



**APICS**  
**Certified Supply Chain Professional**  
**(CSCP)**  
LEARNING SYSTEM

**2013**

Preparation Overview

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## ABOUT THE APICS CSCP PROGRAM

The APICS Certified Supply Chain Professional (CSCP) program is the most widely recognized program for supply chain and operations management professionals around the globe. APICS CSCP designees have the proven knowledge and organizational skills to strategically streamline operations. They have the tools to effectively manage global supply chain activities that involve suppliers, plants, distributors, and customers located around the world.

**More than 12,000 professionals have earned the APICS CSCP designation worldwide.**



## HOW PROFESSIONALS PREPARE TO EARN THE APICS CSCP DESIGNATION

The APICS CSCP Learning System is at the core of all preparation options for the APICS CSCP designation and is a comprehensive professional development and exam preparation tool. It is designed for individuals within organizations looking to develop or enhance skills to create and execute a global supply chain management strategy that meets customer needs, reduces cost, and increases profits.

## COURSE TOPICS

The APICS CSCP Learning System is divided into five books within three modules, each further empowering individuals with an understanding of best practices, techniques, and technologies necessary to maximize an organization's efficiency and impact the bottom line.

**Learn more about APICS CSCP Learning System modules on page 5.**

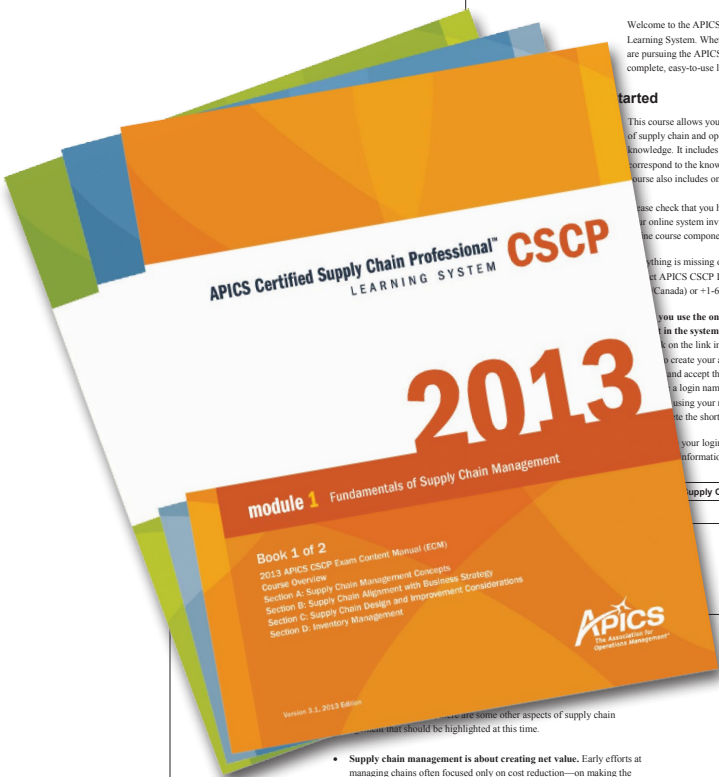
## LEARNING OPTIONS

The APICS CSCP program provides a variety of different learning options to fit individual learning styles and schedules. Participants will have the option of self-directed or on-site instructor-facilitated learning, APICS interactive learning through Fox Valley Technical College, or corporate learning, which allow a group to learn together at their organization's facility.

**See page 11 for more information.**

# BOOKS

The APICS CSCP Learning System contains five books within three modules with more than 1,000 pages of content that covers the entire APICS CSCP body of knowledge and exam content manual (ECM). Information is organized from more than 150 sources, and progress-check questions are at the end of each section to ensure participants are staying on track and retaining the information. The printed materials are linked directly to every practice question found in the online software.



## Course Overview

Welcome to the APICS Certified Supply Chain Professional™ (CSCP) Learning System. Whether you are interested in professional development or are pursuing the APICS CSCP credential, you will find the program to be a complete, easy-to-use learning and reference tool.

### Getting started

This course allows you to work at your own pace to increase your understanding of supply chain and operations management and the APICS CSCP body of knowledge. It includes three printed textbooks (called modules), which correspond to the knowledge domains tested on the APICS CSCP exam. The course also includes online practice tests and learning reinforcement activities.

After you check that you have received the three modules (five textbooks total) and your online system invitation (provided to you via e-mail) for access to the course components.

If anything is missing or if you have not received your invitation e-mail, please contact APICS CSCP Learning System Customer Support at 1-888-266-9079 (Canada) or +1-651-905-2664 (worldwide).

**When you use the online components of the course, you must create an account in the system:**

Click on the link in your invitation e-mail. This will take you to the Web site to create your account to access the online components of the course. Read and accept the terms-of-use agreement. Create a unique login name and password. Both must be at least eight characters. Confirm your newly created login name and password. Complete the short survey.

Use your login name and password to access the Web site in the future. For more information, see the space below.

APICS Certified Supply Chain Professional Learning System

Username: \_\_\_\_\_

Password: \_\_\_\_\_

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...that should be highlighted at this time.

- **Supply chain management is about creating net value.** Early efforts at managing chains often focused only on cost reduction—on making the chain leaner. Unfortunately, these efforts sometimes reduced the ability to create value more than they reduced costs, for a net negative effect. As we'll see, there's more to creating value through intelligent management than simply squeezing costs out of one or another activity in the chain.
- **There should be value-creating activities in the supply chain that transcend the activities of particular entities in the chain.** Supply chains are generally organized by one strong firm called a channel master or nucleus firm—often a manufacturer, sometimes a powerful retailer, which often manages those activities. Nevertheless, the chain has to produce value for more than one stakeholder in addition to generating value for the consumers or investors.
- **Managing supply chains requires a balancing act among competing interests.** Given the complicated nature of group dynamics, this can be a challenging task, especially in "worldwide" chains. Consider the rivalries that arise among and between the 50 American states, the 25 nations in the European Union, the various sects of any world religion, and the divergent cultures around the globe.

### Other related terms: value chain and mapping

Although many would assume that a supply chain is, in fact, a value chain—at least it is if well managed—others may draw a distinction between the two.

A value chain is a string of collaborating players who work together to satisfy market demands for specific products or services. According to the *APICS Dictionary*, 13th edition, the value chain is made up of "the functions within a company that add value to the goods or services that the organization sells to customers and for which it receives payment."

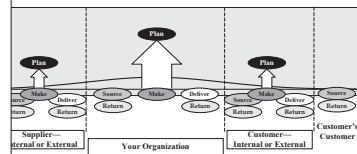
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...s of Supply Chain Management

Exhibit 1-6: Supply Chain Operations Reference (SCOR) Model



Source: Adapted from Supply Chain Council, Inc.

The members at each end of the chain (a raw material supplier and a retail outlet, for example) perform only two processes (the supplier's supplier handles only delivery and returns, while the customer's customer manages only sourcing and returns). This model can also be applied to supply chains containing many more linked firms.

### SCOR Version 10.0 does apply to the following activities:

- All customer interactions from order entry through paid invoice
- All product transactions (defined as physical materials and services), including equipment, spare parts, bulk product, and software, among others
- All market interactions from understanding aggregate demand through order fulfillment

### SCOR Version 10.0 does not apply to the following processes:

- Sales and marketing (defined as demand generation)
- Research and technology development
- Product development
- Some elements of post-delivery customer support (But it does include returns as a fundamental process.)

(The SCOR model assumes that the product has already been designed and tested for production. However, the design of a product may significantly influence the functioning of the chain, so supply chain representatives should play a role in the design process, as you'll see in Section C of this module.)

Standard costs and variances for direct materials and direct labor would be similarly calculated and accounted for, except that the actual costs may be known during or before production.

### Uses of standard costing

Standard costing is used to estimate the cost of goods sold before all costs are known with certainty. It also provides benchmark targets for use during production. Thus it is a method of controlling a process during production rather than only being applied by accounting after production is complete. When variances are detected as they occur, process controls can sometimes keep negative variances from continuing to expand or can prevent the problems from recurring in a later operation. Management and accounting should exercise a high level of control over variances because this is the key to avoiding period-end surprises that impact financial results.

Many of the concepts discussed in these modules make use of standard costing. Inventory can be valued using standard costing (although other methods also exist). Inventory is discussed more in Section D: "Inventory Management."

Efficiency was discussed earlier. If standard costing is used at an organization, efficiency can be calculated using a formula:

$$\text{Efficiency} = \frac{\text{Standard Hours of Work}}{\text{Hours Worked}} \times 100$$

For example, a work center that produces 110 standard hours of work while operating for only 100 hours has an efficiency rate of 110 percent. This is where supply chain management comes into play. It is used to bring a synergy to all the entities in the chain and enable them to operate and produce more efficiently, whether this means optimizing production, storage, or movement capacity.

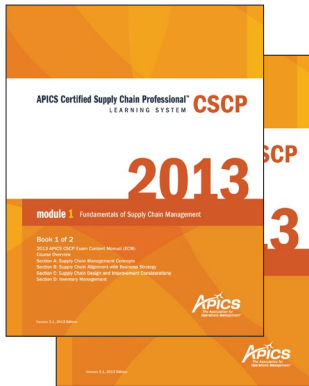
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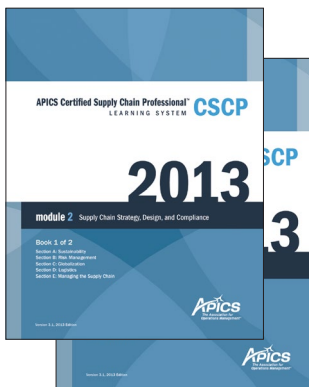
## CONTENT OVERVIEW

The printed books, which are spiral bound to make studying easier, contain three print modules that cover the entire *APICS CSCP ECM*.



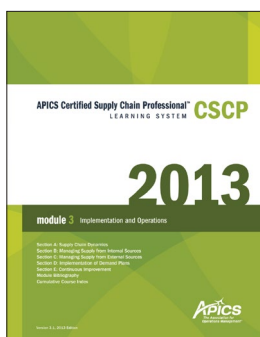
### Module 1: APICS Fundamentals of Supply Chain Management

- Broad concepts of supply chain management, including primary processes, objectives, integration methods, and benefits
- Alignment of supply chain and business strategies
- Key considerations for supply chain design and continuous improvement
- Key measures of planning and controlling inventories
- Fundamentals of logistics in supply chain management
- Identifying and managing market segments
- Demand forecasting and management techniques
- Keys to effective customer relations management (CRM)
- Core concepts of supply management



### Module 2: APICS Supply Chain Strategy, Design, and Compliance

- Sustainability practices in design and operation of a supply chain
- Risk: the sources, impacts, and mitigation methods
- Globally dispersed supply and demand, and the impact of free trade zones and trading blocs
- Globalization effects on inbound and outbound logistics
- Measurement of, and efficiency and responsiveness in the supply chain
- Technologies for testing, data, operations, and communications in supply chain management
- Factors influencing demand, including design, marketing, selling, and matching customer orders
- Core concepts of CRM, including strategies, technologies, and key implementation challenges
- Fundamentals of supplier relationship management (SRM), including strategies, improved management of sources, relevant technologies, and measurement
- Inventory planning and control methods



### Module 3: APICS Implementation and Operations

- Supply chain dynamics and the balance of responsiveness and efficiency
- Managing supply from internal and external sources
- Implementation of demand plans, including prioritization and fulfillment, and capturing and communicating point-of-sale data
- Tools and techniques to support continuous improvement strategies

## WEB-BASED STUDY TOOLS

Included with the APICS CSCP Learning System, web-based study tools help users apply the concepts learned in the printed materials and test their understanding and retention of the topics:

- Quizzes and tests prepare users for the APICS CSCP exam, providing immediate feedback and additional guidance.
- Users have access to the online tools for one year.
- All interactive web-based study tools can be accessed online.



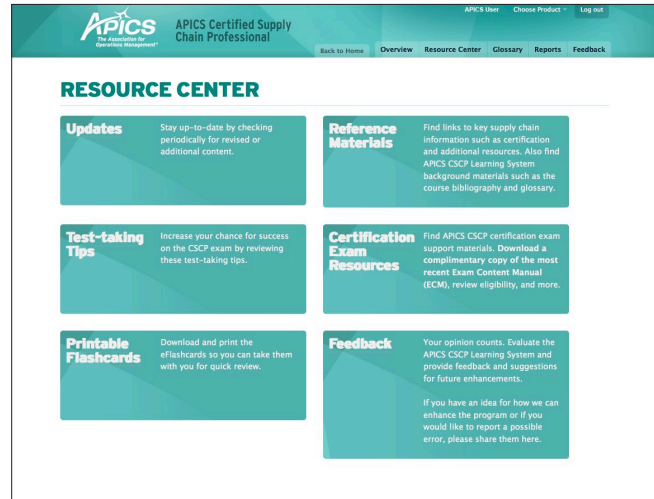
## MOBILE ACCESS

Participants can study on-the-go by accessing the APICS CSCP Learning System on their iPhones, iPads, or Google Android phones and tablets. This mobile format gives users greater flexibility for when and where they are able to study.



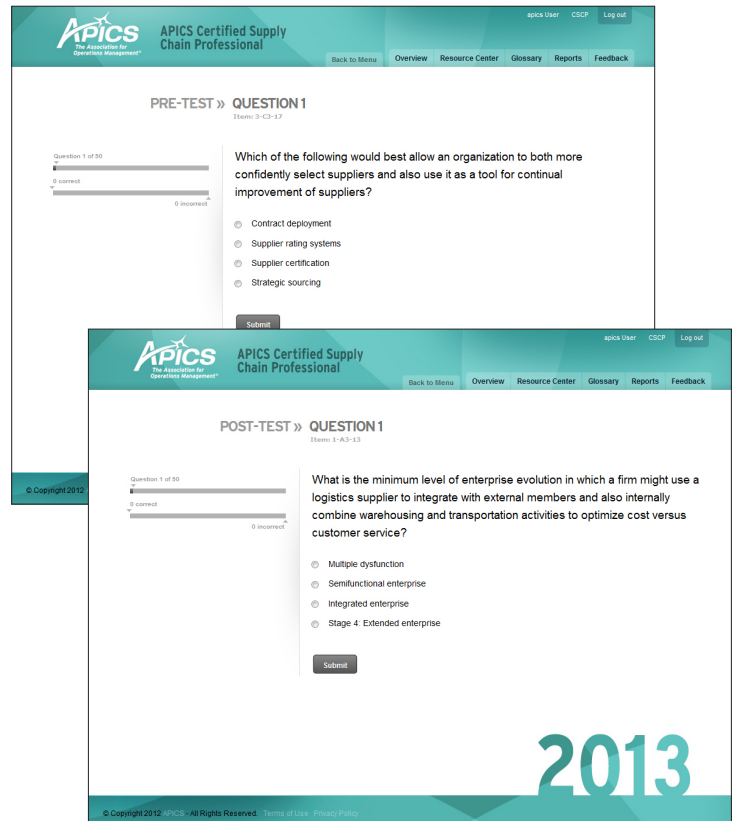
## RESOURCE CENTER

The Resource Center is the one-stop place for users to access valuable exam prep materials like program updates, test-taking tips, printable flashcards, related links, reference materials, feedback feature, and a complimentary download of the most current *APICS CSCP ECM*.



## PRETESTS AND POSTTESTS

The pretests and posttests, consisting of 50 multiple choice questions, cover content drawn from the entire *APICS CSCP ECM*. After each question, users are provided immediate feedback, including the correct answer and rationale behind the answer. A running total of questions answered correctly is provided as you proceed through the test. The pretest results will provide users with an idea of their strengths and areas they need to work on. The posttest results measure progress following completion of the course. The pre and posttests are weighted the same way the exam is weighted and the topics were designed to follow the ECM outline.



## MODULE-SPECIFIC TESTS

The conclusion of each module allows users to test their knowledge retention with section-specific quizzes. The questions include immediate feedback, answer rationales, and references to the relevant sections in the printed materials so areas of improvement can be reviewed.



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## GLOSSARY

Based on the *APICS Dictionary*, 13th edition and accessible any time during the program, the glossary allows users to look up definitions of terms without leaving current modules or activities.

## LEARNING ACTIVITIES

After reading the printed materials and taking the quizzes, users are encouraged to complete the Learning Activities. The exercises within the Learning Activities reinforce the concepts presented in the text and allow users to apply that knowledge in a real-world application.

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z Numbers

**ABC analysis**

The classification of a group of items in decreasing order of annual dollar volume (price multiplied by projected volume) or other criteria. This array is then split into three classes, called A, B, and C. The A group usually represents 10 percent to 20 percent by number of items and 50 percent to 70 percent by projected dollar volume. The next grouping, B, usually represent about 20 percent of the items and about 20 percent of the dollar volume. The C class contains 60 percent to 70 percent of the items and represent about 10 percent to 30 percent of the dollar volume. This states that effort and money can be saved through applying looser controls to the low-dollar-volume class items than will be applied to high-dollar-volume class items. It is applicable to inventories, purchasing, sales, and so on.

**ABC analysis**

The classification of a group of items in decreasing order of annual dollar volume (price multiplied by projected volume) or other criteria. This array is then split into three classes, called A, B, and C. The A group usually represents 10 percent to 20 percent by number of items and 50 percent to 70 percent by projected dollar volume. The next grouping, B, usually represent about 20 percent of the items and about 20 percent of the dollar volume. The C class contains 60 percent to 70 percent of the items and represent about 10 percent to 30 percent of the dollar volume. The ABC principle states that effort and money can be saved through applying looser controls to the low-dollar-volume class items than will be applied to high-dollar-volume class items. The ABC principle is applicable to inventories, purchasing, sales, and so on. (Synonyms: ABS Classification, Distribution by value.) See: *Pareto analysis*, *Pareto's law*.

**Active tag**

A self-powered radio frequency identification tag that broadcasts information. See: *Radio frequency identification (RFID) tag*.



## EFLASHCARDS

A valuable study tool, eFlashcards allow users to test their knowledge of important terms and definitions contained within the APICS CSCP Learning System. Users can view flashcards online or download printable copies in the Resource Center.

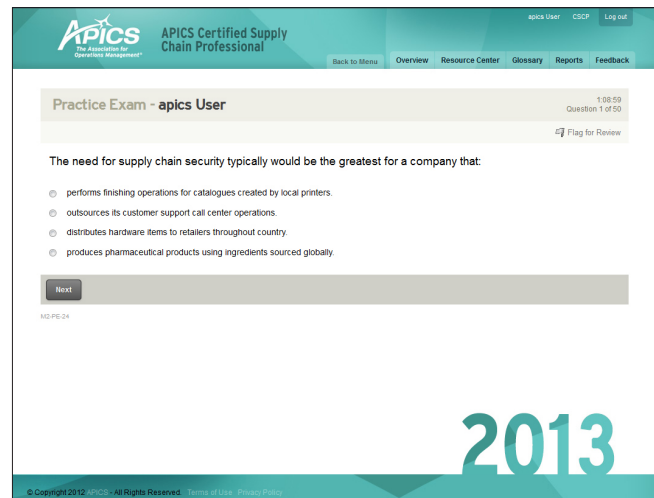


## APICS CSCP PRACTICE EXAM

The APICS CSCP practice exam was designed to help users gain comfort and experience with the format and functionality of the computer-based APICS CSCP exam.

This 50-question exam is timed and includes questions written by the APICS CSCP Exam Content Manual (ECM) committee, which is the same group that writes the actual APICS CSCP exam. Users can flag questions for review and skip and return to questions later in the exam.

Following the exam, users can review their incorrect and correct questions in online reports. This test gives participants an idea of what to expect when they take the actual APICS CSCP exam.



## REPORTS

Participants can track course progress and document the learning gain through a complimentary reporting feature that includes pre and posttest scores and module-specific test scores. Users can look at each test and review incorrect answers. The Best Test Scores report provides a summary of all quiz, test, and exam scores broken down by module and section. Individuals can look at each attempt and review the questions that were answered incorrectly.

The Pre, Posttest, and Practice Exam Comparison Report reviews pre, posttest, and practice exam scores by module to gauge knowledge gain.

The screenshot shows the APICS CSCP Individual Reports page. At the top, there is a navigation bar with the APICS logo and the text "APICS Certified Supply Chain Professional". Below the navigation bar, the main heading is "APICS CSCP Individual Reports". Underneath, there is a section for "Pre-/Post-Test/Practice Exam Comparison Report" with a brief description. Below this, there are three boxes for "Best Test Score Report: Module 1", "Best Test Score Report: Module 2", and "Best Test Score Report: Module 3", each with a short description. A large "2013" graphic is visible in the bottom right corner. The footer contains copyright information for 2012.

## CERTIFICATE OF ACHIEVEMENT

Users earn a certificate of achievement for scoring 80 percent or higher on the posttest. This certificate lets individuals know that they are completing the APICS CSCP Learning System content and retaining the information.

The certificate is titled "APICS Certified Supply Chain Professional Learning System Certificate of Achievement". It is presented to an individual for scoring 80 percent or higher on the web-based posttest and successful completion of the APICS CSCP Learning System in preparation for the APICS CSCP exam. The certificate features the APICS logo and signatures of Abe Eshkenazi, Chief Executive Officer, and Robert D. Boyle, Chair of the 2013 APICS Board of Directors. There is a line for the recipient's name and a line for the date.

### INSTRUCTOR-FACILITATED COURSES

The instructor-facilitated format combines the APICS CSCP Learning System print and web-based components with the guidance of an experienced instructor. Global course listings can be found on the Partner and Event Finder on [apics.org](http://apics.org). This option is best suited for individuals who

- prefer face-to-face interaction with an instructor
- thrive in a structured classroom setting
- enjoy peer discussion and live instruction.

### INSTRUCTOR-FACILITATED ONLINE COURSES

APICS instructor-facilitated online courses are APICS-endorsed and are offered through Fox Valley Technical College, which provides online APICS CSCP review courses that are interactive and easily navigated. These courses are asynchronous, so participants can take the course that is most in-line with the needs of your business. All workshops are taught by instructors who have earned APICS CSCP certification and have years of supply chain management experience. Participants will have the opportunity to interact online with instructors and fellow learners in a private environment for organizations.

**To learn more about APICS CSCP preparation, visit**  
**[apics.org/cscp](http://apics.org/cscp).**

## Contact Information

### LEARN MORE.

To learn more about the APICS CSCP program, visit [apics.org/cscp](http://apics.org/cscp).

If you have questions, please contact