Skillshort

Self-Study Preparation Pack

CMA INTERMEDIATE

Paper 9: Operations Management and Strategic Management (OMSM)

Past Papers – Trend Analysis, Question Patterns & Official Links

Based on the ICMAI Intermediate papers of Dec 2024, June 2025, Dec 2025 and June 2026 (Syllabus 2022). Questions are summarised, not reproduced – download the official PDFs from the links below.

Official PDFs only | Paper structure | MCQ and descriptive trends | Answer patterns

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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. Structure of the paper (unchanged in all four papers)

Part	Questions	Marks
Section A (compulsory)	Q1 – 15 MCQs, 2 marks each	30
Section B	Any **5 of Q2–Q8**, each 14 marks (two 7-mark parts)	70
Total	3 hours	100

Order in Section B: **Q2–Q3** OM theory and numericals · **Q4** assignment + simulation · **Q5** replacement/LPP + PERT · **Q6–Q8** strategic management and digital strategy.

2. MCQ trends (Q1)

Paper	Topics of the 15 MCQs
Dec 2024	Agile manufacturing; facility layout; PLC stage with aggressive promotion; EOQ from total carrying cost; system efficiency of work centres; productivity per worker (cement plant); ISO model for design to servicing; PESTEL as source of drivers; red ocean strategy; digital transformation; narrow AI (weather forecasting); block control; WBS phase; strategy formulation; inbound logistics
June 2025	Decision areas ("right things"); location question; value addition; fixed time-period model with safety stock; quality circles; over-capacity; organisational behaviour; BCG cell; paid search advertising; design-thinking stage; critical ratio > 1; ISO model for production and installation; types of big data; strategic management definition
Dec 2025	Decision areas ("how to reach customers"); monthly productivity of 15 workers; PLC phase to hold customers; Gantt chart use; project quality assurance; independent float from TF, FF and slack; primary constraints of a project; preventive maintenance; yearly breakdown cost of 20 machines; business-level strategy; standards for appraisal (objectives); SMART "S"; nature of environment; BPR gains
June 2026	Operational planning ("are our machines able..."); ISO model for final inspection and test; productivity of two units with standard time; PLC stage with aggressive promotion; definition of a project; project life-cycle phase with bulk of work; limitation of Gantt charts; floats from slack of tail and head events; reliability of a shaft; components failure/replacement; blue ocean strategy; SMART letters; FAST framework; macro-economic forces; organisation structure type

TREND How MCQs are framed

- **4–5 short numericals** every paper (EOQ, productivity, system efficiency, floats, maintenance cost) – 1–2 minutes each.
- **ISO 9001/9002/9003 models** and **PLC stages** repeat almost every time.
- SM MCQs test definitions word for word – red/blue ocean, SMART, levels of strategy, BPR.

3. Descriptive trends (Q2–Q8)

Paper	OM (Q2–Q5)	SM (Q6–Q8)
Dec 2024	Plant layout principles; design thinking; points of PPC; regression (ice-cream sales vs temperature); assignment of 4 jobs to 4 contractors; simulation of drier demand; group replacement of 1,000 electronic tubes; PERT with total and free float	Characteristics of effective objectives; types and characteristics of big data; five steps of formal strategic planning; characteristics of the business environment; transnational structure; goal congruence
June 2025	Decision areas of POM; tools for productivity; six types of production control; workstations needed with capacity cushion; 5 jobs on 4 machines (unbalanced assignment); bakery demand simulation; group replacement of 1,000 bulbs; PERT with total, free and independent float	Elements of strategic management; levels of AI, ML, DL; Porter's value chain; Rockart's four CSF sources; formulation vs implementation (David); strategic control

Paper	OM (Q2–Q5)	SM (Q6–Q8)
Dec 2025	Recent trends in POM; product life cycle; laser-cutting machine replacement; regression of sales on ad impressions; assignment of 4 workers; delivery-time simulation; LPP (Super and Regular products); PERT with variance	SMART goal framework; blockchain; PESTEL; formal strategic planning; project-based structures; BPR reasons and concerns
June 2026	Facility location factors; design thinking stages; pneumatic-hammer replacement (8 years); regression of sales on advertising; assignment of 4 contractors; retailer demand simulation; LPP (tables, chairs, bookcases); PERT for microwave towers	Strategic management decisions; AI; value chain; BCG limitations; HR strategy; goal congruence

TREND Recurring patterns

1. **Assignment + simulation** form Q4 in every paper – show row/column reduction, the line test and the final table.
2. **PERT** in every Q5(b) – always draw the network, list all paths and show floats or variances.
3. **Replacement** – group replacement (Dec 2024, June 2025) has given way to machine replacement with resale values (Dec 2025, June 2026).
4. SM questions quote a sentence and ask you to "analyse/append" – answer with headings and 6–8 points.

4. How to use these papers

1. Download the June 2026 paper; attempt it in 3 hours.
2. Solve every Q4 and Q5 numerical from the four papers – they repeat in structure.
3. Prepare one-page answers for value chain, PESTEL, BCG, formal strategic planning, AI/big data/blockchain, BPR and goal congruence.

5. Official ICMAI papers (Paper 9)

Paper	Link
June 2026	https://dwpivt501gtb6.cloudfront.net/upload/students/QuestionPaper/syllabus2022/P9_OMSM_JUNE2026.pdf
December 2025	https://dwpivt501gtb6.cloudfront.net/upload/students/QuestionPaper/syllabus2022/Dec25/Paper9.pdf
June 2025	https://dwpivt501gtb6.cloudfront.net/upload/students/QuestionPaper/syllabus2022/June25/Paper9.pdf
December 2024	https://dwpivt501gtb6.cloudfront.net/upload/students/QuestionPaper/syllabus2022/Dec24/Paper9.pdf

Resource (ICMAI official)	Link
Question papers – Syllabus 2022, June 2026 term	https://icmai.in/CIntStudents/CIntQuestionPaperList?menuId=1
Question papers – Syllabus 2022, December 2025 term	https://icmai.in/CIntStudents/CIntQuestionPaperList?menuId=2
Question papers – Syllabus 2022, June 2025 term	https://icmai.in/CIntStudents/CIntQuestionPaperList?menuId=3
Question papers – Syllabus 2022, December 2024 term	https://icmai.in/CIntStudents/CIntQuestionPaperList?menuId=4
Study materials – Intermediate, Syllabus 2022	https://icmai.in/CIntStudents/StudyMaterials/2
Supplementary for the December 2026 term	https://icmai.in/CIntStudents/Supplementary_currentterm/index.html
Clarification on applicable law for December 2026 (15-09-2026)	https://dwpivt501gtb6.cloudfront.net/upload/students/Circulars/Clarification_Dec2026_20260915142245.pdf
Time table – Intermediate and Final, December 2026	https://dwpivt501gtb6.cloudfront.net/upload/students/December_2026_Inter_Final_20260813143653.pdf

Resource (ICMAI official)	Link
CMA Prospectus and Syllabus 2022 (study weightage)	https://dwpivt501gtb6.cloudfront.net/upload/students/Syllabus2022/CMA_Prospectus_Syllabus_2022.pdf
Student announcements	https://www.icmai.in/CIntStudents/UpdateandAnnouncements