ACCA Performance Management (PM) 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 PM

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:

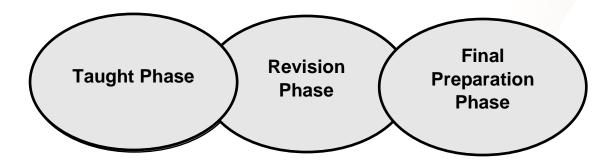
- Listen to the recorded lectures in full and annotate the Workbook as you go;
- For lecture examples, have a go at them and if you find them easy, just use the answer at the back of the Workbook to check your understanding. If you have struggled with the lecture example, then use the recorded lectures 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 Performance Management 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 self-marked mock exam: Step 8 of the Achievement Ladder.

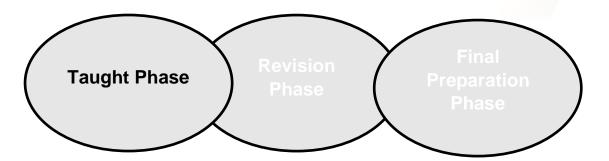
The Hub contains all the information, documents and videos for your course. The different phases of your course are clearly identified in different steps so you can easily find them.

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 Performance Management and Introduction to exam skills videos.
- Review the ACCA PM Support Resources and the ACCA PM Practice Experience Requirement (PER) Support.
- Refresh your understanding of the Assumed Knowledge topics from Management Accounting.



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 Performance Management 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 **13 hours of study*** for Step 1 of the course.

Chapter 1 – Managing information	1.5 hours
Key areas	
 The role of information systems in organisations Controls required over internal information Sources of management accounting information Costs of producing information 	
It is important to have a very clear grasp of the information available to support management accountants and how information systems can be used within organisations effectively. This chapter also looks at the necessary controls that should be in place when using such systems.	
This chapter could be tested in all areas of the exam, but is most likely to appear in Section A.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice	1 hour



Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	
Chapter 2 – Information systems and data analytics	2 hours
Key areas	
Information systemsBig data	
This chapter outlines the different types of information systems that you need to be familiar with and how these systems can be used for performance management based on the type of information they provide for managers.	
The chapter also looks at big data; both the uses of it and the risks and challenges of implementing this within an organisation.	
This chapter could be tested in all areas of the exam, but is most likely to appear in Section A.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour
Chapter 3 – Activity Based Costing	1.5 hours
Key areas	
 Understanding ABC Identifying costs drivers and calculate costs per unit using ABC Comparing ABC to traditional methods of costing 	
This chapter builds on absorption costing studied in the Management Accounting paper as ABC is an alternative method costing. It is important that you understand how ABC is different to traditional absorption costing and that you can perform the necessary calculations.	
This chapter can only be tested in sections A and B of the exam as an OTQ.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice	1 hour



Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.



Chapter 4 – Target Costing	1 hour
 Key areas Understanding target costing principles Calculate target cost Explain the difficulties of using target costing in service industries Suggest how a target cost gap may be closed Target costing turns traditional costing methods on their head by starting with the desired selling price and calculating a target cost. The product should only be manufactured if it can be made for the target cost. If there is a gap between the estimated cost and the target cost this must be closed. The chapter considers ways to close the gap and the characteristics of service industries which make target costing more difficult to implement. This chapter can only be tested in sections A and B of the exam as an OTQ. 	
Online Lecture Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	0.5 hours

Chapter 5 – Lifecycle costing	1.5 hours
Key areas	
 Identifying the costs involved at different stages of the lifecycle Deriving a lifecycle cost or profit Identifying the benefits of lifecycle costing This chapter uses an approach which accumulates costs over a product's entire life, as opposed to considering the cost per accounting period. This technique is used mostly at the planning phase to determine if a product should be launched. This chapter can only be tested in sections A and B of the exam as an OTQ.	
Online Lecture Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours



Further reading, technical articles, and question practice

Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.

1 hour

Chapter 6 – Throughput accounting	2 hours
Key areas	
 Understanding the theory of constraints Calculation and interpretation of the TPAR (throughput accounting ratio) Improvement of TPAR 	
This chapter covers an alternative costing technique based on the theory of constraints, combined with just-in-time (JIT) production methods. The basic premise is that building for inventories is bad and organisations should seek to maximise their throughput, or sales.	
This chapter can only be tested in sections A and B of the exam as an OTQ.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Chapter 7 – Environmental management accounting	1.5 hours
Key areas	
 Issues business face in the management of environmental costs Different methods used to account for environmental costs 	
Historically environmental costs have been hidden in production overheads, this chapter looks at why these costs need to be identified and the issues associated with that. It also covers the methods for accounting for environmental costs so that information can be accurately reported to shareholders as businesses increasingly have to scrutinise their environmental impact. This chapter can only be tested in sections A and B of the exam as an OTQ.	



Online Lecture Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice	ļ
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Skills Checkpoint 1 – Approach to objective test questions (OTQs)	1 hour
Watch the online lecture which takes you through the recommended approach to OTQs, remember that 50% of this exam uses OTQs so this is important.	

Achievement Ladder Step 1	1 hour
Now you are ready to take your first step towards exam success!	
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.	
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.	
Estimated timings: attempting Step 1: 30 minutes, reviewing feedback carefully: 30 minutes.	



This guidance gives a total of approximately 10 hours of study* for Step 2 of the course.

Chapter 8 – Cost volume profit (CVP) analysis	2 hours
Key areas	
 Understanding the nature of CVP analysis and the calculations for breakeven point, margin of safety, contribution to sales ratio and target profit in both single product and multi-product situations. Interpretation of breakeven charts and profit volume charts Understanding the limitations of the techniques 	
Single product breakeven analysis should be familiar from your Management Accounting studies, the focus therefore at PM is on multi-product situations. You should be confident with the calculations and interpretation of the graphs as this chapter can feature in all sections of the PM exam.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Chapter 9 - Limiting factor analysis	2 hours
Key areas	
 Application of throughput accounting to a multi-product decision-making problem Determination of optimal solution for single limiting factor Using linear programming to solve a problem with multiple scarce resources Explanation and calculation of shadow price 	
Despite the fact that you will not be asked to draw a linear programming graph in your exam it is important that you understand all the steps, so that you can interpret a graph and advise management how best to make the use of scarce resources. This could include offering advice about which products to manufacture in house and which to buy in. This chapter could be examined in all areas of the exam.	



Online Lecture Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Chapter 10 – Pricing decisions	2 hours
Key areas	
 Factors influencing the price charged for a product or service Price elasticity of demand (PED) Demand equations - both deriving them and using them to advise on a suitable price Explanation of different pricing strategies 	
You need to be aware of the different ways in which an organisation can set a price for its products as well as being able to perform calculations to determine the optimum price to charge. You must ensure you are confident manipulating the demand function equations. Price skimming and penetration pricing are especially important strategies for new products.	
This chapter could be examined in all areas of the exam.	
Online Lecture Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour



Chapter 11 – Short-term decisions	2 hours
Key areas	
 Understanding relevant costing techniques Applying relevant costing techniques to short-term decisions 	
Once you understand what is meant by a relevant cost and you need to understand how to apply it in different situations, including: make vs buy, outsourcing, minimum pricing, shutdown decisions and further processing of join products. Discussion elements are as important as the calculations, and you should be prepared to discuss any non-financial factors affecting the decision.	
This chapter could be examined in all areas of the exam.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Skills Checkpoint 2 – Using the scenario	1 hour
Watch the online lecture which takes you through how you use the scenario to ensure that your answers to section C questions are applied and do not contain too much general theory. This is one of the most important skills you can learn for the discussion elements of section C questions.	

Achievement Ladder Step 2	1 hour
Now you have covered Taught Phase – Part 2, you are ready to take your next step towards exam success.	
Achievement Ladder Step 2 comprises two mini case study section B questions.	
This Step online test, based on topics covered so far, and 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.	
Estimated timings: attempting Step 2: 30 minutes, reviewing feedback carefully: 30 minutes	



This guidance gives a total of approximately **9.5 hours of study*** for Step 3 of the course.

Chapter 12 – Risk and uncertainty	2 hours
Key areas	
 Calculation and use of expected values (EV) Application of decision-making techniques Decision trees Perfect information Sensitivity analysis 	
Organisations don't have a crystal ball to predict the future and must therefore attempt to incorporate risk into their decision-making processes. You must understand that different attitudes to risk will lead to different decisions being made in the same circumstances. You will not have to draw a decision tree but could be required to evaluate one and offer advice about which decision to make. This chapter uses probability calculations, make sure you understand the basic rules of probability. Perfect information is rare in the real World, but common in exams.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour



Chapter 13 – Budgetary systems	2 hours
Key areas	
 Different types of budgetary systems. Flexed and flexible budgets 	
There is a lot of knowledge in this chapter, which you need to be able to apply to different organisation to recommend the most appropriate budgetary system, meaning you need to know the pros and cons of each system and when they are most suitable.	
You should also be able to flex a budget in preparation for variance analysis in chapter 16.	
This chapter in likely to be tested discursively and could be examined in any section of the exam.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Chapter 14 – Quantitative techniques	1.5 hours
Key areas	
High low methodLearning curve theory	
It is important the organisations can forecast the numbers to include in their budgets. The high low method is assumed knowledge from the Management Accounting paper but is still examinable as it can be combined with other techniques.	
You should ensure that you are confident using the log button on your calculator to perform the calculations for learning curves.	
This is another important chapter and could be combined with other techniques if tested in Section C of the exam.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours



Further reading, technical articles, and question practice

Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.

1 hour

Chapter 15 – Budgeting and standard costing	1.5 hours
Key areas	
 Standard costs and different types of standards Controllability principle 	
The contents of this chapter should be familiar from Management Accounting, but are covered in more depth in PM. The contents of the chapter are often combined with variance analysis questions in the exam and can be tested in any area of the examination. It is most likely that questions will be discursive.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Skills Checkpoint 3 – How to approach your PM exam	0.5 hours
Watch the online lecture which takes you through how you use the scenario to ensure that your answers to section C questions are applied and do not contain too much general theory. This is one of the most important skills you can learn for the discussion elements of section C questions.	

Achievement Ladder Step 3	2 hours
Now you have covered Taught Phase – Part 3, you are ready to take your next step towards exam success.	
Your Achievement Ladder Step 3 is a 40-mark Practice Test. 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. Estimated timings: attempting Step 3: 70 mins, reviewing feedback 50 mins.	



This guidance gives a total of approximately **6.5 hours of study*** for Step 4 of the course.

Chapter 16 – Variance analysis	1.5 hours
Key areas	
Mix and yield variancesSales mix and quantity variances	
You will have studied variance analysis as part of your Management Accounting studies, this chapter builds on those basic variances and splits them into more detail to assess performance. You must revise basic variances if they are unfamiliar to you. You should be prepared to discuss, as well as calculate the variances.	
This is a key chapter, which can be examined in all sections of the exam but is often examined in Section C of the PM examination.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Chapter 17 –Planning and operational variance analysis	1.5 hours
Key areas	
 Understand when to revise the budget Calculation of planning and operational variances 	
Planning and operational variances are another way of splitting the basic variances into elements to aid assessment of performance. It is really important for the PM exam that you can perform these calculations and know when it is appropriate to revise the budget and when it is not. You should learn the proformas for planning and operational variances.	
Planning and operational variances can appear in any section of the exam and have featured in past exams in section C exam questions.	



Online Lecture Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Skills Checkpoint 4 – Effective use of spreadsheets	1 hour
Watch the online lecture which takes you through this skill - one of the options available for answering section C questions is the spreadsheet constructed workspace. You need to make sure that you know what features this has and that you can use the functionality to answer exam questions efficiently and clearly to enable the marking team to follow your workings.	



This guidance gives a total of approximately **9.5 hours of study*** for Step 5 of the course.

Chapter 18 – Performance analysis and behavioural aspects	1.5 hours
Key areas	
Planning the auditAudit evidence	
Online Lecture Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Chapter 19 – Performance measurement	2 hours
Key areas	
 Financial performance measures Non-financial performance measures Issues with assessing performance Balanced scorecard Build block model 	
This is probably the most important chapter in the entire workbook as there is likely to be question on performance management in Section C of every PM exam.	
This chapter covers assessment of performance of the entire organisation. You must be aware of financial and non-financial measures of performance and what they mean. Being able to calculate ratios is not enough to score well. You must also learn the detail of the models, as these have been examined as a whole section C question previously.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour



Further reading, technical articles, and question practice

Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.

1 hour

Chapter 20 – Divisional performance and transfer pricing	2 hours
Key areas	
 Return on investment (ROI) Residual income (RI) Transfer pricing 	
As with the previous chapter, this chapter is really important in Section C of the exam, because if you are not required to assess the performance of a whole company you may have to assess the performance of one or more divisions.	
You should recognise that when setting the transfer price, you are essentially deciding whether to make in house, or buy externally depending on capacity and the aim should always be to achieve goal congruence.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	1 hour
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour

Skills Checkpoint 5 – Performance management questions	1 hour
This checkpoint focuses on how to approach performance management question, which are pretty much guaranteed in some form in section C of the exam. You should watch the recording and make sure you are happy with the skills required and know how to extract information from the scenario using the PEA approach (point, explanation, application).	



Achievement Ladder Step 5	3 hours
Now you have covered Taught Phase – Part 5, you are ready to take your next step towards exam success.	
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.	
Estimated timings: attempting Step 5:120 minutes, reviewing feedback carefully: 60 minutes.	

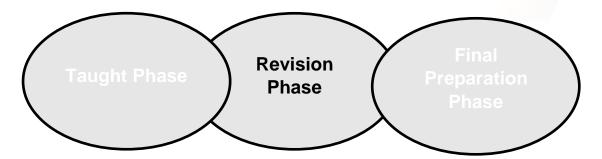


This guidance gives a total of approximately **6 hours of study*** for Step 6 of the course.

Chapter 21 – Further aspects of performance management	1.5 hours
Key areas	
 Assessing performance in not-for-profit organisations Value for money framework 	
Throughout the course we assume that the techniques are being applied to profit making organisations. This chapter considers additional difficulties of appraising performance in organisations that do not have a profit objective.	
This chapter could be tested in all sections of the PM exam.	
Online Lecture	
Work through the online lectures in conjunction with the relevant sections of the Workbook, paying specific attention to the activities. Pausing the activities to have a go at the lecture examples yourself if you are feeling confident with the content.	0.5 hours
Further reading, technical articles, and question practice	
Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter. Also, attempt P&A questions in this step relevant to the chapter.	1 hour



Revision Phase



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

Exam technique

Each Skills Checkpoint in the Workbook covers the Specific Performance Management 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 also revision summaries which contain a short knowledge summary of each chapter in the Workbook if you want a quick reminder of the key points.

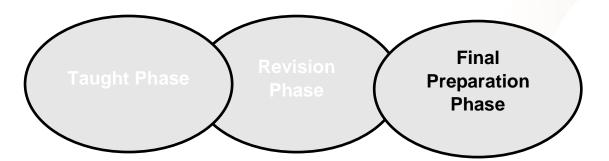
Revision Question Guidance (FQP)

The revision question guidance questions are selected from our examiner reviewed Practice & Revision Kit and have been carefully selected by our Subject Matter Experts to ensure you get the best out of your revision time. Some questions have an online debrief to allow you to get the most out of the question.

It is essential that you take time to properly debrief the questions you attempt – for some questions you will be able to make use of the online recorded debriefs.



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 in three hours.

Achievement Ladder Step 8	4.5 hours
Achievement Ladder Step 8 is a 100-mark exam-standard mock exam, covering all topics.	
You should ensure that you set aside 3 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.	
On completion you should self-mark your paper and carry out a self-review of your answers and your exam approach.	
Estimated timings: • Attempting Step 8: 180 minutes • Reviewing feedback carefully: 90 minutes	

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!

