



Comparison of the APICS CSCP Exam Content Outline to the APICS CSCP Learning System, Version 1.3

This document is the result of a thorough comparison of the 2008 APICS CSCP Exam Content Outline to the APICS CSCP Learning System, 2008 edition, version 1.3. While the correlation between the two is very high, there are some minor gaps in coverage. This document is intended to enhance the exam preparation experience by providing program participants information about the areas of the gaps and recommendations for additional resources.

The yellow cells below indicate the items that are covered in the 2008 APICS CSCP Exam Content Outline but not in the APICS CSCP Learning System. For further information on these points, exam candidates can refer to

- additional readings from the primary and additional reference list, as determined by the APICS CSCP Exam Committee, and listed at the end of the 2008 APICS CSCP Exam Content Outline below
- specific chapter study recommendations listed after each major section of the APICS CSCP Exam Content Outline below.

Please contact pdadmin@apics.org if you have any questions about this document.

2008 APICS CSCP Exam Content Outline	Content Placement in APICS CSCP Learning System Outline
I. Supply Chain Management (SCM) Fundamentals (30% exam weighting)	I
A. Overview of Supply Chain Management	I.A
1. Supply chain management process overview	I.A.2
2. Definitions of supply chain, supply chain management, and reverse supply chain	I.A.1
3. Value and benefits of supply chain management (using the supply chain to improve profitability and decrease working capital)	I.A.4
a. Key stakeholders in the supply chain	
4. Evolution of supply chain management	I.A.3
a. Four stages—multiple dysfunctional, semifunctional enterprise, integrated enterprise, and extended enterprise	I.A.3
b. Functional supply chains	I.A.3
c. Integrated supply chains (internal and external)	I.A.3
d. Value networks	I.A.3
5. Effect of globalization on SCM	
B. Aligning Supply Chain Management with Corporate Strategy	I.B
1. Corporate strategy, strategic and financial planning	I.B.1
2. Competitive priorities and future direction	
a. Visibility, velocity, and variability	
3. Aligning supply chain strategy and capabilities with corporate strategy	I.B.2
4. Driving supply chain decisions (such as processes,	I.C.1

2008 APICS CSCP Exam Content Outline		Content Placement in APICS CSCP Learning System Outline
	capacities, locations, etc.) with competitive priorities and supply chain strategy	
5.	Using enterprise resources planning (ERP) to align operations with strategy	
6.	Make-or-buy decisions	
a.	Justification and benefits of outsourcing	
7.	Compliance and regulatory issues	I.C.5
C.	Managing the Supply Chain	I.C
1.	Supply chain objectives	I.C.2
a.	Value drivers	I.C.2
b.	Key performance indicators (KPIs)	I.C.2
c.	Balanced Scorecard™	I.C.2
d.	Efficiency and cost versus responsiveness	I.C.2
2.	Elements of supply chain management including network configuration, inventory control, product design, information technology, and support systems	
3.	Performance metrics in financial terms, such as those used by most chief financial officers	I.C.2 – 3
a.	Cash-to-cash cycle	I.C.2 – 3
b.	Return on assets (ROA)	I.C.2 – 3
c.	Total supply chain cost	I.C.2 – 3
d.	Inventory investment	I.C.2 – 3
e.	Productivity	I.C.2 – 3
4.	Definition of synchronization and key success factors	
D.	Continuous Improvement	I.D
1.	Definition of continuous improvement	I.D.1
2.	Purpose	
3.	Visibility and analysis	I.D.3
4.	Goals and benchmarking	
5.	Implementation	I.D.6
6.	Change management	I.D.6
7.	Tools and philosophies	I.D.5
a.	Six-sigma	I.D.5
b.	lean	I.D.5
c.	theory of constraints (TOC)	I.D.5
d.	kaizen	I.D.5
References for Supply Chain Management (SCM) Fundamentals: <i>Introduction to Materials Management</i> , chapters 1, 14, and 15 <i>Introduction to e-Supply Chain Management: Emerging Technology to Build Market-Winning Business Partnerships</i> , chapters 1 and 4 <i>Designing and Building the Supply Chain</i> , chapters 1 and 10 <i>Supply Chain Logistics Management</i> , chapters 1, 2, and 18 <i>Distribution Planning and Control: Managing in the Era of Supply Chain Management</i> , chapters 1-6 <i>The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage</i> , chapters 1, 3, and 13		

2008 APICS CSCP Exam Content Outline		Content Placement in APICS CSCP Learning System Outline
II. Building a Competitive Infrastructure (20% exam weighting)		II
A. Demand Planning		I.A
1.	Overview of demand planning	
a.	Components	
b.	Role in SCM	
2.	Role of marketing in demand planning	II.A.4
a.	Product management and new product introductions	II.A.4
b.	Market research	II.A.4
c.	Forecast modifiers	II.A.4
d.	Markets, customer, and product segmentation	II.A.4
3.	Forecasting	II.A.2
a.	Application of methods	II.A.2
b.	Managing variability	II.A.2
4.	Supply chain dynamics	II.A.1
a.	Postponement	II.A.1
b.	Mitigation of bullwhip effect	II.A.1
5.	Collaboration	II.A.3
a.	Joint planning	II.A.3
b.	Service agreements	II.A.3
c.	Vendor-managed inventory (VMI)	II.A.3
d.	Collaborative planning, forecasting, and replenishment (CPFR)	II.A.3
B. Product Design		II.B
1.	Standardization	II.B.2
2.	Modularity vs. integral design	II.B.2
3.	Universality	II.B.2
4.	Mass customization	II.B.2
5.	Collaborative design and development	
C. Operations Planning and Control		II.C
1.	Managing priorities and capacity	II.C.1 – 5
a.	Business planning (long range)	II.C.1 – 5
b.	Sales and operations planning (S&OP, medium range)	II.C.1 – 5
c.	Executing the plans (short term)	II.C.1 – 5
2.	Inventory management	II.C.6
a.	Financial impact	II.C.6
b.	Location and level of inventory	II.C.6
c.	Allocation of limited supply	II.C.6
d.	Alignment with product lifecycle	II.C.6
D. Logistics		II.D
1.	Global supply and demand	II.D.6
a.	Growth in overseas suppliers	II.D.6
b.	Import/export considerations	II.D.6
2.	Customer service requirements	

2008 APICS CSCP Exam Content Outline		Content Placement in APICS CSCP Learning System Outline
3.	Product considerations	
4.	Warehousing and transportation trade-offs	II.D.1 – 2
a.	Private/public	II.D.1 – 2
b.	Transportation mode selection	II.D.1 – 2
c.	Capacity constraints	II.D.1 – 2
d.	Techniques to improve performance	II.D.1 – 2
5.	Security and regulatory guidelines	
6.	3 and 4 party logistics (3PL and 4PL)	II.D.3
7.	Reverse logistics	II.D.5
References for Building a Competitive Infrastructure: <i>Introduction to Materials Management</i> , chapters 2-14 <i>Customer Relationship Management: A Strategic Imperative in the World of e-Business</i> , chapters 2, 6, and 8 <i>Supply Chain Logistics Management</i> , chapters 2-5 and 10 <i>Distribution Planning and Control: Managing in the Era of Supply Chain Management</i> , chapters 2, 4, and 7 <i>The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage</i> , chapters 2, 3, 5, 8, and 9		
III. Managing Customer and Supplier Relationships (30% exam weighting)		III
A. Relationship Management in SCM		III.A
1.	Relationships and supply chain management	III.A.1
a.	Definition of customer relationship management (CRM)	III.A.1
b.	Definition of supplier relationship management (SRM)	III.A.1
c.	Realms of CRM and SRM – greater focus on the customer and integration	III.A.1
d.	Challenges in implementing CRM and SRM	III.A.1
i.	Reengineering organizational structures	III.A.1
ii.	Redefining workforce roles	III.A.1
iii.	Creating virtual organizations	III.A.1
iv.	Reexamining existing technologies	III.A.1
2.	Role of technology in CRM and SRM	III.A.2
B. Customer Relationship Management		III.B
1.	CRM and the lifetime customer	III.B.1
a.	Lower total marketing costs	III.B.1
b.	Customer satisfaction potentially increases as deeper knowledge of their needs and buying habits are understood	III.B.1
c.	Increased revenue and profit opportunities	III.B.1
2.	Five steps for creating customer-focused businesses	
a.	Align mission statement, goals, organization structure, and jobs to support a customer focus	
b.	Identify the customer's perspectives and needs	
c.	Create a map of the customer segments	

2008 APICS CSCP Exam Content Outline	Content Placement in APICS CSCP Learning System Outline
d. Implement the fundamental elements of the CRM strategy	
e. Monitor, measure, and report	
3. Components of a CRM strategy	III.B.2
a. Customer care as a product	III.B.2
b. Pricing management	III.B.2
c. Placement	III.B.2
d. Promotion	III.B.2
4. CRM strategies and the product life cycle	III.B.3
a. Development stage	III.B.3
b. Introduction stage	III.B.3
c. Maturity stage	III.B.3
d. Decline stage	III.B.3
5. Developing CRM strategies for specific customer types	III.B.4
a. Prospective customers	III.B.4
b. Vulnerable customers	III.B.4
c. Win-back customers	III.B.4
d. Loyal customers	III.B.4
6. Developing CRM strategies for specific customer segments	III.B.5
a. Benefits of segmentation	III.B.5
b. Historic segmentation vs. CRM segmentation	III.B.5
c. Segmentation by customer value	III.B.5
d. Segmentation by customer needs	III.B.5
7. Role of information in CRM	III.B.6
a. Sources of customer information	III.B.6
b. Voice of the customer (VOC)	III.B.6
c. Strategic use of customer information	III.B.6
8. Using technology to improve CRM	III.B.7
a. How information is managed and stored	III.B.7
b. Benefits of using a customer data warehouse	III.B.7
c. CRM technologies	III.B.7
d. Sales force automation (SFA)	III.B.7
e. Keys to successful CRM implementation	III.B.7
9. Measuring CRM performance	III.B.8
a. Fast and accurate order processing	III.B.8
b. On-time delivery	III.B.8
c. Prompt and accurate responses to inquiries	III.B.8
d. Product quality	III.B.8
10. Outsourcing CRM	III.B.9
a. Establishing clear performance objectives	III.B.9
b. Measure against those performance expectations at regular intervals	III.B.9
c. Maintain ultimate responsibility for CRM	III.B.9
d. Coordinate the achievements of multiple vendors and share experience and knowledge	III.B.9
e. Maintain an exit strategy	III.B.9

2008 APICS CSCP Exam Content Outline		Content Placement in APICS CSCP Learning System Outline
C.	Supplier Relationship Management (SRM)	III.C
1.	SRM and strategic sourcing	III.C.1
	a. Reducing procurement and excess inventory costs	III.C.1
	b. Supporting a customer-focused business in delivering product/service customization and quality	III.C.1
	c. Continuous improvement	III.C.1
2.	Benefits of strategic sourcing and SRM	
	a. Focuses on value to the customer versus purchase price	
	b. Collaboration versus transactional	
	c. Enables realigned and collaborative business processes, information flows, and workflows	
	d. Further leverages technology	
	e. Increases visibility throughout the supply chain	
3.	Strategic relationships	III.C.2
	a. Characteristics of supplier relationships	III.C.2
	b. Relationship types	III.C.2
4.	Alliances	III.C.3
	a. Risks of alliances	III.C.3
	b. Benefits of alliances	III.C.3
5.	Creating successful supplier alliances	III.C.4
	a. Characteristics of a successful alliance	III.C.4
	b. Types of commitments	III.C.4
	c. Critical steps to successful alliances	III.C.4
6.	Implementing SRM strategy	III.C.5
	a. Key steps to implement SRM strategy	III.C.5
	b. Managing risk in supply relationships	III.C.6
7.	Enhancing supplier performance	III.C.7
	a. ISO certification and other processes	III.C.7
	b. Certification process	III.C.7
	c. Supplier rating systems	III.C.7
	d. Supplier performance feedback methods	III.C.7
8.	SRM technology	III.C.8
	a. Benefits of SRM software	III.C.8
	b. Obstacles to SRM software adoption	III.C.8
	c. Processes enabled by SRM technology	III.C.8
	i. Increased visibility across suppliers and commodities	III.C.8
	ii. Leveraged corporate buying power	III.C.8
	iii. Monitoring effectiveness of procurement programs, suppliers, and contracts	III.C.8
	iv. Spend analysis	III.C.8
	v. Electronic business system (EBS) backbone functions	III.C.8
9.	Impact of SRM on purchasing roles	III.C.9
	a. Functions of purchasing managers and agents	III.C.9
10.	Outsourcing SRM	III.C.10
	a. Sourcing	III.C.10

2008 APICS CSCP Exam Content Outline	Content Placement in APICS CSCP Learning System Outline
b. Contract deployment	III.C.10
c. Compliance management	III.C.10
d. Web-based procurement technologies	III.C.10
e. Off-site delivery centers	III.C.10
D. Integrated Customer/Supplier Relationship Management	III.D
1. Integrated supply chain networks	III.D.1
a. Environmental drivers	III.D.1
b. Technology-driven collaboration	III.D.1
2. Benefits of managing supply chain network relationships	III.D.2
a. Increasing efficiencies	III.D.2
b. Resolving conflicts of interest	III.D.2
3. Roadblocks to implementing CRM and SRM	III.D.3
a. Technological limitations	III.D.3
b. Participant resistance	III.D.3
4. Creating integrated supply chain networks	III.D.4
a. Adopt the right attitudes	III.D.4
b. Adhere to collaborative principles	III.D.4
c. Ask the right questions	III.D.4
d. Structure the integration strategy	III.D.4
<p>References for Managing Customer and Supplier Relationships: <i>Customer Relationship Management: A Strategic Imperative in the World of e-Business</i>, chapters 1, 2, 4-8, and 15-19 <i>Introduction to e-Supply Chain Management: Emerging Technology to Build Market-Winning Business Partnerships</i>, chapters 5 and 7 <i>Supply Chain Logistics Management</i>, chapters 3, 5, 11-14, 17, and 19 <i>Distribution Planning and Control: Managing in the Era of Supply Chain Management</i>, chapters 9 and 10 <i>The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage</i>, chapters 6 and 7</p>	
IV. Using Information Technology (IT) to Enable Supply Chain Management (20% exam weighting)	IV
A. Role of IT in the Supply Chain	IV.A
1. Use in collaborations and joint processes	IV.A.1
2. IT infrastructure	IV.A.2
a. Interface devices	IV.A.2
b. Communications	IV.A.2
c. Databases – hierarchical, relational, network	IV.A.2
d. System architecture	IV.A.2
e. Integration between supply chain systems	IV.A.2
3. Acquisition and use of data	IV.A.3
a. Goals, collection and validation, and analysis	IV.A.3
4. Uses of information technology in the supply chain	IV.A.4
5. Supply chain management comprehensive system	IV.A.6
B. Enterprise Resources Planning (ERP) in Supply Chain	IV.B

2008 APICS CSCP Exam Content Outline		Content Placement in APICS CSCP Learning System Outline
Management		
1.	ERP scope and functionality	IV.B.1
2.	Leveraging ERP systems	IV.B.2
C.	Innovative Technologies and Their Uses	IV.C
1.	Supply chain event management (SCEM) and supply chain process management	IV.C.1
2.	Advanced optimization tools (including WMS, TMS)	IV.C.2
3.	Technology trends	IV.C.3
D.	Using IT to Enhance Supply Chain Performance	IV.D
1.	Electronic data capture	IV.D.1
a.	Radio frequency identification (RFID)	IV.D.1
b.	Bar coding	IV.D.1
c.	Standardization	IV.D.1
d.	Challenges	IV.D.1
2.	Advanced planning and scheduling (APS), network optimization	IV.D.2
E.	eBusiness	IV.E
1.	Enabling virtual organizations	IV.E.1
2.	Internet-enabled supply chains	IV.E.2
3.	eBusiness considerations	IV.E.3
4.	Business to business (B2B) and business to consumer/customer (B2C)	IV.E.4
F.	Emerging technologies	IV.F
References for Using Information Technology (IT) to Enable Supply Chain Management: <i>Customer Relationship Management: A Strategic Imperative in the World of e-Business</i> , chapters 9, 10, and 13 <i>Introduction to e-Supply Chain Management: Emerging Technology to Build Market-Winning Business Partnerships</i> , chapters 2-4, 8, and 9 <i>Supply Chain Logistics Management</i> , chapters 7-9 and 15 <i>Distribution Planning and Control: Managing in the Era of Supply Chain Management</i> , chapters 14 <i>The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage</i> , chapter 4, 11, and 12		

Primary References for the APICS CSCP Exam Content Outline, as determined by the APICS CSCP Exam Committee

APICS Dictionary, APICS 12th ed., 2007.

APICS Certified Supply Chain Professional (CSCP) Learning System, APICS, 2008.

Arnold, Tony, Chapman, Steve, and Clive, Lloyd. *Introduction to Materials Management*, 6th ed., Prentice Hall, 2008.

Brown, Stanley A. Brown. *Customer Relationship Management: A Strategic Imperative in the World of e-Business*, 1st ed., Wiley, 2000.

Ross, David F. *Introduction to e-Supply Chain Management: Engaging Technology to Build Market-Winning Business Partnerships*, 1st ed., CRC Press, 2003.



Simchi-Levi, David, Kaminsky, Phillip, and Simchi-Levi, Edith. *Designing and Building the Supply Chain*: 2nd ed. McGraw-Hill/Irwin, 2003.

Additional References

Bowersox, Donald, Closs, David., and Bixby Cooper, M. *Supply Chain Logistics Management*, 2nd ed., McGraw-Hill, 2007.

Ross, David Frederick. *Distribution Planning and Control: Managing in the Era of Supply Chain Management*, 2nd ed., Springer, 2004.

Sheffi, Yossi. *The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage*, The MIT Press, 2007.



APICS CSCP Learning System Outline (based on Table of Contents)

- I. **Supply Chain Management (SCM) Fundamentals (30%)**
 - I.A. **Overview of supply chain management**
 - I.A.1. Identifying supply chains
 - I.A.2. Key supply chain management processes
 - I.A.3. Evolution of supply chain management
 - I.A.4. Creating value through supply chain management
 - I.B. **Supply chain management strategy**
 - I.B.1. Corporate strategy
 - I.B.2. Aligning supply chain strategy with corporate strategy
 - I.B.3. Supply chain risk management strategies
 - I.C. **Managing the supply chain**
 - I.C.1. Using corporate and supply chain strategies to set priorities and make decisions
 - I.C.2. Supply chain performance metrics
 - I.C.3. Managing the supply chain for financial performance
 - I.C.4. Managing and leading people in the supply chain
 - I.C.5. Security and compliance Issues
 - I.D. **Improving the supply chain**
 - I.D.1. Continuous improvement
 - I.D.2. Visibility and analysis
 - I.D.3. Assessing the supply chain
 - I.D.4. Continuous improvement methods
 - I.D.5. Implementation and change management
- II. **Building Competitive Operations, Planning, and Logistics (20%)**
 - II.A. **Demand planning**
 - II.A.1. Supply chain dynamics
 - II.A.2. Forecasting
 - II.A.3. Types of collaboration
 - II.A.4. Role of marketing in demand planning
 - II.B. **Product design considerations**
 - II.B.1. Collaborative product design for the supply chain
 - II.B.2. Varieties of product design
 - II.C. **Manufacturing planning and controlling**
 - II.C.1. Sales and operations planning
 - II.C.2. Master production scheduling
 - II.C.3. Material requirements planning
 - II.C.4. Distribution requirements planning
 - II.C.5. Capacity management
 - II.C.6. Inventory management
 - II.D. **Logistics**
 - II.D.1. Transportation
 - II.D.2. Warehousing
 - II.D.3. 3PL and 4PL
 - II.D.4. Reverse logistics
 - II.D.5. Global logistics and international business
- III. **Managing Customer and Supplier Relationships (30%)**
 - III.A. **Relationship Management in SCM**
 - III.A.1. Relationships and supply chain management
 - III.A.2. Role of technology in CRM and SRM

III.A.3. CRM and SRM at work

III.B. Customer relationship management (CRM)

- III.B.1. CRM and the lifetime customer
- III.B.2. Components of a CRM strategy
- III.B.3. CRM strategies and the product life cycle
- III.B.4. Developing CRM strategies for specific customer types
- III.B.5. Developing CRM strategies for specific customer segments
- III.B.6. Role of Information in CRM
- III.B.7. Using technology to improve CRM
- III.B.8. Measuring CRM performance
- III.B.9. Outsourcing CRM

III.C. Supplier Relationship Management (SRM)

- III.C.1. SRM and strategic sourcing
- III.C.2. Strategic relationships
- III.C.3. Strategic alliances
- III.C.4. Creating successful strategic supplier relationships
- III.C.5. Implementing SRM strategy
- III.C.6. Managing risk in the supply relationship
- III.C.7. Enhancing supplier performance
- III.C.8. SRM technology
- III.C.9. Impact of SRM on purchasing roles
- III.C.10. Outsourcing SRM

III.D. Integrated customer/supplier relationship management

- III.D.1. Integrated supply chain networks
- III.D.2. Benefits of managing supply chain network relationships
- III.D.3. Roadblocks to implementing CRM and SRM
- III.D.4. Creating integrated supply chain networks

IV. Using Information Technology to Enable Supply Chain Management (20%)

IV.A. Role of IT in the supply chain

- IV.A.1. IT and the supply chain
- IV.A.2. IT Infrastructure
- IV.A.3. Acquisition and use of data
- IV.A.4. Uses of information in the supply chain
- IV.A.5. Enterprise application integration (EAI)
- IV.A.6. Supply chain management comprehensive system

IV.B. ERP in supply chain management

- IV.B.1. Overview of ERP
- IV.B.2. Leveraging ERP systems

IV.C. Innovative technologies and their uses

- IV.C.1. Advanced optimization tools
- IV.C.2. Supply chain event management (SCEM)
- IV.C.3. Other advanced tools

IV.D. Using IT to enhance supply chain performance

- IV.D.1. Electronic data transfer (EDT) and standards
- IV.D.2. Automatic Identification and Data Capture (AIDC)

IV.E. eBusiness

- IV.E.1. e-Business basics
- IV.E.2. Internet-enabled supply chains
- IV.E.3. eBusiness considerations
- IV.E.4. Use of e-business in collaborations and joint processes
- IV.E.5. Business-to-business (B2B) and business-to-consumer (B2C) e-Commerce



IV.E.6. Portals