Skillshort

Self-Study Preparation Pack

CMA INTERMEDIATE

Paper 9: Operations Management and Strategic Management (OMSM)

Last-Week Revision Plan & Exam Strategy

For the December 2026 term (Paper 9 on Friday 11 December 2026, 2–5 pm) · 7-day plan · 3-hour strategy

7-day plan | Time allocation | Answer formats | Formulas to memorise

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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. Seven-day plan

Group II papers: **P9 Fri 11 Dec, P10 Sun 13 Dec, P11 Tue 15 Dec, P12 Thu 17 Dec 2026**. P9 is the first paper of the group, so the week before it is free for one-group candidates; if you take both groups, P5 is on Thursday 10 December – finish most P9 revision by D-2.

PLAN **Day-by-day**

Day	Session 1	Session 2
D-7 (Fri 4 Dec)	Ch 1–3: OM basics, forecasting and regression, capacity, location and layout	Practice Set 1; D1, D2
D-6 (Sat 5 Dec)	Ch 4: assignment, transportation, LPP, sequencing	Practice Set 2; D3, D4; Mock 1 Q4
D-5 (Sun 6 Dec)	Ch 4: simulation, queuing, line balancing; Ch 5 productivity and TQM	D5, D7, D8
D-4 (Mon 7 Dec)	Ch 6–7: PERT/CPM, floats, crashing, replacement	Practice Set 3; D6; Mock 2 Q3 and Q5
D-3 (Tue 8 Dec)	Ch 8–9: SM concepts, environment, PESTEL, Porter, value chain, SWOT, BCG/GE	Practice Set 4; D9, D10
D-2 (Wed 9 Dec)	Ch 10–11: formulation, implementation, structures, BPR, goal congruence, digital strategy, AI, big data, blockchain	Practice Set 5; **Mock 1 (3 h)**
D-1 (Thu 10 Dec)	**Mock 2 (3 h)** or the June 2026 ICMAI paper (both-group candidates: P5 exam day – revise formulas in the evening)	Formula sheet; SM answer list

EXAM TIP **What to revise on the last day**

Hungarian steps; simulation table layout; replacement tables; PERT t_e, σ^2 and Z; float formulas; regression table; LPP corner points; the seven SM answers (value chain, PESTEL, BCG, strategic planning steps, AI/big data/blockchain, BPR, goal congruence).

2. Exam-hall strategy (3 hours)

Time	Action
First 10 minutes	Read the paper; choose **5 of Q2–Q8**. Q4 and Q5 (numericals) are the safest; pick three of Q2, Q3, Q6, Q7, Q8
0:10 – 0:40	**Q1 – 15 MCQs** – do the short numericals carefully; SM definitions quickly
0:40 – 2:50	Five questions, about **25 minutes each**
2:50 – 3:00	Check each numerical has a final statement (assignment, policy, critical path, probability)

STRATEGY **Answer-writing rules**

- Numericals: state the method, show every table (reduced matrices, random-number ranges, cumulative costs), then **conclude in one sentence**.
- PERT: draw the network, list **all paths** with durations, show σ^2 only for the critical path, then Z and probability.
- Theory: open with a one-line definition, give **6–8 headed points**, add a short Indian example, and close with a conclusion – the examiner rewards structure.
- When a question quotes a statement ("In this context, align..."), refer back to the statement in the first line.

3. Formulas to memorise

Area	Formulas
Forecasting	SMA = $\Sigma D \div n$; $F_{t+1} = F_t + \alpha(D_t - F_t)$; MAD = Σ abs(D − F) ÷ n; regression $b = \Sigma xy \div \Sigma x^2$, $a = \bar{Y} - b\bar{X}$
Capacity	Utilisation = actual ÷ design; efficiency = actual ÷ effective; workstations = hours needed ÷ effective hours per station
Inventory	EOQ = $\sqrt{(2AO \div C)}$; EBQ = $\sqrt{[2DS \div H(1 - d/p)]}$; maximum inventory = EBQ(1 − d/p)
Work study	Normal time = observed × rating; standard time = normal × (1 + allowance)
OR	Transportation occupied cells = m + n − 1; MODI $\Delta = c - u - v$; Hungarian lines = n; Johnson – smallest time first/last
Queuing	$\rho = \lambda \div \mu$; $L = \lambda \div (\mu - \lambda)$; $Lq = \lambda^2 \div \mu(\mu - \lambda)$; $W = 1 \div (\mu - \lambda)$; $Wq = \lambda \div \mu(\mu - \lambda)$
Line balancing	Cycle time = available time ÷ output; minimum stations = $\Sigma t \div CT$; efficiency = $\Sigma t \div (n \times CT)$
PERT/CPM	$t_e = (a + 4m + b) \div 6$; $\sigma^2 = ((b - a) \div 6)^2$; $Z = (T - T_e) \div \sigma$; TF = LFj − ESi − t; FF = Ej − Ei − t; IF = Ej − Li − t; cost slope = $\Delta C \div \Delta T$
Replacement	Average annual cost = $(C - S_n + \Sigma$ maintenance$) \div n$; individual policy = N × cost ÷ mean life; group = (group cost + failures × individual cost) ÷ t

REMEMBER **Five examiner warnings for December 2026**

1. In maximisation assignment, convert to a **regret matrix** first; add a **dummy** for unbalanced problems.
2. Random-number ranges start at **00**, not 01, unless the question says otherwise.
3. In replacement with resale value, use **C – resale value of that year**, not cumulative depreciation from a schedule.
4. Probability in PERT uses the **critical path variance** only.
5. Quote ISO standards as **ISO 9001:2015** for the current QMS, but MCQs on the old 9001/9002/9003 models expect the 1994 scope.