100. However, the question asks for the formula to calculate the perfect order rate, which is a slightly different metric that measures how many order lines (or items) meet all the criteria for a perfect order. The formula for calculating the perfect order rate is to divide the total number of perfect order lines by the total number of order lines and then multiply by 100.

QUESTION 33

Which of the following roles does a change agent involved in supply chain transformation most likely play?

- A. Supports change
- B. Manages change
- C. Initiates change
- D. Facilitates change

Correct Answer: D

Section:

Explanation:

a change agent is someone who initiates, promotes, and supports the change process in an organization. A change agent can be an internal or external consultant, a leader, or a team member who helps to define the vision, strategy, and goals of the change, and also facilitates the communication, collaboration, and implementation of the change. Therefore, option D best describes the role of a change agent involved in supply chain transformation.¹²³

QUESTION 34

Why is over-processing considered a type of waste in lean manufacturing?

- A. Taking extra time to over-produce makes it a type of waste.
- B. Manufacturing to a higher quality than is required takes more natural resources, time, and energy without adding value.
- C. Over-producing could add features that narrow the marketability of the item and reduce revenue.
- D. Due to being over-engineered, the price will become out of balance with the market.

Correct Answer: B

Section:

QUESTION 35

Which type of scorecard gap analysis is used to calculate the competitive gap by subtracting the actual performance from the parity or competitive benchmark?

- A. Bottom-up process
- B. Pareto analysis
- C. SWOT analysis
- D. Top-down process

Correct Answer: D

Section:

QUESTION 36

Creating a diagram of the workflow of a production or service that includes standardized symbols, inputs, and outputs is called:

- A. process flow scheduling.
- B. process organization structure.
- C. process planning.
- D. process mapping.

Correct Answer: D

Section:

Explanation:

Process mapping is the term used to describe the creation of a diagram of the workflow of a production or service that includes standardized symbols, inputs, and outputs. Process mapping is a tool of management that visually depicts the flow of work and the steps and people involved in a business process³. Process mapping can help communicate how a process works in a concise and straightforward way, identify inefficiencies or areas of improvement, and document or train the process¹². Process mapping uses visual representations, such as basic symbols, to describe each element in the process, such as rectangles for activities, arrows for direction of flow, diamonds for decisions, and ovals for start and end points²⁴.

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