

Fold each printed sheet in half lengthwise. The left side of the document will list the term and the right side will list the definition. Tape or staple the open edges of your flashcards. Cut out your flashcards on the solid lines indicated and fold them on the dotted lines.

<p><b>Module 2</b> <i>Section A: Forecast Demand</i></p>
<p><b>Term</b> Associative forecasting</p>
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The use of one or more variables that are believed to affect demand in order to forecast future demand. See: causal forecast.

<p><b>Module 2</b> <i>Section A: Forecast Demand</i></p>
<p><b>Term</b> Bias</p>
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A consistent deviation from the mean in one direction (high or low). A normal property of a good forecast is that it is not biased. See: average forecast error.

<p><b>Module 2</b> <i>Section A: Forecast Demand</i></p>
<p><b>Term</b> Bullwhip effect</p>
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An extreme change in the supply position upstream in a supply chain generated by a small change in demand downstream in the supply chain. Inventory can quickly move from being backordered to being excess. This is caused by the serial nature of communicating orders up the chain with the inherent transportation delays of moving product down the chain. The bullwhip effect can be eliminated by synchronizing the supply chain.

<p><b>Module 2</b> <i>Section A: Forecast Demand</i></p>
<p><b>Term</b> Business-to-business (B2B)</p>
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Business conducted between two organizations, often via e-commerce. This type of connectivity allows businesses to act as a virtual supply chain management entity in order to reduce costs, improve quality, reduce delivery lead times, and improve due-date performance.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Business-to-consumer (B2C)

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Business conducted between businesses and final consumers, bypassing any third-party entities. It includes traditional brick-and-mortar businesses that may or may not also offer products and services online as well as businesses that trade exclusively on the internet.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Forecast error

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The difference between actual demand and forecast demand. Forecast error can be represented several different ways: mean absolute deviation, mean absolute percent error, and mean squared error. See: deviation, mean absolute deviation (MAD), mean absolute percent error (MAPE), mean squared error (MSE).

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Forecasting

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The business function that attempts to predict sales and use of products so they can be purchased or manufactured in appropriate quantities in advance.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Qualitative forecasting technique

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An approach to forecasting that is based on intuitive or judgmental evaluation. It is used generally when data is scarce, not available, or no longer relevant. Common types of qualitative techniques include personal insight, sales force estimates, panel consensus, market research, visionary forecasting, and the Delphi method. Examples include developing long-range projections and new product introductions. See: historical analogy, jury of executive opinion.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Quantitative forecasting techniques

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An approach to forecasting in which historical demand data is used to project future demand. Extrinsic and intrinsic techniques are typically used. See: extrinsic forecasting method, intrinsic forecast method.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Random variation

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A fluctuation in data that is caused by uncertain or random occurrences. See: noise, random events.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Seasonality

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A predictable, repetitive pattern of demand measured within a year, during which time the demand grows and declines. These are calendar-related patterns that can appear annually, quarterly, monthly, weekly, daily and/or hourly. Syn.: seasonal variation. See: base series.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Time series forecasting

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A forecasting method that projects historical data patterns into the future. It involves the assumption that the near-term future will be like the recent past.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Tracking signal

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A measure used to evaluate whether the actual demand reflects the forecasting method's assumptions about demand behavior. It is the ratio of the cumulative forecast errors to the mean absolute deviation (MAD). See: forecast error.

**Module 2**  
*Section A: Forecast Demand*

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**Term**  
Trend

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General upward or downward movement of a variable over time (e.g., demand or process attribute).

**Module 2**  
*Section B: Understand Demand Management*

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**Term**  
Agile manufacturing

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A manufacturing methodology that allows an organization to be flexible and respond rapidly to customer demand and market changes. See: agile supply chain.

**Module 2**  
*Section B: Understand Demand Management*

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**Term**  
Agile supply chain

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A supply chain that has the ability to respond quickly to sudden or unpredictable changes in customer demand, supply availability, or the marketplace. See: agile manufacturing.

**Module 2**  
*Section B: Understand Demand Management*

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**Term**  
Demand forecasting

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Forecasting the demand for a particular good, component, or service.

**Module 2**  
*Section B: Understand Demand Management*

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**Term**  
Demand management

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1) The integration of demand planning upstream and downstream within the supply chain to balance all sources of demand for goods and services with the firm's output capabilities to generate profitable results. Demand management involves prioritizing demand when supply is lacking and responds quickly to changes in demand. Demand management includes the individual processes of planning demand, communicating demand, influencing demand, and prioritizing demand. 2) In marketing and sales, the process of planning, executing, controlling, and monitoring the design, pricing, promotion, and distribution of products and services to bring about transactions that meet organizational and individual needs. See: marketing management, demand planning.

**Module 2**  
*Section B: Understand Demand Management*

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**Term**  
Demand planning

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The process of combining statistical forecasting techniques and judgment to construct demand estimates for products or services (both high and low volume; lumpy and continuous) across the supply chain from the suppliers' raw materials to the consumer's needs. Items can be aggregated by product family, geographical location, product life cycle, etc., to estimate consumer demand for finished products, service parts, and services. Numerous forecasting models are tested and combined with judgment and intelligence from marketing, sales, distributors, warehousing, service parts, and other functions to minimize forecast error. See: demand management.

**Module 2**  
*Section B: Understand Demand Management*

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**Term**  
Postponement

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A product design or supply chain strategy that deliberately delays final differentiation of a product (assembly, production, packaging, tagging, etc.) until the latest possible time in the process. This shifts product differentiation closer to the consumer to reduce the anticipatory risk of producing the wrong product. The practice reduces excess finished goods in the supply chain. Syn.: delayed differentiation.

<p><b>Module 2</b></p> <p><i>Section B: Understand Demand Management</i></p>
<p><b>Term</b></p> <p>Resource planning</p>
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Capacity planning conducted at the business plan level. Resource planning is the process of establishing, measuring, and adjusting limits or levels of long-range capacity. It is normally based on the production plan but may be driven by higher-level plans beyond the time horizon of the production plan (e.g., the business plan). It addresses those resources that take long periods of time to acquire. Resource planning decisions always require top management approval. Syn.: resource requirements planning. See: capacity planning, long-term planning.

<p><b>Module 2</b></p> <p><i>Section D: Support Sales and Operations Planning (S&amp;OP)</i></p>
<p><b>Term</b></p> <p>Collaborative planning, forecasting, and replenishment (CPFR)</p>
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A collaboration process in which supply chain trading partners jointly develop plans for demand management and demand fulfillment activities to establish a shared vision of how products will be promoted and sold over the planning horizon. The trading partners share demand forecasts and replenishment plans iteratively until they agree to a consensus forecast, which they use to develop production and shipment plans designed to support the collaborative demand forecast. See: collaborative planning.

<p><b>Module 2</b></p> <p><i>Section D: Support Sales and Operations Planning (S&amp;OP)</i></p>
<p><b>Term</b></p> <p>Sales and operations planning (S&amp;OP)</p>
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A mid- to long-term supply chain planning practice that compares the demand plan with inventory levels and production capacity and analyzes where any imbalances to the plan might exist. The process integrates all the plans for the business (sales, marketing, development, manufacturing, sourcing, and financial) and produces a high-level production plan, covering a horizon sufficient to plan for resources and to support the annual business planning process. S&OP is performed at least once a month and is reviewed by management at an aggregate (product family) level. The S&OP process links the strategic plans for the business with its execution and reviews performance measurements for continuous improvement. See: aggregate planning, executive sales and operations planning (executive S&OP), integrated business planning (IBP), production plan, production planning, sales plan, tactical planning.

<p><b>Module 2</b></p> <p><i>Section E: Support Distribution Requirements Planning (DRP)</i></p>
<p><b>Term</b></p> <p>Aggregate plan</p>
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A plan that includes budgeted levels of finished goods, inventory, production backlogs, and changes in the workforce to support the production strategy. Aggregated information (e.g., product line, family) rather than individual product information is used.

**Module 2**  
*Section E: Support Distribution Requirements Planning (DRP)*

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**Term**  
 Distribution requirements planning (DRP)

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The function of determining the need to replenish inventory at branch warehouses. A time-phased order point approach often is used when the planned orders at the branch warehouse level are “exploded” via material requirements planning (MRP) logic to become gross requirements of the supplying source. In the case of multilevel distribution networks, this explosion process can continue down through the various levels of regional warehouses (e.g., master warehouse, factory warehouse, etc.) and become input to the master production schedule (MPS).

**Module 2**  
*Section E: Support Distribution Requirements Planning (DRP)*

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**Term**  
 Distribution resource planning (DRP II)

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The extension of distribution requirements planning (DRP) into the planning of the key resources contained in a distribution system (warehouse space, workforce, money, trucks, freight cars, etc.).

**Module 2**  
*Section E: Support Distribution Requirements Planning (DRP)*

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**Term**  
 Exception report

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A report that lists or flags only those items that deviate from planned thresholds.

**Module 2**  
*Section E: Support Distribution Requirements Planning (DRP)*

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**Term**  
 Planned order

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A suggested order quantity, release date, and due date created by the planning system’s logic when it encounters net requirements in processing material requirements planning (MRP). In some cases, it can also be created by a master scheduling module. Planned orders are created by the computer, exist only within the computer, and may be changed or deleted by the computer during subsequent processing if conditions change. Planned orders at one level will be exploded into gross requirements for components at the next level. Planned orders, along with released orders, serve as input to capacity requirements planning (CRP) to show the total capacity requirements by work center in future time periods. See: planning time fence.

**Module 2**

*Section E: Support Distribution Requirements Planning (DRP)*

**Term**

Planned order receipt

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The quantity planned to be received at a future date as a result of a planned order release. Planned order receipts differ from scheduled receipts in that they have not been released. Syn.: planned receipt.

**Module 2**

*Section E: Support Distribution Requirements Planning (DRP)*

**Term**

Planned order release

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A row on a material requirements planning (MRP) table that is derived from planned order receipts by taking the planned receipt quantity and offsetting it to the left by the appropriate lead time. See: order release.

**Module 2**

*Section E: Support Distribution Requirements Planning (DRP)*

**Term**

Scheduled receipt

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An open order that has an assigned due date. See: on-order stock, open order.

**Module 2**

*Section F: Understand Master Scheduling and Material Requirements Planning*

**Term**

Advanced planning and scheduling (APS)

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Techniques that deal with the analysis and planning of logistics and manufacturing during short, intermediate, and long-term time periods. APS describes any application that uses advanced mathematical algorithms or logic to perform optimization or simulation of finite capacity scheduling, sourcing, capital planning, resource planning, forecasting, demand management, etc. These techniques simultaneously consider a range of constraints and business rules to provide real-time planning and scheduling, decision support, available-to-promise (ATP), and capable-to-promise (CTP) capabilities. APS often generates and evaluates multiple scenarios. Management then selects one scenario to use as the "official plan." The five main components of APS systems are (1) demand planning, (2) production planning, (3) production scheduling, (4) distribution planning, and (5) transportation planning.

**Module 2**  
*Section F: Understand Master Scheduling and Material Requirements Planning*

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**Term**  
Dependent demand

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Demand that is directly related to or derived from the bill-of-material structure for other components or end products. Such requirements are therefore calculated instead of forecasted. A given inventory item may have both dependent and independent demand at any given time. For example, a part may simultaneously be the component of an assembly and sold as a service part. See: derived demand, independent demand.

**Module 2**  
*Section F: Understand Master Scheduling and Material Requirements Planning*

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**Term**  
Enterprise resource planning (ERP)

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Integrated business software that manages all areas of a business, including manufacturing, accounting, distribution, etc. An ERP system provides a framework for standardizing processes and common extensive databanks of information, including master files, financial details, analyses of product and customer hierarchies, and historic and current transactional data.

**Module 2**  
*Section F: Understand Master Scheduling and Material Requirements Planning*

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**Term**  
Independent demand

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The demand for an item that is unrelated to the demand for other items. Demand for finished goods, parts required for destructive testing, and service parts requirements are examples of independent demand. See: dependent demand.

**Module 2**  
*Section F: Understand Master Scheduling and Material Requirements Planning*

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**Term**  
Master schedule

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A format that includes time periods (dates), the forecast, customer orders, projected available balance, available-to-promise (ATP), and the master production schedule (MPS). It takes into account the forecast; the production plan; and other important considerations such as backlog, availability of material, availability of capacity, and management policies and goals. See: master production schedule (MPS).

**Module 2**  
*Section F: Understand Master Scheduling and Material Requirements Planning*

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**Term**  
Material requirements planning (MRP)

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A set of techniques that uses bill of material (BOM) data, inventory data, and the master production schedule (MPS) to calculate requirements for materials. It makes recommendations to release replenishment orders for material. Further, because it is time phased, it makes recommendations to reschedule open orders when due dates and need dates are not in phase.

**Module 2**  
*Section F: Understand Master Scheduling and Material Requirements Planning*

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**Term**  
Supply chain control tower

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A centralized hub that provides an integrated, complete view of data across the end-to-end supply chain. The system allows the supplier to see the requirements and inventory levels at the customer's site, enhances the ability to get accurate information about supply location and availability, and highlights any potential excess inventory. Similarly, it helps the customer easily identify supply and demand variations and take necessary actions to return excess inventory. See: digital twin.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Annualized contract

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A negotiated agreement with a supplier for one year that sets pricing, helps ensure a continuous supply of material, and provides the supplier with estimated future requirements.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Bilateral contract

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An agreement wherein each party makes a promise to the other party.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Contract

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An agreement between two or more people or companies to perform or not to perform specific acts or services or to deliver merchandise. A contract may be oral or written. A purchase order, when accepted by a supplier, becomes a contract.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Cost-based contract

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A type of purchasing contract in which the price of goods or services is tied to the costs of key inputs or other economic factors such as interest rates.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Cost-plus-fixed-fee contract

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A contract in which the seller is paid for costs specified as allowable in the contract plus a stipulated fixed fee.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Cost-plus-incentive-fee contract

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A contract in which the seller is paid for costs specified as allowable in the contract plus a bonus, provided certain provisions are met or exceeded.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Fixed-price incentive fee contract

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A contract in which the seller is paid a set price and can earn an additional profit if certain stipulations are met.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Incentive arrangements

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A contract between a buyer and seller that incorporates conditions designed to motivate the supplier to improve its performance in specific areas including on-time delivery, product quality, and customer satisfaction.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Incentive contract

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A contract in which the buyer and seller agree to share cost savings beyond the target cost established in the contract. If actual costs exceed the target, the parties share the additional cost up to a maximum level specified in the contract.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Multisourcing

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Procurement of a good or service from more than one independent supplier. Syn.: multiple sourcing. Ant.: single sourcing. See: dual sourcing.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Procurement

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The business functions of procurement planning, purchasing, inventory control, traffic, receiving, incoming inspection, and salvage operations.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Purchase order

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The purchaser's authorization used to formalize a purchase transaction with a supplier. A purchase order, when given to a supplier, should contain statements of the name, part number, quantity, description, and price of the goods or services ordered; agreed-to terms as to payment, discounts, date of performance, and transportation; and all other agreements pertinent to the purchase and its execution by the supplier. See: discrete purchase order.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Routing guide

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A shipping tool used to manage logistics activities for shipments between two points. It contains mode and carrier information, freight rates, and service requirements.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Single-source supplier

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A company that is selected to have 100 percent of the business for a part although alternate suppliers are available. See: sole-source supplier.

<p><b>Module 2</b></p> <p><i>Section G: Facilitate Sourcing and Procurement</i></p>
<p><b>Term</b></p> <p>Sole source</p>
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A supply situation where the supply of a good or service is available from only one organization. Usually technical barriers, such as patents, complex tooling, or component designs, preclude other suppliers from offering the product.

<p><b>Module 2</b></p> <p><i>Section G: Facilitate Sourcing and Procurement</i></p>
<p><b>Term</b></p> <p>Sourcing</p>
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The process of identifying a company that provides a needed good or service.

<p><b>Module 2</b></p> <p><i>Section G: Facilitate Sourcing and Procurement</i></p>
<p><b>Term</b></p> <p>Strategic sourcing</p>
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A comprehensive approach for locating and sourcing key material suppliers, which often includes the business process of analyzing total-spend-for-material spend categories. The approach includes a focus on the development of long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals. From an information technology (IT) applications perspective, it includes automation of requests for quotes, requests for proposals, electronic auctioning (e-auction or reverse auction), and contract management processes.

<p><b>Module 2</b></p> <p><i>Section G: Facilitate Sourcing and Procurement</i></p>
<p><b>Term</b></p> <p>Tactical buying</p>
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The purchasing process focused on transactions and nonstrategic material buying. It is closely aligned with the ordering portion of executing the purchasing transaction process. Its characteristics include stable, limited fluctuations; defined standard specifications noncritical to production; no delivery issues; and high reliability concerning quality-standard material with very little concern for rejects. See: strategic sourcing.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Terms and conditions

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All the provisions and agreements of a contract.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Terms of sale

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In international trade, the element of a contract that states the delivery and payment terms between a buyer and a seller. It includes when and where the transfer of goods will occur, documentation that is required, and liabilities for both parties while the goods are in transit.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
Trading partner agreement

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A contract between trading partners that describes all facets of their business together. It is a legal and binding agreement suitable for legal purposes as well as standard working agreements.

**Module 2**  
*Section G: Facilitate Sourcing and Procurement*

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**Term**  
United Nations Convention on Contracts for the International Sale of Goods (CISG)

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A multilateral treaty that governs the sale of goods internationally. It facilitates international trade and removes legal barriers by providing uniform rules for commercial transactions. It is sometimes known as the Vienna Convention.