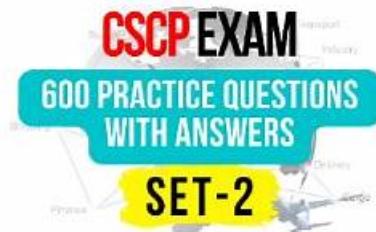


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APICS Certified Supply Chain Professional Sample Questions (Q461-Q466):

NEW QUESTION # 461

The use of theory of constraints (TOC) differs from traditional decision making because it:

- A. places greater emphasis on timing than cost in adjusting resources that are limiting business performance
- B. recognizes that the individual resources that limit business performance are difficult to find and manage
- C. provides a way to analyze the operating cost of a resource that is easier to use than traditional accounting methods
- D. examines the resource's utilization rather than the cost of a product

Answer: A

Explanation:

The Theory of Constraints (TOC) differs from traditional decision-making approaches by focusing more on timing rather than just cost when adjusting resources that limit business performance. Key points include:

- * Identification of Bottlenecks: TOC identifies and addresses the most critical bottlenecks that constrain the system's overall throughput.
- * Focus on Throughput: Emphasizing increasing throughput rather than just cost reduction ensures that the entire system's performance improves.
- * Timing and Synchronization: TOC places significant emphasis on the timing and synchronization of processes to ensure that bottlenecks are effectively managed and do not impede overall production flow.
- * Continuous Improvement: By continually identifying and addressing constraints, TOC fosters a culture of continuous improvement and operational efficiency.

References:

Goldratt, E. M., & Cox, J. (2004). *The Goal: A Process of Ongoing Improvement*. North River Press.

Dettmer, H. W. (1997). *Goldratt's Theory of Constraints: A Systems Approach to Continuous Improvement*. ASQ Quality Press.

NEW QUESTION # 462

From a CRM perspective, which of marketing's four Ps would correspond to call centers, websites that incorporate live chat or email and online libraries?

- A. product
- B. price
- C. promotion
- **D. placement**

Answer: D**NEW QUESTION # 463**

The primary reason for a firm to pursue strategic supply chain activities is to:

- A. decrease product lead time.
- B. reduce costs.
- **C. gain competitive advantage.**
- D. increase productivity.

Answer: C**NEW QUESTION # 464**

The process of continuous improvement can be defined best as a continuous effort to:

- A. reduce direct and indirect costs through incremental changes.
- B. eliminate root causes of waste through incremental improvements.
- C. eliminate root causes of problems through radical changes.
- **D. concurrently improve performance on several measures through incremental improvements.**

Answer: D

Explanation:

Continuous improvement, often associated with methodologies like Kaizen, focuses on making small, incremental changes to improve performance across various metrics. Here's why option A is the best definition:

- * Incremental Improvements: Continuous improvement involves making small, gradual changes rather than radical shifts.
- * Multiple Measures: It aims to enhance performance across multiple dimensions such as quality, efficiency, and customer satisfaction simultaneously.
- * Sustained Effort: Continuous improvement is an ongoing effort, promoting a culture of constant enhancement and adaptation.
- * Holistic Approach: By addressing various performance measures together, it ensures balanced and sustainable growth.

References:

Imai, M. (1986). Kaizen: The Key to Japan's Competitive Success. McGraw-Hill.

Liker, J. K. (2004). *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*.

McGraw-Hill

NEW QUESTION # 465

A manufacturer uses standard costing, and a potential supplier uses activity-based costing. This difference most likely will have implications for which of the following types of future decisions?

- A. Freight terms
- B. Price concessions
- C. Make-or-buy
- D. Distribution warehouse locations

Answer: C

NEW QUESTION # 466

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