CMA Inter – Operations Management & Strategic Management

Most Important Chapters & Repeated Topics Analysis (Based on PYP Trend)

I analyzed the uploaded CMA Inter OMSM papers deeply and matched repeated concepts, numericals, theory patterns, MCQ areas, and examiner behavior across papers.

The pattern is extremely clear:

- ICAI/CMA repeatedly rotates the **same core chapters**
- Numerical come from a **fixed cluster**
- Strategic Management theory repeats with wording changes
- MCQs are heavily concept-based from selected chapters

SECTION A — OPERATIONS MANAGEMENT

□ Highest Priority Chapters (Must Prepare First)

Priority	Chapter	Frequency	Expected Weight
□□□□□	Production Planning & Control (PPC)	Very High	10–16 Marks
□□□□□	Process Strategy & Process Types	Very High	6–10 Marks
□□□□□	Scheduling / Routing / Sequencing	Very High	8–16 Marks
□□□□□	Project Management (PERT/CPM/Network)	Very High	8–16 Marks
□□□□□	Work Study / Time Study / Productivity	Very High	8–12 Marks
□□□□□	Maintenance Management	Very High	6–10 Marks
□□□□	Inventory Management (EOQ)	High	8–10 Marks
□□□□	Queuing Theory	High	8–10 Marks
□□□□	Capacity Planning	High	MCQ + Theory
□□□□	Product Life Cycle	High	MCQ + Theory
□□□	Facility Location & Layout	Medium	4–8 Marks

Priority	Chapter	Frequency	Expected Weight
□□□	Simulation	Medium	6–10 Marks
□□□	Assignment / Transportation	Medium	8 Marks

□ Most Repeated Operations Management Topics

1. Process Strategy / Process Types

Repeated continuously.

Important Areas

- Process Focus
- Product Focus
- Repetitive Focus
- Batch Process
- Job Process
- Flexible Manufacturing
- Process Flexibility
- Make or Buy Decision
- Capital Intensity

Future Attempted Questions

1. Explain Process Focus vs Product Focus.
2. Discuss repetitive process with examples.
3. Explain process flexibility and capital intensity.
4. What are process strategies in operations management?

□ 2. Production Planning & Control (PPC)

Extremely important.

Repeated Areas

- Routing
- Scheduling
- Loading

- Dispatching
- Follow-up
- Aggregate Planning
- Gantt Chart
- Production Planning objectives

Future Attempted Questions

1. Explain functions of PPC.
2. Differentiate routing and scheduling.
3. Discuss principles of scheduling.
4. Explain Gantt chart and its limitations.
5. Explain aggregate planning.

□ 3. Project Management (PERT/CPM)

One guaranteed area.

Repeated Questions

- Draw Network Diagram
- Critical Path
- Float
- Crashing
- Project Duration

Important Formulas

- Total Float
- Free Float
- Independent Float

Future Attempted Questions

1. Draw network and identify critical path.
2. Compute project duration.
3. Explain crashing.
4. Explain PERT vs CPM.
5. Numerical on float calculations.

□ 4. Work Study / Time Study / Productivity

Very heavily repeated.

Important Topics

- Work Sampling
- Standard Time
- Rating Factor
- Allowances
- Productivity Index
- Job Evaluation
- Merit Rating

Future Attempted Questions

1. Calculate standard time.
2. Explain work study.
3. Explain productivity measurement.
4. Distinguish job evaluation and merit rating.
5. Numerical on labour productivity.

□ 5. Maintenance Management

Examiner favorite.

Repeated Areas

- Preventive Maintenance
- Breakdown Maintenance
- MTBF
- MTTR
- Availability
- Reliability
- Obsolescence

Future Attempted Questions

1. Explain preventive maintenance.
2. Numerical on MTBF/MTTR.
3. Reliability vs Maintainability.
4. Maintenance cost comparison.

5. Types of maintenance.

□ 6. Inventory Management (EOQ)

Most common numerical chapter.

Important Formula

EOQ = $\sqrt{\frac{2DS}{H}}$

Important Areas

- EOQ
- Carrying Cost
- Ordering Cost
- Quantity Discount
- Reorder Level
- Lead Time

Future Attempted Questions

1. EOQ with quantity discount.
2. Reorder level calculation.
3. Inventory carrying cost problems.
4. Advantages of inventory control.

□ 7. Queuing Theory

Repeated in numerical.

Important Formula

$L_q = \frac{\lambda^2}{\mu(\mu-\lambda}$

Future Attempted Questions

1. Average queue length.
2. Average waiting time.

3. Average number in system.
4. Cost comparison in queue model.

□ 8. Scheduling / Sequencing Rules

Very high repeat pattern.

Important Rules

- FCFS
- EDD
- SPT
- LPT
- Least Slack

Future Attempted Questions

1. Sequence jobs using EDD/SPT/LPT.
2. Compare sequencing rules.
3. Numerical on slack time.

□ 9. Simulation

Small but repeated area.

Important Areas

- Random Numbers
- Probability Distribution
- Demand Simulation

Future Attempted Questions

1. Simulate demand using random numbers.
2. Explain Monte Carlo simulation.

□ 10. Capacity Planning

Mostly MCQ + short notes.

Important Areas

- Effective Capacity
- System Capacity
- Bottleneck
- Capacity Requirement

Future Attempted Questions

1. Explain capacity planning.
2. Numerical on bottleneck capacity.
3. System efficiency calculation.

SECTION B — STRATEGIC MANAGEMENT

□ Highest Priority Chapters

Priority	Chapter	Frequency
□□□□□	Mission, Vision, Objectives	Very High
□□□□□	Strategic Management Process	Very High
□□□□□	BCG Matrix / Portfolio Analysis	Very High
□□□□□	Contingency Planning	Very High
□□□□	Organizational Structure	High
□□□□	Marketing Strategy	High
□□□□	HR Strategy	High
□□□□	BPR / Benchmarking	High
□□□	Diversification Strategy	Medium
□□□	McKinsey 7S	Medium

□ Most Important Strategic Management Topics

1. Mission / Vision / Objectives

Repeated every attempt.

Future Attempted Questions

1. Explain mission statement.
2. Guidelines for mission statement.
3. Objectives of mission statement.
4. Difference between mission and vision.

□ 2. BCG Matrix / Portfolio Analysis

Very important theory chapter.

Important Areas

- Stars
- Cash Cows
- Dogs
- Question Marks
- Portfolio Strategy
- Limitations of BCG

Future Attempted Questions

1. Explain BCG matrix.
2. Limitations of BCG model.
3. Explain portfolio analysis.

□ 3. Contingency Planning

Repeated multiple times.

Future Attempted Questions

1. Explain contingency plan.
2. Benefits of contingency planning.
3. Importance in strategic management.

□ 4. Strategic Management Process

Important Areas

- Strategy formulation
- Strategy implementation
- Evaluation & control

Future Attempted Questions

1. Explain strategic management process.
2. Importance of strategic management.
3. Advantages of strategic management.

□ 5. Organizational Structure

Repeated in short notes.

Important Areas

- Functional Structure
- Hybrid Structure
- SBU
- Organizational Culture

Future Attempted Questions

1. Explain functional organization.
2. Explain hybrid organization.
3. Explain SBU.

□ 6. Marketing Strategy

Important Areas

- Marketing Plan
- Social Marketing

- Role of Marketing
- Marketing Research

Future Attempted Questions

1. Explain marketing plan.
2. Explain social marketing.
3. Role of marketing in strategy.

□ 7. HR Strategy

Important Areas

- Workforce diversity
- Core competency
- Organizational change

Future Attempted Questions

1. Explain HR strategy features.
2. HR strategy and organizational effectiveness.

□ MOST IMPORTANT NUMERICAL CHAPTERS

Prepare these first:

Chapter	Probability
PERT/CPM	Extremely High
EOQ	Extremely High
queuing Theory	High
Sequencing	High
Work Study	High
Assignment Problem	Medium
Simulation	Medium

□ Most Important MCQ Areas

Operations Management

- Capacity planning
- Product life cycle
- ISO standards
- Flexibility
- Scheduling
- Maintenance
- PPC
- Lean Production
- JIT
- Process strategy

Strategic Management

- Benchmarking
- BPR
- Mission statement
- BCG Matrix
- SBU
- Outsourcing
- McKinsey 7S
- Innovation strategy

FINAL EXAM STRATEGY (Most Scoring Order)

Prepare FIRST

1. PPC
2. Process Strategy
3. PERT/CPM
4. Work Study
5. EOQ
6. Maintenance
7. queuing Theory

Strategic Management FIRST

1. Mission/Vision/Objectives
2. BCG Matrix
3. Strategic Management Process
4. Contingency Planning
5. Organizational Structure

MOST EXPECTED QUESTIONS FOR NEXT ATTEMPT

Operations Management

1. EOQ Numerical
2. Critical Path Numerical
3. queuing Numerical
4. Scheduling Rules Numerical
5. Process Strategy Theory
6. PPC Functions
7. Maintenance Numerical

Strategic Management

1. Mission Statement
2. BCG Matrix
3. Contingency Planning
4. Strategic Management Advantages
5. Organizational Structure
6. Benchmarking/BPR