

CIMA–E1 Area C – Self-Study Guide

Session (duration)	Component Learning Outcomes	Study Guidance/Tips	CIMA Technical Articles
SECTION C: OPERATIONS MANAGEMENT (20%)- Recommended study time - 33 hours over 3 weeks			
14 - 15 (Wk 7, 11 hours)	<p>1(a) explain the shift from price-based to relational procurement and operations;</p> <p>1(b) explain the relationship of operations and supply management to the competitiveness of the firm;</p> <p>1(c) explain the particular issues surrounding operations management in services;</p> <p>1(d) explain the importance of sustainability in operations management.</p> <p><i>*CIMA Official Study Text – Chapter 5 & 6</i></p>	<ol style="list-style-type: none"> 1. Use Mintzberg’s 5 parts of an organisation to understand an organisation. 2. Porter saw organisations as value chains that are made up of different processes. 3. Porter’s Value Chain is a key theory and will crop up again in other papers such as P2 and E3. 4. Familiarise yourself with Operations management systems such as MRP, ERP and OPT 	<p>Porter's value chain and Mintzberg's organigram</p>
<p>1(a) Exam questions: Nov-11-Q2d Mar-12-Q2e</p> <p>1(b) Exam questions: May-10-Q1.5, Q4a Nov-10-Q1.10 Sept-11-Q1.4 Nov-11-Q2e Mar-12-Q1.4</p> <p>1(c) Exam questions: May-11-Q1.2 May-12-Q2b Sept-12-Q2e</p> <p>1(d) Exam questions: Nov-11-Q3c Mar-12-Q2f</p>			

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16 - 17 (Wk 8, 11 hours)	<p>2(a) apply contemporary thinking in quality management;</p> <p>2(b) explain process design;</p> <p>2(c) apply tools and concepts of lean management;</p> <p>2(d) illustrate a plan for the implementation of a quality programme;</p> <p>2(e) describe ways to manage relationships with suppliers.</p> <p><i>*CIMA Official Study Text – Chapter 6 & 7</i></p>	<ol style="list-style-type: none"> 1. Do not confuse Quality Assurance (QA) and Quality Control (QC). They are very different concepts. 2. TQM is the continuous improvement in quality, productivity and effectiveness obtained by establishing management responsibility for processes as well as output 3. International Organisation for Standardisation (ISO) is the most widely used standard. ISO9000 have been adopted by many organisation world wide 4. Just –in-Time (JIT) is part of a lean production process. It will come up again in P2. 	TQM
<p>2(a) Exam questions: Nov-10-Q1.8 May-11-Q1.4, Q3a Sept-11-Q1.5, Q4b Mar-12-Q1.5, Q1.9, Q2d May-12-Q4c Sept-12-Q3c</p> <p>2(b) Exam questions: May-10-Q1.4, Q4b Nov-10-Q1.9 May-11-Q1.9</p> <p>2(c) Exam questions: Nov-10-Q2d, Q2e May-11-Q1.5 Nov-11-Q1.3, Q1.10</p> <p>2(d) Exam questions: Nov-10-Q2f Sept-11-Q1.1 Nov-11-Q1.4 Mar-12-Q3c May-12-Q4a Sept-12-Q3a</p> <p>2(e) Exam questions: May-11-Q2f Sept-11-Q2a</p>			

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18 - 19 (Wk 9, 11 hours)	Practice as many past exam questions as possible	<p>When practicing past exam papers you should try and time yourself to exam conditions, as a guide use 1.8 minutes per mark.</p> <p>Review the post exam guides and suggested answers to check if you are answering question requirements correctly.</p>	An exam room approach to answering E1 questions

OTHER STUDY RESOURCES:

[Find all examiners suggested answers here](#)

[Post exam guides](#)

[CIMA Publishing](#)

[Velocity-Student e-magazine](#) [Financial Management magazine](#)

[Chat to other students on CIMAsphere-discussion boards for operational level](#)

Please note that the session duration time given for each area is a rough guide based on % of E1 syllabus weightings. Research has shown that students who study at **minimum of 11 hours** per week are more likely to pass. These timings must be taken into account with other personal commitments such as work, family time, recreation etc.

Obviously the more hours students can dedicate to studying the higher their chance of success.

Please use this as guidance rather than as an exact science of how to study, and please feel free to change it to suit your requirements.