

ACCA Advanced Performance Management (APM) ECR Study Guidance

Your ACCA Enhanced Classroom product – useful information

Welcome to your ACCA ECR programme which is provided in partnership with BPP Professional Education. Below is an overview about the Enhanced Classroom element of your learning programme, plus some guidance for you to follow when studying.

Key features of the BPP Enhanced Classroom product

- **Recorded lectures**

Your learning content is broken into syllabus topics. The recorded lectures, which can be viewed at any time, help you to understand and apply the syllabus content by either explaining a concept, showing you a worked example, or providing you with an opportunity to apply the concept yourself. The lectures follow the BPP Course Notes.

- **Assessment activities**

The online assessments and further question practice activities will help you identify your strengths and weaknesses on specific areas, demonstrate learning of the core syllabus knowledge and provide you with lots of opportunity to practice and include real life examples. You can attempt some of the assessments as many times as you wish, and feedback is provided on each answer you provide.

- **Updates & Announcements forum**

In the Forums area you will see Updates & Announcements – this provides information such as when the Hub will be unavailable, and for how long, due to scheduled maintenance. We recommend that you check this forum on a regular basis.

How to log in to the BPP Hub.

You will receive a 'trigger' email to activate your account from 'hubwelcome@BPP.com' (note you may find this in your email 'junk' folder). All subsequent courses will be accessed via the same online account, so we recommend you take careful note of your login details. Once you have triggered your account, follow the below steps:

- 1) Go to <https://bpp.com/account>.
- 2) Log in with your User name and Password.
- 3) Navigate to Step 1 where you will find an introductory recording about your paper, and some FAQs about the Hub.

If you ever forget your Password, you can generate a new one by clicking the 'Forgotten password?' link and by typing in your email address. You will be sent an email to reset your password.

If you have received your login details and are experiencing any technical difficulties logging in, please contact BPP's 24/7 IT helpdesk via bpptac@bpp.com.

We hope you enjoy your ACCA studies, and wish you luck in your exam.



Getting started

If you are new to studying online, before you begin you may find it useful to access the 'ECR product demonstration' video in the 'Making the most of your BPP Digital resources' section in the Hub:

Guidance

Studying for APM

We have structured this guidance so that you have a good idea of how much work you should be doing in preparation for each Step assessment. However, we recognise that everyone studies at different speeds, so you will need to ensure that any targets you set yourself are realistic.

How to study via ECR

Your aim is to work through your BPP Workbook along with the recorded lectures and online assessments in the Enhanced Classroom online content. The Workbook you have been provided with should be annotated as you work through the material, and the lecture examples should be completed.

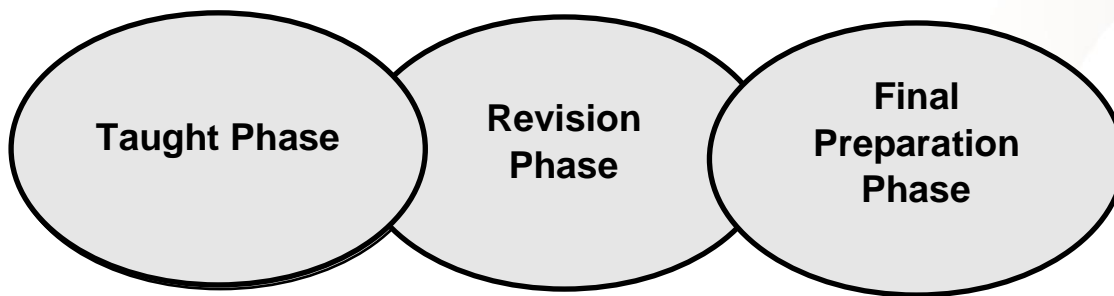
In order to work through the Workbook, we recommend you can use the following method:

- Listen to the recorded lectures in full and annotate the Workbook as you go;
- For lecture examples, have a go at them and if you find them easy, just use the answer at the back of the Workbook to check your understanding. If you have struggled with the lecture example, then use the recorded lectures to go through the theory and the answers in more detail.

The guidance below will give you some pointers as to which areas to prioritise. Try to cover the topics and activities in the guidance in the order shown. Before you start the next day of study, attempt any homework and recap any areas you have struggled with.

Errata

As we become aware of errata in the material, the errata sheet will be updated. You can access this under the 'Syllabus Updates & errata' section, under 'Your course materials' on the Hub.



Taught Phase

The emphasis of this first stage is studying the syllabus and gaining the knowledge required to attempt exam questions. During this stage you will work through each chapter of the Advanced Performance Management (APM) Workbook and steps 1-6 of the Achievement Ladder.

Revision Phase

During this stage the emphasis is on practising exam-standard questions to learn how to apply your knowledge and develop your exam technique.

Final Preparation Phase

The aim here is to bring all of your skills and knowledge together in a final self-marked mock exam: Step 8 of the Achievement Ladder.

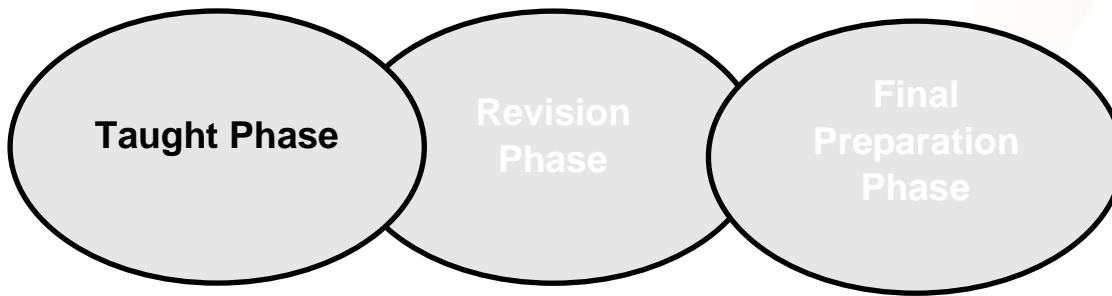
The Hub

The Hub contains all the information, documents and videos for your course. The different phases of your course are clearly identified in different steps so you can easily find them.

Before you begin the Taught Phase, please take some time looking at the information provided in the **Introduction** section, in particular:

- Watch the Introduction to APM and How to study and pass video.
- Review the ACCA Support Resources and the ACCA Practice Experience Requirement (PER) Support

Taught Phase



This guidance will take you through the Taught Phase of your course. The emphasis of the Taught Phase is on gaining the knowledge and beginning to develop the skills in order to attempt exam questions.

During this Phase you will work through the APM Workbook, using the online lectures to guide you. You will also work through Steps 1-6 of the Achievement Ladder.

The Taught Phase is divided into 6 Achievement Ladder Steps, when you have covered all the chapters in that step, you should attempt the relevant Achievement Ladder Step.

Step 1

This guidance gives a total of approximately **15 hours of study*** for step 1 of the course.

**The timings given are approximate and include time to stop and review online lectures and to check your answers for any question practice. You may find that some study sessions take you more or less time than given here. Remember there is no such thing as a 'typical' student so these approximations are for guidance only.*

Skills Checkpoint 1 – Analysis and evaluation	Approx. 0.5 hour
Watch the online lecture which introduces you to this skill. Remember that 20% of your marks will be awarded for the professional skills (of which this is one) so this is important.	

Chapter 1 – Strategic management accounting	Approx. 2.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Strategic performance management • SWOT analysis • Portfolio analysis (BCG) • Integrated reporting <p>In this chapter you will look at how the management accountant can help to provide information that helps to contribute to the achievement of an organisation's strategy. Important features of the strategic management accountant's role in modern performance management such as SWOT analysis, and portfolio analysis (BCG) all feature here.</p> <p>The theme of strategic management accounting has had an important influence in the emergence of integrated reporting.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further study guidance</p> <p>Complete the further 'essential reading' as specified within the chapter, and read the recommended ACCA articles as specified at the end of the chapter in the further study guidance section.</p> <p>The further question practice suggested at the end of the chapter could be attempted if you have time; these are available in the further question practice bank in the digital edition of the workbook. However, these questions are not as important as the practice and apply questions recommended at the end of this Step and are not a priority at this stage.</p>	<p>1.5 hours</p> <p>1 hour</p>

Chapter 2– Performance hierarchy	Approx. 4.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Mission • Critical success factors (CSFs) • Key performance indicators (KPIs) • PEST • 5 forces <p>In this topic you will look at how the management accountant can help to provide control information that helps to contribute to the achievement of an organisation's strategy.</p> <p>This topic mainly focusses on creating a hierarchy of controls that ultimately contribute to the achievement of an organisation's strategic goals.</p> <p>This is a key theme in APM.</p> <p>The strategic models that you come across at the end of the chapter need to be carefully reviewed even though you will have seen these in your earlier studies because in APM they are mainly used for creating an understanding of CSFs and KPIs i.e. for performance management purposes.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further study guidance</p> <p>Complete the further 'essential reading' as specified within the chapter, and read the recommended ACCA articles as specified at the end of the chapter in the further study guidance section.</p> <p>The further question practice suggested at the end of the chapter could be attempted if you have time; these are available in the further question practice bank in the digital edition of the workbook. However, these questions are not as important as the practice and apply questions recommended at the end of this Step and are not a priority at this stage.</p>	<p>3 hours</p> <p>1.5 hours</p>

Chapter 3 – Performance management and control	Approx. 4 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Rolling budgets • Planning and operational variances • Beyond budgeting • Benchmarking <p>It is important to recap on the techniques for adapting budgets, through the techniques of rolling budgets and operational variances, to accommodate changes in the environment.</p> <p>It is important to understand the limitations of budgetary control techniques and that they will not always be appropriate.</p> <p>Alternative control techniques, often thought of as strategic management accounting techniques, such as beyond budgeting and benchmarking may offer important improvements to performance management for some organisations but it is important to understand the limitations of these techniques as well.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further study guidance</p> <p>Attempt further 'essential reading' as specified within the chapter.</p> <p>If you have time attempt the question practice suggested here (available in the digital edition of the workbook) but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	<p>3 hours</p> <p>1 hour</p>

Skills Checkpoint 2 – Commercial acumen	Approx. 0.5 hour
<p>Watch the online lecture which introduces you to this skill. Remember that 20% of your marks will be awarded for the professional skills (of which this is one) so this is important.</p>	

Practice and apply question practice	Approx. 2 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Achievement Ladder Step 1	Approx. 1 hour
<p>Now you are ready to take your first step towards exam success!</p> <p>Achievement Ladder Step 1 is an opportunity to consolidate your knowledge and see how far you have come. You are then able to concentrate on any weaknesses before moving onto the next part of your studies.</p> <p>This Step online test, based on topics covered so far, is auto-marked. Make sure you work through the feedback very carefully, covering the questions you answered correctly as well as those you didn't. You will both reinforce and extend your understanding of the syllabus content if you do this.</p> <p>Estimated timings: attempting Step 1: 40 minutes, reviewing feedback carefully: 20 minutes.</p>	

Step 2

This guidance gives a total of approximately **8.5 hours of study**.

Chapter 4 – Organisation structure, environmental & ethical issues	Approx. 4.5 hours
<p>Key areas</p> <ul style="list-style-type: none">• Value chain.• Business Process Re-engineering.• Environmental management accounting. <p>In this chapter you will focus on the wide-ranging impact that changes in business structures and the evolution of management thinking have had on the jobs of management accountants.</p> <p>There is also an increased importance in managing aspects of a value chain to support an organisation's core generic strategies.</p> <p>This change has affected what information we provide, which subjects we report on and, of course, how we provide the information.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further study guidance</p> <p>Complete the further 'essential reading' as specified within the chapter, and read the recommended ACCA articles as specified at the end of the chapter in the further study guidance section.</p> <p>The further question practice suggested at the end of the chapter could be attempted if you have time; these are available in the further question practice bank in the digital edition of the workbook. However, these questions are not as important as the practice and apply questions recommended at the end of this Step and are not a priority at this stage.</p>	3 hours 1.5 hours

Skills Checkpoint 3 – Communication	Approx. 0.5 hour
<p>Watch the online lecture which introduces you to this skill. Remember that 20% of your marks will be awarded for the professional skills (of which this is one) so this is important.</p>	

Practice and apply question practice	Approx. 2 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Achievement Ladder Step 2	Approx. 1.5 hours
<p>Now you have covered Taught Phase – Step 2, you are ready to take your next step towards exam success.</p> <p>Achievement Ladder Step 2 consists of a 25-mark question covering some of the areas that you have studied. It is for self-review. Make sure you work through the solution very carefully. The time allowed per question is calculated as 1.95 minutes per mark. Once you have attempted the questions, you should work through the suggested solutions to both reinforce and extend your understanding of the syllabus.</p> <p>Estimated timings: attempting Step 2: 50 minutes, reviewing feedback carefully: 40 minutes</p>	

Step 3

This guidance gives a total of approximately **14 hours of study**.

Chapter 5 – Performance management systems	Approx. 5.5 hours
<p>Key areas</p> <ul style="list-style-type: none">• Performance management information systems• Learn information.• Big data & Artificial Intelligence (AI).• Management reports <p>This very important chapter gets you to think about HOW an organisation's information needs should be satisfied. Remember that a system does not necessarily involve computers, so here we are talking about the human interface – the people aspect like acceptability and user-friendliness – as well as the need for efficiency in information provision.</p> <p>This is not a technical IT exam – but you do need to be aware of the characteristics of information systems and of useful information. You need to be able to confidently apply the general principle of 'lean information' to practical scenarios in the exam. In order to do this you need to thoroughly understand these concepts and be able to apply the 5S's.</p> <p>A good understanding of the benefits and drawbacks of the concepts covered here (especially big data and AI) is also important.</p> <p>The final section on reporting is consistently examined in Q1 of the exam and is especially important for you to carefully review.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Complete the further 'essential reading' as specified within the chapter, and read the recommended ACCA articles as specified at the end of the chapter in the further study guidance section.</p> <p>The further question practice suggested at the end of the chapter could be attempted if you have time; these are available in the further question practice bank in the digital edition of the workbook. However, these questions are not as important as the practice and apply questions recommended at the end of this Step and are not a priority at this stage.</p>	3.5 hours 2 hours
Skills Checkpoint 3 – Communication	Approx. 0.5 hour
Watch the online lecture which introduces you to this skill. Remember that 20% of your marks will be awarded for the professional skills (of which this is one) so this is important.	

Chapter 6 – Strategic performance measures in the private sector	Approx. 4 hours
<p>Key areas</p> <ul style="list-style-type: none"> • ROCE, ROE & RI. • Liquidity ratios. • EBITDA. <p>This topic starts to cover strategic performance measurement, which is section C of the syllabus. This syllabus area is a large chunk of the syllabus and is covered in chapters 6-11; it often features as a main focus of the 50-mark question in the exam.</p> <p>Much of this chapter may be familiar from earlier studies, but do not rush it as the themes (especially the discussion of the pros and cons of the different techniques) are very important in APM.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter. If you have time attempt the further question practice but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	<p>3 hours</p> <p>1 hour</p>

Practice and apply question practice	Approx. 2 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Achievement Ladder Step 3	Approx. 2 hours
<p>Now you have covered Taught Phase – Part 3, you are ready to take your next step towards exam success.</p> <p>Achievement Ladder Step 3 is a 40-mark online test, based on topics covered so far. This Step is auto-marked. Make sure you work through the feedback very carefully, covering the questions you answered correctly as well as those you didn't. You will both reinforce and extend your understanding of the syllabus content if you do this.</p> <p>Estimated timings: attempting Step 3: 80 minutes, reviewing feedback carefully: 40 minutes</p>	

Step 4

This guidance gives a total of approximately **11 hours of study**.

Chapter 7 – Divisional performance and transfer pricing	Approx. 4 hours
<p>Key areas</p> <ul style="list-style-type: none">• Responsibility centres• ROCE vs RI• EVA• Aims and approaches to transfer pricing. <p>This chapter focusses on challenges to performance management faced by larger organisations that are divisionalised. It is clearly important that senior corporate managers are in a position to assess and manage the performance of the various divisions that make up the organisation.</p> <p>ROI, RI (introduced in the previous chapter) and EVA have been tested frequently in the real exam, so carefully review these sections.</p> <p>Transfer pricing is another commonly tested area and it is often an area that students struggle with at first. As ever the ability to discuss this topic is more important than the numerical analysis.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	3 hours
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles as specified at the end of the chapter in the further study guidance section. If you have time, attempt the further question practice but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	1 hour

Chapter 8 – Strategic performance measures in NFP organisations	Approx. 2 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Benchmarking (and league tables). • Value for money. <p>This brief chapter is actually very important. Although the technical content is quite easy, it is important that you can apply it with confidence to practical scenarios, so work through the online lecture in conjunction with the relevant sections of the workbook, paying specific attention applying your knowledge to the activity.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	1.5 hours
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles as specified at the end of the chapter in the further study guidance section. If you have time, attempt the further question practice but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	1.5 hours

Skills Checkpoint 4 – Scepticism	Approx. 0.5 hour
<p>Watch the online lecture which introduces you to this skill. Remember that 20% of your marks will be awarded for the professional skills (of which this is one) so this is important.</p>	

Practice and apply question practice	Approx. 2 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Step 5

This guidance gives a total of approximately **13.5 hours of study**.

Chapter 9 – Non financial performance indicators	Approx. 2 hours
<p>Key areas</p> <ul style="list-style-type: none">• Pros and cons of non-financial performance indicators (NFPIs).• Indicators relating to employees, quality and brands. <p>This brief chapter sets up the general importance of NFPIs. This is a short chapter and will not take long. It is mainly important because it helps to set up many of the remaining chapters, which are dominated by the use of non-financial performance measures (and remember NFIs are an important feature of SMA).</p> <p>This is partly because financial performance indicators often focus on historical or short-term performance.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	1 hour
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter If you have time, attempt the further question practice but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	1 hour

Chapter 10 – The role of quality	Approx. 3 hours
<p>Key areas</p> <ul style="list-style-type: none">• Japanese business practices (Kaizen, target costing, JIT, TQM).• Six sigma. <p>There is more to get to grips with in this chapter and all of this theory is all important and has been popular as a source of exam questions in the real exam in recent sittings.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	2 hours
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter. If you have time, attempt the further question practice but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	1 hour

Chapter 11 – Strategic HR issues	Approx. 4 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Building block model (Fitzgerald & Moon). • Hopwood's management styles. <p>In this chapter we look at human resources as a key tool in the achievement of strategy. The theories of Fitzgerald & Moon and Hopwood are important and need to be learnt, but as ever it is your ability to apply the theory that really matters.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles as specified at the end of the chapter in the further study guidance section. If you have time, attempt the further question practice but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	<p>2 hours</p> <p>2 hours</p>

Practice and apply question practice	Approx. 2 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Achievement Ladder Step 5	Approx. 2.5 hours
<p>Now you have covered Taught Phase – Part 5, you are ready to take your next step towards exam success.</p> <p>Achievement Ladder Step 5 is a 60 mark online test, covering all chapters of the Workbook. This Step is auto-marked. Make sure you work through the feedback very carefully, covering the questions you answered correctly as well as those you didn't, in order to both reinforce and extend your understanding of the syllabus.</p> <p>Estimated timings: attempting Step 5: 110 minutes, reviewing feedback carefully: 40 minutes.</p>	

Step 6

This guidance gives a total of approximately **14.5 hours of study**.

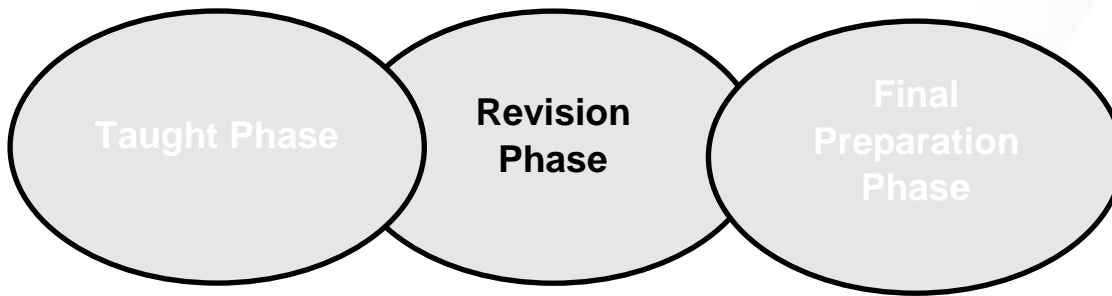
Chapter 12 – Alternative views of performance management	Approx. 5 hours
<p>Key areas</p> <ul style="list-style-type: none">• Balanced scorecard.• Performance pyramid.• Building block model (Fitzgerald & Moon).• Activity based management.• Value based management. <p>This chapter moves into section D of the syllabus (which is also covered in chapters 13). One of the section B 25-mark questions will come from this section of the syllabus, so the theories in this chapter are extremely important to study and practice applying.</p> <p>The examiner is very interested in some of these ideas and they feature in the APM exam on a regular basis.</p> <p>You will revisit activity based management which is likely to be familiar to you from the PM exam but the syllabus also includes the performance pyramid which highlights linkages between various aspects of performance management. Fitzgerald and Moon's building blocks are similar to the balanced scorecard but focus on the provision of service.</p> <p>Again, remember that you are not expected to accept these models uncritically, and the examiner will reward intelligent criticism of any of the models where appropriate.</p> <p>Activity based management and value based management are also important, and it is important that you can explain these approaches. Value-based management (VBM) is often neglected - please do not make the mistake of doing this, VBM is a fundamental concept in performance management.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles as specified at the end of the chapter in the further study guidance section. If you have time, attempt the further question practice but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	3 hours 2 hours

Chapter 13 – Complex business structures	Approx. 2.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Strategic alliances. • Joint ventures. • Virtual organisations. <p>This chapter builds on one of the themes of Chapter 4 and looks at practical organisational issues in managing performance. You may be required to apply the themes of this Chapter to a practical scenario in the APM exam.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles as specified at the end of the chapter in the further study guidance section. If you have time, attempt the further question practice but these questions are not as important as the practice and apply questions recommended at the end of this Step.</p>	<p>1.5 hours</p> <p>1 hour</p>

Skills Checkpoint 5 – Exam readiness	Approx. 0.5 hour
<p>This checkpoint focuses on how to approach the CBE exam, looking at the tools at your disposal.</p>	

Practice and apply question practice	Approx. 2 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Revision Phase



This phase is all about taking the knowledge you gained in the taught phase and applying it to exam-standard questions. The emphasis here is very much on exam technique.

Exam technique

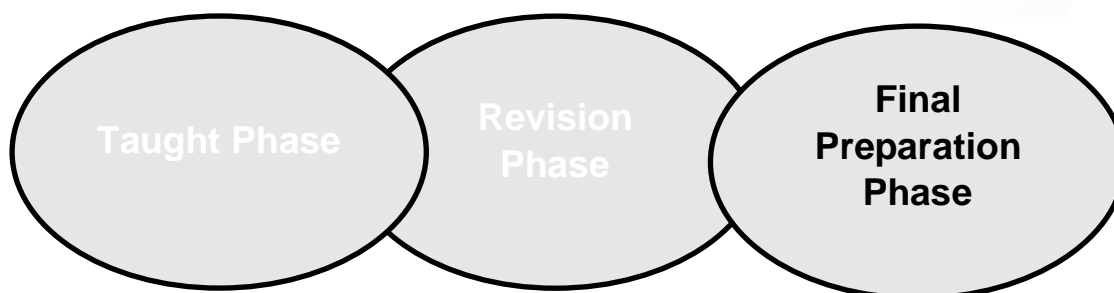
Each Skills Checkpoint in the Workbook covers the Specific APM Skills and Exam Success Skills you need to pass. Working through the Skills Checkpoints using the online lectures for each Checkpoint will help you to develop your exam technique.

Question practice

The most effective way of improving exam technique is through question practice. Before moving on to the Revision Phase, we recommend you start by ensuring you have attempted Steps 1 to 6 of the Achievement Ladder as well as the Practice & Apply questions recommended in each step.

There are revision summaries which contain a short knowledge summary of each chapter in the Workbook if you want a quick reminder of the key points.

Final Preparation Phase



The aim of the Final Preparation Phase is to bring all of your skills and knowledge together in a final dress rehearsal before the real exam. This will be done by attempting a self-marked mock exam, **Step 8 of the Achievement Ladder**, covering the entire syllabus.

Achievement Ladder Step 8	Approx. 4.5 hours
<p>Achievement Ladder Step 8 is a 100-mark exam-standard mock exam, covering all topics.</p> <p>You should ensure that you set aside 3.25 hours, in a quiet space, where you will not be interrupted. Aim to complete the exam in the ACCA software, without using any of your notes, so that it is a real test of how prepared you are.</p> <p>On completion you should self-mark your paper and carry out a self-review of your answers and your exam approach.</p> <p>Estimated timings: attempting Step 8: 3.25 hours, reviewing feedback carefully: 1.25 hours</p>	

You have now reached the end of the exam practise phase and you are ready to attempt the real exam.

Remember to manage your time and to use all the exam technique you have learned over the last few weeks.

Good luck!