P16 Paper Map Strategic Cost Management

Q1 = 15 MCQs × 2 = 30, compulsory. Q2–Q8 = seven questions of 14; answer any five. The paper prints 128 marks; about 84% of past marks are sums. Since Dec'23 the frame has not moved: Q2 decision sum · Q3 transfer pricing + target / life-cycle · Q4 ABC or throughput + a theory half · Q5 variances · Q6–Q7 four rotating quantitative halves · Q8 maxima / minima + forecasting. **The exam copies SM illustrations** — Jun'26 Q3 was two of them word for word.

Module	Marks per paper (J26 · D25 · J25 · D24 · J24 · D23)	Dec'26 ≈	Where it sits
3 Decision making (two packs)	36 · 36 · 34 · 32 · 34 · 34	**34.9**	Q2, Q3, MCQs (i)–(iii), (xv)
5 Variances	20 · 18 · 16 · 16 · 16 · 16	**17.8**	Q5, MCQs (v), (xi), (xiii)
4 ABC, JIT, throughput	11 · 11 · 11 · 11 · 9 · 9	**11.5**	Q4(a), MCQs (iv), (xii)
11 PERT, CPM	7 · 0 · 16 · 18 · 16 · 9	8.0	Q6–Q7
14 Forecasting	7 · 7 · 7 · 9 · 7 · 9	7.5	Q8(b)
10 Simulation	2 · 7 · 7 · 9 · 9 · 9	7.1	Q6–Q7, MCQ (vii)
13 Maxima, minima	7 · 7 · 9 · 2 · 9 · 7	6.6	Q8(a)
1 SCM, value analysis, BPR	4 · 4 · 2 · 9 · 2 · 9	6.1	Q4(b) theory, MCQs (x), (xiv)
12 Learning curve	2 · 9 · 2 · 2 · 2 · 9	6.1	Q7 (Decembers), MCQ (viii)
8 Assignment	2 · 7 · 2 · 7 · 2 · 7	5.8	Q6 (every December)
2 Quality	7 · 7 · 9 · 2 · 9 · 2	4.1	Q4(b) theory, MCQs
6 Linear programming	7 · 11 · 0 · 0 · 7 · 0	4.1	Q6 formulation, MCQs
9 Game theory	7 · 2 · 2 · 7 · 2 · 2	3.9	Q7 / Q8 half, MCQ (vii)
15 Data analytics	2 · 2 · 4 · 4 · 4 · 4	2.6	MCQ (ix)
7 Transportation	7 · 0 · 7 · 0 · 0 · 2	1.8	Q6 (Junes)

Marks are per paper (the rule: never added up). Dec'26 ≈ = expected printed marks from the slot model (sums to 128). Jun'23 used an older layout and is left out of this table.

A Dec'26, question by question — the most likely topic per place

Place	Most likely (chance)	Practise first
Q2 (14)	3.1 + 3.4 decision sum: contract / spare capacity (December habit)	D25, D23 Q2, SM Illus. 34
Q3(a)	3.3 transfer pricing (95%)	SM Illus. 26, 20–23 (not yet asked)
Q3(b)	3.5 target costing (35%), 3.8 probability (25%)	SM Illus. 41, 45, 56
Q4(a)	4.1 ABC (50%), 4.3 throughput (38%)	J26 Q4(a), SM Illus. 15
Q4(b)	1.3 value-analysis phases (35%), 2.2 cost of quality (20%)	Module 1 and 2 model answers
Q5 (14)	5.1 variances: mix / yield or overheads	J26, D25 Q5, SM Illus. 8, 19
Q6 + Q7	four of: PERT (11.0) · simulation (10.0) · assignment (8.0) · learning curve (12.0)	D25, D24, D23 Q6–Q7
Q8(a)	13.0 maxima / minima (85%)	J26, D25 Q8(a)
Q8(b)	14.0 forecasting — seasonal indices in Decembers	D25, D24 Q8(b)

MCQ	Most likely topic
(i)	3.8 probability / expected profit
(ii), (iii)	3.1 CVP one-liners
(iv)	4.1 ABC rate
(v)	5.1 variance back-solve
(vi)	6.0 LP or 8.0 assignment
(vii)	9.0 game value or 10.0 simulation
(viii)	12.0 learning curve
(ix)	15.0 data-analytics tool
(x)	1.1 / 1.3 value chain, blue ocean, value engineering
(xi)	5.1 variance theory or 6.0 shadow price
(xii)	4.2 Kanban / JIT
(xiii)	5.1 / 5.2 standard v budget, uniform costing
(xiv)	1.3 BPR / value analysis
(xv)	3.5 target cost with an ROI

YOUR 5 OF 7

- **Core**: Q2, Q3, Q5, Q8 — the same areas in every paper since Dec'23.
- **Fifth**: Q4 (ABC / throughput + one short theory list).
- **Spare**: Q6 or Q7 — prepare PERT, simulation, assignment and learning curve so one of them is all-familiar.
- Use the site's **Question numbers** view (Analytics tab) to see each question's module in every past paper.

B Formula card — the sums of this paper

Formula	Question	SM
BEP = fixed cost ÷ PV ratio; MOS × PV ratio = profit; target sales = (fixed + profit) ÷ PV ratio	MCQs (ii)–(iii), Q2	[SM 80–83]
Key factor: contribution ÷ scarce unit; shadow price = contribution of one more unit	Q2	[SM 88–89]
Relevant cost: replacement / realisable / opportunity; sunk and absorbed fixed out	Q2	[SM 160–174]
Minimum TP = VC + contribution given up; company view = outside price v VC saved	Q3(a)	[SM 139, 154]
Target cost = target price − target profit	Q3(b), MCQ (xv)	[SM 176]
Equivalent annual cost = PV of costs ÷ annuity factor	Q3(b)	[SM 215]
Cost driver rate = activity cost ÷ driver volume	Q4(a), MCQ (iv)	[SM 266–269]
Throughput = sales − material; TA ratio = return per hour ÷ cost per hour	Q4(a)	[SM 292]
Usage = mix + yield; price on AQ; rate on hours paid, efficiency on hours worked	Q5	[SM 334–337]
FOH volume = efficiency + capacity (+ calendar); expenditure = budget − actual	Q5	[SM 356–357]
$t_e = (a + 4m + b) \div 6$; σ = √Σ variances; $Z = (T - T_E) \div \sigma$; cost slope	Q7	[SM 612–618]
Learning: average falls to r each doubling; $Y = aX^b$, $b = \log r \div \log 2$	Q7, MCQ (viii)	[SM 639–640]
Simulation ranges from 00; idle share = idle ÷ total time	Q6–Q7	[SM 581, 586]
Profit maximum: $d\pi/dx = 0$, $d^2\pi/dx^2 < 0$; discrimination MC = $MR_1 = MR_2$	Q8(a)	[SM 663, 669]
Trend y = a + bx (centred x); forecast = trend × index; $u_t = u_{t-1} + \alpha(y_t - u_{t-1})$	Q8(b)	[SM 701–708]
2 × 2 game value = $(a_{11}a_{22} - a_{12}a_{21}) \div (a_{11} + a_{22} - a_{12} - a_{21})$	MCQ (vii), Q7	[SM 555]

WHAT COULD GO WRONG

- The Q6–Q7 mix can drop any one module (PERT was absent in Dec'25) — prepare four, not two.
- A whole December question can come back with the same numbers (Jun'26 repeated three June ones) — practise Dec'23, Dec'24 and Dec'25 in full.
- A never-asked theory in Q4(b) (JIT, Six Sigma, supply chain) — Q4 is the fifth question, Q6 / Q7 the fallback.