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Question 1

Question Type: MultipleChoice

One of the most important steps that leadership can take in developing talent for a digital supply chain transformation process is to:

Options:

- A- assign performance metrics to all employees with considerable emphasis on technological skills.
- B- create a balanced scorecard and communicate downstream to all functions and interested parties.
- C- offer structured pay incentives to employees that demonstrate exemplary digital skills.
- D- invest in building data-centric supply chain communities with relevant skills.

Answer:

D

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, one of the most important steps that leadership can take in developing talent for a digital supply chain transformation process is to invest in building data-centric supply chain communities

with relevant skills¹. Data-centric supply chain communities are groups of people who share a common interest and passion for using data and analytics to improve supply chain performance¹. They can foster a culture of learning, innovation, and collaboration among supply chain professionals, and help them acquire and apply the necessary digital skills, such as data science, data engineering, data visualization, and data storytelling¹. By investing in building data-centric supply chain communities, leadership can create a talent pipeline for the digital supply chain transformation, and empower the employees to leverage data and technology to achieve the strategic objectives¹.

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

Question 2

Question Type: MultipleChoice

What is the perfect order fulfillment for a total of 200 orders, provided that 94 orders are delivered on time, 100 orders are delivered in full, 76 orders are delivered on time and in full, 34 orders are

damaged, and 48 orders are delivered on time and complete meeting 3-way match criteria?

Options:

A- 24%

B- 38%

C- 47%

D- 50%

Answer:

A

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, perfect order fulfillment is a key performance indicator (KPI) that measures the percentage of orders that meet all the criteria for a perfect order, such as delivery time, quantity, quality, documentation, and invoice¹. To calculate the perfect order fulfillment, we need to multiply the percentage of orders that meet each criterion, and then divide by 1001. In this case, the percentage of orders that meet each criterion are:

Delivery time: $94/200 = 47\%$

Quantity: $100/200 = 50\%$

Quality: $(200-34)/200 = 83\%$

Documentation and invoice: $48/200 = 24\%$

Therefore, the perfect order fulfillment is:

$47\% \times 50\% \times 83\% \times 24\% / 100 = 4.7\% \times 24\% = 1.13\%$

To express this as a percentage, we need to multiply by 100, so the final answer is:

$1.13\% \times 100 = 113\%$

Therefore, the perfect order fulfillment for a total of 200 orders is 113%.

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

Question 3

Question Type: MultipleChoice

After setting improvement priorities on the basis of strategic objectives, what is the next step when approaching supply chain transformation challenges?

Options:

- A- Develop the project portfolio.
- B- Select relevant key performance indicators (KPIs) to track ongoing performance.

- C- Design the transformation road map.
- D- Implement the solutions and manage the changes.

Answer:

C

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, the next step after setting improvement priorities on the basis of strategic objectives is to design the transformation road map¹. The transformation road map is a document that outlines the vision, goals, scope, timeline, milestones, deliverables, resources, risks, and dependencies of the supply chain transformation project¹. It also defines the roles and responsibilities of the project team and the stakeholders, and the communication and governance mechanisms¹. The transformation road map helps to guide the execution of the project, monitor the progress and performance, and ensure alignment and collaboration among the project participants¹.

¹: <https://www.ascm.org/ctsc-ecm/>

Question 4

Question Type: MultipleChoice

Which of the following non-technological factors is most critical to executing a digital supply chain transformation?

Options:

- A- Sustainability and zero-carbon initiatives
- B- Human capital and talent
- C- Quantitative and qualitative analyses
- D- Public and government relations

Answer:

B

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, human capital and talent is one of the most critical non-technological factors to execute a digital supply chain transformation¹. Human capital and talent refers to the skills, knowledge, abilities, and attitudes of the people who work in the supply chain, as well as the processes and practices to attract, develop, and retain them¹. A successful digital supply chain transformation requires a workforce that is capable of using and adapting to digital technologies, such as cloud computing, artificial intelligence, big data, and robotics¹. It also requires a culture that fosters innovation, collaboration, and continuous learning¹. Therefore, human capital and talent is essential for enabling and sustaining a digital supply chain transformation¹.

Question 5

Question Type: MultipleChoice

What is the process view of the geographic map that illustrates the material flow, material strategy, and the planning process relationship?

Options:

- A- Value stream
- B- Material flow analysis
- C- Process map
- D- Thread diagram

Answer:

D

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, a thread diagram is a process view of the geographic map that illustrates the material flow, material strategy, and the planning process relationship¹. A thread diagram shows the sequence of activities and decisions that are involved in transforming raw materials into finished products and delivering them to customers¹. It also shows the locations of the facilities, the transportation modes, the inventory policies, and the planning horizons¹. A thread diagram helps to identify the key drivers and constraints of the supply chain performance, and to evaluate the trade-offs and synergies among different supply chain components¹.

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

Question 6

Question Type: MultipleChoice

One major performance outcome of a digital supply chain transformation is:

Options:

A- fewer trade-offs between costs and customer satisfaction.

- B-** greater employee retention rate and job satisfaction.
- C-** higher net promoter score and lower cost of customer acquisition.
- D-** lower selling, general, and administrative (SG&A) expenses of the business.

Answer:

A

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, one major performance outcome of a digital supply chain transformation is fewer trade-offs between costs and customer satisfaction¹. A digital supply chain transformation is the use of digital technology and digital content to improve supply chain performance². It enables a flexible matrix of supply chain partners, instead of one upstream and one downstream echelon². It also enhances information sharing, visibility, decision making, and responsiveness². By leveraging digital capabilities, a supply chain can achieve higher levels of efficiency, agility, and innovation, while meeting or exceeding customer expectations¹. This reduces the need to compromise on either costs or customer satisfaction, and creates a competitive advantage for the supply chain¹.

1: <https://www.ascm.org/ctsc-ecm/> 2: https://www.hclspdev.com/cdn/ascm2023/files/ctsc_slides/ASCM_CTSC_2023_1.pdf

Question 7

Question Type: MultipleChoice

Why is external benchmarking against similar supply chains recommended in the development of a balanced scorecard?

Options:

- A-** To understand how the company is strategically aligning its supply chain performance and how its performance compares
- B-** To identify opportunities for supply chain expansion into new markets
- C-** To improve supply chain sustainability and reduce carbon footprint
- D-** To reduce supply chain costs by implementing best practices from competitors

Answer:

A

Explanation:

According to the CTSC Enterprise and Supply Chain Management (ESCM) manual, external benchmarking against similar supply chains is recommended in the development of a balanced scorecard because it helps the company to understand how it is strategically aligning its supply chain performance and how its performance compares to the best-in-class or industry standards¹. External benchmarking can also help the company to identify the gaps and opportunities for improvement in its supply chain processes, practices, and capabilities¹. A balanced scorecard is a performance measurement tool that assesses an organization and its supply chain from four different

perspectives: customer, internal process, learning and growth, and financial¹. By using external benchmarking, the company can set realistic and relevant targets and goals for each perspective, and monitor and evaluate its progress and performance¹.

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

Question 8

Question Type: MultipleChoice

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

Options:

- 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.

Answer:

B

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/>

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