Skillshort

Self-Study Preparation Pack

CMA INTERMEDIATE

Paper 9: Operations Management and Strategic Management (OMSM)

Important Topics, Weightage & Question Frequency

For the December 2026 term · Based on ICMAI study weightage and the four latest papers (Dec 2024, June 2025, Dec 2025, June 2026)

ICMAI weightage | Frequency in 4 papers | Priority list | MCQ favourites

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This subject pack has 6 parts

1 Chapter-wise notes
2 Important topics & weightage
3 Past papers: trends & links
4 Mock tests + solutions
5 Chapter practice questions
6 Last-week plan & strategy

Prepared by Skillshort for self-study. Original explanations and questions; not an official ICAI/ICMAI/ICSI publication. Items marked VERIFY should be checked against the latest official material.

1. ICMAI study weightage

Section	Module	Weight
A – Operations Management and Productivity (60%)	1 Introduction to operations management	5%
	2 Operations planning (forecasting, capacity, location, layout, aggregate planning, MRP)	5%
	3 Designing of operational systems and control	5%
	4 Production planning and control (incl. LPP, transportation, assignment, sequencing, queuing, simulation)	**20%**
	5 Productivity management and total quality management	5%
	6 Project management (PERT, CPM, crashing)	**15%**
	7 Economics of maintenance and spares management (replacement)	5%
B – Strategic Management (40%)	8 Introduction to strategic management	10%
	9 Strategic analysis and strategic planning	10%
	10 Strategy formulation and implementation	10%
	11 Digital strategy	10%

How the paper actually distributes marks (four latest papers): **Q1** – 15 MCQs, about 9 on OM (3–4 short numericals: EOQ, productivity, system efficiency, floats, MTBF) and 6 on SM; **Q2** – OM theory; **Q3** – OM theory or **replacement** + **regression**; **Q4** – **assignment** + **Monte Carlo simulation** (all four papers); **Q5** – replacement or **LPP** + **PERT** (all four papers); **Q6–Q8** – SM and digital-strategy theory, two 7-mark parts each.

2. Frequency map – descriptive questions (Q2–Q8)

Q	Dec 2024	June 2025	Dec 2025	June 2026
Q2	Plant layout principles; design thinking stages	Decision areas of POM; tools to increase productivity	Recent trends in POM; product life cycle	**Facility location factors**; **design thinking** stages
Q3	Objectives/points of PPC; **regression** (ice cream vs temperature)	**Types of production control**; capacity – **workstations** needed	**Machine replacement** (laser cutter); **regression** (ad impressions)	**Machine replacement** (pneumatic hammer); **regression** (advertising vs sales)
Q4	**Assignment** (4 contractors); **simulation** (drier demand)	**Assignment** (5 jobs, 4 machines – unbalanced); **simulation** (bakery demand)	**Assignment** (4 workers); **simulation** (delivery times)	**Assignment** (4 contractors); **simulation** (retailer demand)
Q5	**Group replacement** (electronic tubes); **PERT** with floats	**Group replacement** (light bulbs); **PERT** with total, free and independent float	**LPP** (two products); **PERT** with variance	**LPP** (furniture); **PERT** (microwave towers)
Q6	Characteristics of effective objectives; **big data** types and characteristics	Elements of strategic management; **AI levels, ML, DL**	**SMART goals**; **blockchain**	Strategic management decisions; **AI**
Q7	Formal strategic planning steps; characteristics of business environment	**Value chain**; Rockart's **CSF sources**	**PESTEL**; formal strategic planning steps	**Value chain**; **BCG limitations**
Q8	**Transnational structure**; goal congruence	Strategy formulation vs implementation (David); strategic control	Project-based structures; **BPR** reasons and concerns	**HR strategy**; goal congruence

TREND What this tells you

- **Design thinking** (five stages) came in Dec 2024 and June 2026 Q2(b).
- **Q4 and Q5 are fully predictable** – assignment, simulation, replacement/LPP and PERT came in every paper. Four techniques give 28 sure marks.
- **Regression** (Y on X, forecast) came in three of four papers – learn the deviation-method table.
- In SM, **value chain, formal strategic planning, goal congruence, AI/big data/blockchain** repeat; write model answers for each.

3. Priority list

Priority	Topics	Why
★★★ Must do	Assignment (min, max, unbalanced); Monte Carlo simulation; replacement (machine with resale; group vs individual); PERT (t_e, variance, probability, floats); LPP graphical; regression; value chain; PESTEL; BCG; formal strategic planning; AI, big data, blockchain; goal congruence	Every or nearly every paper
★★ Important	Layout types and principles; facility location; types of production control; capacity and workstations; productivity measures; design thinking; SMART objectives; BPR; organisation structures; Rockart CSFs; strategy formulation vs implementation	Two papers
★ Do once	Transportation (VAM/MODI); Johnson's rule; queuing; line balancing; EBQ and MRP; TQM tools and ISO models; crashing; maintenance (MTBF, preventive vs breakdown); Porter's five forces; Ansoff; balanced scorecard	MCQ material and future questions

4. MCQ favourites (Q1)

Area	Typical MCQ
OM concepts	Decision areas ("are we producing the right things?", "how to reach customers?"); layout vs location; agile manufacturing; product life-cycle stage with aggressive promotion
Short numericals	EOQ from total carrying cost; system efficiency of work centres in series; productivity per worker; independent float from total/free float and slack; yearly breakdown cost from expected time before failure
Quality	ISO models – 9001 (design to servicing), 9002 (production and installation), 9003 (final inspection and test); quality circles; project quality assurance
Projects	WBS in the planning phase; definition of a project; Gantt chart for scheduling; primary constraints (time, cost, scope)
SM	Red vs blue ocean; levels of strategy; SMART letters; PESTEL as the source of drivers of change; BCG cells; BPR gains; types of big data; narrow AI examples; inbound logistics