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Question 1

Question Type: MultipleChoice

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

Options:

- 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

Answer:

B

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 2

Question Type: MultipleChoice

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

Options:

- 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.

Answer:

A

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 3

Question Type: MultipleChoice

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?

Options:

A- Advanced

B- Typical

C- Ad-hoc

D- Leading

Answer:

D

Question 4

Question Type: MultipleChoice

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

Options:

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

Answer:

B

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 5

Question Type: MultipleChoice

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

Options:

- 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.

Answer:

B

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 6

Question Type: MultipleChoice

What type of risk considers the possibility of a failure of inbound materials that renders a provider unable to meet customer demand within anticipated costs, within a stated time frame, or in a way

that does not cause threats to customer safety?

Options:

A- Supply risk

B- Demand risk

C- Operational risk

D- Price risk

Answer:

A

Explanation:

Supply risk is the risk of not being able to source the required raw materials, components, or services from suppliers to meet customer demand¹. It can be caused by various factors, such as supplier failure, quality issues, natural disasters, geopolitical events, or market fluctuations¹. Supply risk can affect the cost, quality, and delivery performance of a supply chain¹.

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

Question 7

Question Type: MultipleChoice

A smartphone manufacturer is able to track the ways people using its devices navigate social media

a. As a result, the manufacturer has included renaming and regrouping of default social media

apps in its latest major update. From a digital supply chain perspective, this is an example of:

Options:

- A- internet of things (IOT).
- B- generative design.
- C- machine learning.
- D- artificial intelligence (AI).

Answer:

C

Question 8

Question Type: MultipleChoice

Many of the business risks associated with digital supply chain arising from data complexity, cybersecurity, and data protection can be comprehensively addressed by:

Options:

- A- treating digital risks as a stand-alone risk management category.
- B- making digital risks a part of the overall risk management culture of the company.
- C- applying data analytics tools to monitor and analyze risks throughout the supply chain.
- D- having information technology (IT) and risk management teams collaborate with each other to prevent or greatly minimize adverse incidents.

Answer:

B

Question 9

Question Type: MultipleChoice

Which of the following options is an indicator of change management performance?

Options:

- A- Revenue

B- Corporate social responsibility (CSR) score

C- Quality

D- Awareness

Answer:

D

Question 10

Question Type: MultipleChoice

What supply chain performance attributes are customer related?

Options:

A- Delivery reliability and supply chain management costs

B- Flexibility, delivery reliability, and responsiveness

C- Asset management efficiency and delivery reliability

D- Responsiveness, asset management efficiency, and flexibility

Answer:

B

Explanation:

According to the ASCM SCOR Digital Standard, supply chain performance attributes are the characteristics that define the performance of a supply chain. There are six performance attributes: reliability, responsiveness, agility, costs, asset management efficiency, and sustainability. Among these, flexibility, delivery reliability, and responsiveness are customer related, as they measure how well the supply chain meets the customer needs and expectations in terms of product availability, delivery time, and order fulfillment 1. Flexibility is the ability to accommodate changes in demand or supply, delivery reliability is the ability to deliver products on time and in full, and responsiveness is the ability to react quickly to customer requests or market changes. The other options are not customer related, as they measure the internal efficiency or effectiveness of the supply chain.

Question 11

Question Type: MultipleChoice

A retail company is experiencing stockouts of a popular product due to supply chain disruptions.

Which of the following steps should the company take to address this issue according to the theory of constraints (TOC)?

Options:

- A- Increase production at the bottleneck work center.
- B- Increase inventory levels of finished goods.
- C- Reduce the workload at the critical resource.
- D- Optimize capacity at the bottleneck work center.

Answer:

D

Question 12

Question Type: MultipleChoice

Which of the following terms is used in the SCOR model to prioritize metrics and estimate target performance level?

Options:

- A- Value-added
- B- Above par
- C- Superior
- D- Optimized

Answer:

D

Explanation:

According to the ASCM SCOR Digital Standard, the SCOR model uses the term optimized to indicate the highest level of performance for a given metric. Optimized metrics are those that are prioritized by the organization and have a target performance level that is based on the best-in-class benchmark or the desired competitive advantage. The SCOR model defines six levels of performance for each metric: inferior, poor, nominal, competitive, advantage, and optimized (p. 17) 1. The other options are not used in the SCOR model to prioritize metrics and estimate target performance level.

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