

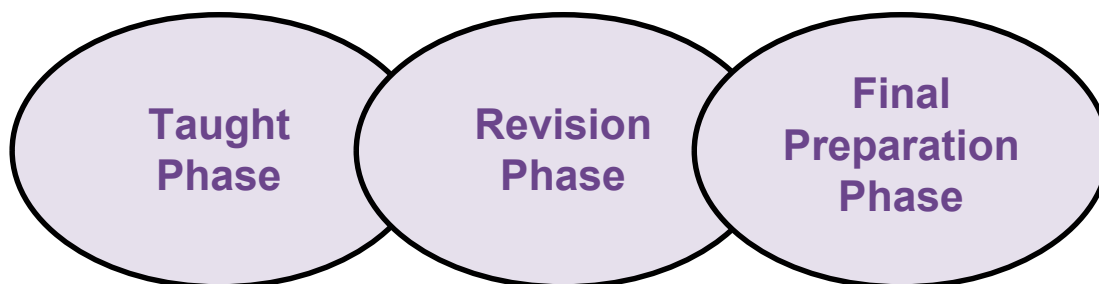
# ACCA Advanced Performance Management Online Classroom Study Guidance

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## Welcome

Welcome to your ACCA Advanced Performance Management (APM) Online Classroom course.

The purpose of this document is to guide you through the different stages of your studies to prepare you for your forthcoming exam. We suggest splitting your study into three phases so that you can develop the knowledge and skills required to pass in the most efficient manner.



## 1 – 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 Strategic APM Workbook and steps 1-6 of the Achievement Ladder (which are in steps 1-6 on the Hub).

## 2 – Revision Phase

During this stage the emphasis is on practising exam-standard questions to learn how to apply your knowledge and develop your exam. During this phase you will attempt Step 7 of the Achievement Ladder (in Step 7 on the Hub).

## 3 – Final Preparation Phase

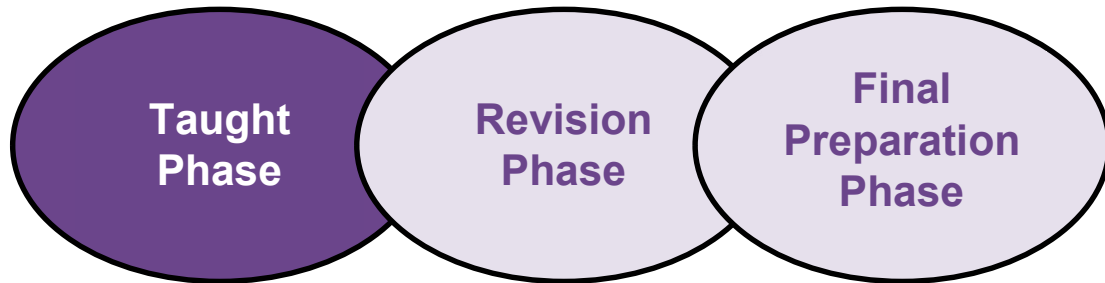
The aim here is to bring all of your skills and knowledge together in a final mock exam: Step 8 of the Achievement Ladder (on Step 8 of the Hub).

The Hub contains all the information, documents and videos for your course. The different phases of your course are clearly identified in different topic tiles so you can easily find them. Before you begin the Taught Phase, please take some time looking at the information provided in the **Getting Started** section on the Hub, in particular:

- Watch the Introduction to Advanced Performance Management and review the guidance in the Introduction section.
- An especially important document is the **Practice and Apply (P&A) guidance** pdf. This directs your question practice and gives some guidance on the questions that are made available to you at the end of Steps 1-5. The **P&A question practice** is built into the taught phase to ensure you are building your skills and exam technique throughout the course. These questions have been specially selected by BPP's subject experts to ensure that you are as prepared as possible for your exam. Many 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 the revision phase of your studies.
- Review the Assumed Knowledge course, especially if you were exempt from the Performance Management paper or if you passed that exam a while ago.



# 1 – 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. In each step, when you have covered all the topics in that part, you should attempt the relevant Achievement Ladder Step, as shown in this guidance.

## Taught Phase - Step 1

Approximately **14 hours of study\***.

*\*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.*

| Chapter 1 – Strategic management accounting  | Approx.<br>4 hours           |
|--|------------------------------|
| <p><b>Key areas</b></p> <ul style="list-style-type: none"><li>• SWOT analysis</li><li>• Benchmarking</li><li>• Environmental analysis</li><li>• Portfolio analysis (BCG)</li><li>• 5 forces analysis</li></ul> <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 <b>strategic management accountant's</b> role in modern performance management such as SWOT analysis, <b>benchmarking, environmental analysis and portfolio analysis (BCG)</b> all feature here.</p> <p>The theme of strategic management accounting has had an important influence in the emergence of <b>integrated reporting which is covered later</b>.</p> <p>Strategic models that you will have seen before, such as the <b>BCG matrix</b> and <b>Porters' 5 forces</b>, are revisited although with more emphasis on performance management than you will have seen in P3 / SBL.</p> |                              |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section</b>.</p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p>   | <p>3 hours</p> <p>1 hour</p> |



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| <b>Skills Checkpoint 1 – Creating information from data</b>  | <b>1 hour</b> |
| This reinforces the importance of the role of the strategic management accountant and shows how this is often test in the APM exam. Make sure you work through the suggested solution as this will reinforce your understanding. |               |

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| <b>Chapter 2 – Performance hierarchy</b>   | <b>Approx. 2 hours</b>      |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>• Mission</li> <li>• Critical success factors (CSFs)</li> <li>• Key performance indicators (KPIs)</li> </ul> <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 recaps on basic concepts of budgetary control, but mainly focusses on creating a hierarchy of controls that ultimately contribute to the achievement of an organisation's strategic goals. This is a key theme in APM.</p>  |                             |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> | <p>1 hour</p> <p>1 hour</p> |

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| <b>Chapter 3 – Performance management and control</b>  | <b>Approx. 2 hours</b> |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>• Rolling budgets</li> <li>• Planning and operational variances</li> </ul> <p>It is important to recap on the techniques for adapting budgets, through the techniques of <b>rolling budgets and operational variances</b>, to accommodate changes in the environment.</p> |                        |

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| It is important to understand the limitations of budgetary control techniques and that they will not always be appropriate.  |                             |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> | <p>1 hour</p> <p>1 hour</p> |

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| <b>Skills Checkpoint 2 – Creating a coherent performance management framework</b>  | <b>1 hour</b> |
| This is a key theme and is important to reflect on this issue. Make sure that you work through the suggested solution as this will reinforce your understanding. |               |

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| <b>Practice and Apply question practice</b>  | <b>3 hours</b> |
| <p>Practice and Apply question practice (P&amp;A) is built into <b>Steps 1-5 of the teaching phase</b> 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><b>Please review the guidance provided for the P&amp;A questions</b> in each of Steps 1-5 in a separate document that you will find in the <b>getting started</b> section of the Hub. There is specific guidance on the question called Tisa.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p> |                |





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| questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step. |  |
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| Chapter 5 – Impact of risk and uncertainty   | Approx. 3 hours              |
|--|------------------------------|
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>Sensitivity analysis.</li> <li>Expected values / joint probabilities.</li> <li>Attitude to risk.</li> </ul> <p>The business environment is unpredictable and so the strategic management accountant must also be able to contribute to the management of this risk and uncertainty; this links back to the idea of strategic management accounting from chapter 1. This area is commonly examined but is often neglected by students.</p>   |                              |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> | <p>2 hours</p> <p>1 hour</p> |

| Practice and Apply question practice   | 2 hours |
|--|---------|
| <p>Practice and Apply question practice (P&amp;A) is built into <b>Steps 1-5 of the teaching phase</b> 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><b>Please review the guidance provided for the P&amp;A questions</b> in each of Steps 1-5 in a separate document that you will find in the <b>getting started</b> section of the Hub. There is specific guidance on the question called Tisa.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p> |         |

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| <b>Achievement Ladder Step 2</b>   | <b>Approx. 1 hour 10 minutes</b> |
| <p>Now you have covered Taught Phase – Part 2, you are ready to take your next step towards exam success.</p> <p><b>Achievement Ladder Step 2</b> is a thirty mark practice test for you to attempt and self-review. You should aim to tackle the questions to time. 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> |                                  |
| <ul style="list-style-type: none"> <li>• Estimated timings : attempting Step 2: 50 minutes, reviewing suggested solutions: 20 minutes</li> </ul>   | 70 minutes                       |

### Taught Phase – Step 3

Approximately 12 hours of study.

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| <b>Chapter 6 – Performance measurement systems</b>   | <b>Approx. 4 hours</b> |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>• Performance management information systems</li> <li>• Learn information.</li> <li>• Big data &amp; Artificial Intelligence (AI).</li> <li>• Reporting.</li> </ul> <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 '<b>lean information</b>' 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. A good understanding of the benefits and drawbacks of the concepts covered here (especially big data and AI) is also important.</p> |                        |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>   | 3 hours                |
| <p><b>Further study guidance</b></p>   | 1 hour                 |



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| <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> |  |
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| <b>Skills Checkpoint 3 – Evaluating performance management reports</b>   | <b>1 hour</b> |
| This is a key theme that builds on some of the concepts covered in the previous chapter. Make sure that you work through the suggested solution as this will reinforce your understanding. |               |

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| <b>Chapter 7 – Strategic performance measures in the private sector</b>  | <b>Approx.<br/>3.5 hours</b>      |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>• ROCE &amp; RI.</li> <li>• EBITDA.</li> </ul> <p>This topic starts to cover strategic performance measurement, which is section D of the syllabus. This syllabus area is a large chunk of the syllabus and is covered in chapters 7-12; 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><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> | <p>2.5 hours</p><br><p>1 hour</p> |

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| <b>Practice and Apply question practice</b>  | <b>2 hours</b> |
| <p>Practice and Apply question practice (P&amp;A) is built into <b>Steps 1-5 of the teaching phase</b> 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><b>Please review the guidance provided for the P&amp;A questions</b> in each of Steps 1-5 in a separate document that you will find in the <b>getting started</b> section of the Hub. There is specific guidance on the question called Tisa.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p> |                |

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| <b>Achievement Ladder Step 3</b>   | <b>1.5 hours</b> |
| <p>Now you have covered Taught Phase – Part 3, you are ready to take your next step towards exam success.</p> <p><b>Achievement Ladder Step 3</b> 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: 60 minutes, reviewing feedback carefully: 30 minutes</p> |                  |

## Taught Phase – Step 4

Approximately 17 hours of study.

| Chapter 8 – Divisional performance and transfer pricing issues   | Approx.<br>4 hours           |
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| <p><b>Key areas</b></p> <ul style="list-style-type: none"><li>• Responsibility centres</li><li>• ROCE vs RI</li><li>• EVA</li><li>• Aims and approaches to transfer pricing.</li></ul> <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><b>ROI, RI (introduced in the previous chapter) and EVA</b> have been tested frequently in the real exam, so carefully review these sections.</p> <p><b>Transfer pricing is another commonly tested area</b> and it is <b>often an area that students struggle with at first</b>. As ever the ability to discuss this topic is more important than the numerical analysis.</p> |                              |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section</b>.</p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p>   | <p>3 hours</p> <p>1 hour</p> |
| Chapter 9 – Strategic performance measures in NFP organisations  | Approx.<br>2 hours           |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"><li>• Benchmarking (and league tables).</li><li>• Value for money.</li></ul> <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 <b>online lecture</b> in conjunction with the relevant</p>  |                              |

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| sections of the workbook, paying specific attention applying your knowledge to the activity.   |                             |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> | <p>1 hour</p> <p>1 hour</p> |

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| <b>Chapter 10 – Non-financial performance indicators</b>  | <b>Approx. 2 hours</b>      |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>• Pros and cons of non-financial performance indicators (NFPIs).</li> <li>• Indicators relating to employees, quality and brands.</li> </ul> <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). This is partly because financial performance indicators often focus on historical or short-term performance.</p> |                             |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p>  | <p>1 hour</p> <p>1 hour</p> |



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| <b>Chapter 11 – The role of quality</b>  | <b>Approx.<br/>3 hours</b>   |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>• Japanese business practices (Kaizen, target costing, JIT, TQM).</li> <li>• Six sigma.</li> </ul> <p>There is more to get to grips with in this chapter and <b>all of this theory is all important</b> and has been popular as a source of exam questions in the real exam in recent sittings.</p>   |                              |
| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> | <p>2 hours</p> <p>1 hour</p> |

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| <b>Practice and Apply question practice</b>  | <b>4 hours</b> |
| <p>Practice and Apply question practice (P&amp;A) is built into <b>Steps 1-5 of the teaching phase</b> 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><b>Please review the guidance provided for the P&amp;A questions</b> in each of Steps 1-5 in a separate document that you will find in the <b>getting started</b> section of the Hub. There is specific guidance on the question called Tisa.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p> |                |





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| questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step. |  |
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| <b>Chapter 14 – Complex business structures</b>  | <b>Approx.<br/>2 hours</b>  |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>• Strategic alliances.</li> <li>• Joint ventures.</li> <li>• Virtual organisations.</li> </ul> <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><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> | <p>1 hour</p> <p>1 hour</p> |

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| <b>Chapter 15 – Corporate failure</b>  | <b>Approx.<br/>3 hours</b> |
| <p><b>Key areas</b></p> <ul style="list-style-type: none"> <li>• Z score model.</li> <li>• A score model.</li> </ul> <p>In this chapter you will look at the difficulties that organisations can experience. In particular we will see important indicators that can be used to predict corporate failure. If such predictions can be made in good time and generally sound controls are in place then corporate failure may be avoided.</p> <p>This chapter breaks into 3 sections – initially talking about causes of failure, then onto models to predict failure before then looking at ways to prevent failure occurring.</p> <p>Read through the contents of the two prediction models. You will not need to remember the formula but it is essential to appreciate the factors that Altman determined as predictors of failure.</p> <p><b>Exam questions have expected a thorough knowledge of the purpose and limitations of these models.</b></p> |                            |



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| <p><b>Online lecture</b></p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>  | 2 hours |
| <p><b>Further study guidance</b></p> <p>Attempt further 'essential reading' as specified within the chapter, and any recommended ACCA articles (if any) as specified <b>at the end of the chapter in the further study guidance section.</b></p> <p>If you have time attempt the question practice suggested here (available in the further question practice bank in the digital edition of the workbook) but these questions are <b>not as important as the practice and apply questions</b> recommended at the end of this Step.</p> | 1 hour  |

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| <p><b>Skills Checkpoint 5 – Addressing the scenario</b></p>  | 1 hour |
| <p>This is a vital skill in all questions in the APM exam and will be crucial in helping you to add value in discussion answers. Make sure that you work through the suggested solution as this will reinforce your understanding.</p> |        |

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| <p><b>Practice and Apply question practice</b></p>   | 3 hours |
| <p>Practice and Apply question practice (P&amp;A) is built into <b>Steps 1-5 of the teaching phase</b> 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><b>Please review the guidance provided for the P&amp;A questions</b> in each of Steps 1-5 in a separate document that you will find in the <b>getting started</b> section of the Hub. There is specific guidance on the question called Tisa.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p> |         |

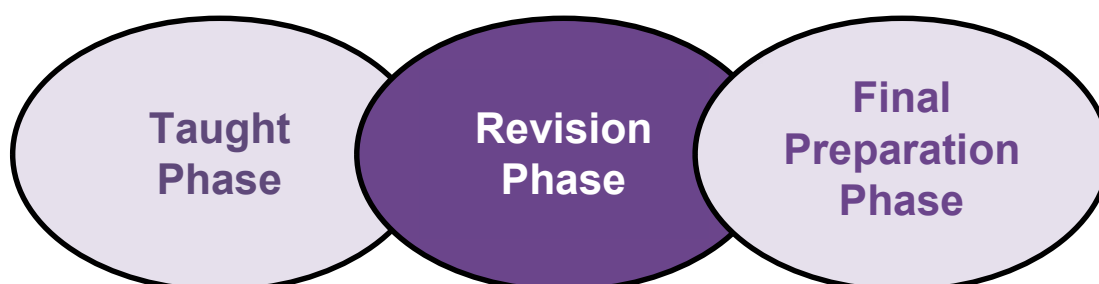
| Achievement Ladder Step 5  | 2.5 hours |
|--|-----------|
| <p>Now you have covered Taught Phase – Part 5, you are ready to take your next step towards exam success.</p> <p><b>Achievement Ladder Step 5</b> is a 60 mark online test, covering all chapters of the Workbook. This Step is auto-marked. Make 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: 120 minutes, reviewing feedback carefully: 30 minutes</p> |           |

## Taught Phase - Step 6

Approximately **2.5 hours of study**.

| Achievement Ladder Step 6  | 2.5 hours |
|--|-----------|
| <p>To complete the Taught Phase of your learning, you should now attempt <b>Step 6</b> of the <b>Achievement Ladder</b>.</p> <p>Step 6 contains 3 questions, covering the whole syllabus.</p> <p>This Step is submitted for marking by BPP. You should tackle the questions to time. Once you have attempted them, you should work through the suggested solutions. You will both reinforce and extend your understanding of the syllabus content if you do this. When you receive your feedback you should review it carefully and note what you did well (do more of this!) and which areas you need to improve on in your ongoing studies.</p> <ul style="list-style-type: none"> <li>Estimated timings : attempting Step 6: 110 minutes, reviewing feedback carefully: 40 minutes</li> </ul> |           |

## 2 – Revision Phase: Step 7



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 questions recommended earlier from the Practice and Apply questions set in Steps 1-5.

The Step 7 Revision Phase tile contains short knowledge summaries for each chapter of the Workbook if you want a quick reminder of the key points. Once you have done that, you should attempt **Achievement Ladder Step 7** and complete all questions included in the revision phase of the **Practice and Apply Question Practice** document which are provided in the **Step 8 Revision Phase tile** on the Hub.

| Achievement Ladder Step 7   | 4.5 hours |
|---|-----------|
| <p>Step 7 is mock exam in the style of the real exam. This step will give you a feel for the balance of question types and syllabus coverage you can expect in your real APM exam.</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 without using any of your notes, so that it is a real test of how prepared you are.</p> <p>Once you have finished the exam you should carry out a self-review of your answers. There is a full online debrief, prepared to assist you with both the approach and the technical content.</p> <p>Self-review questions:</p> <ul style="list-style-type: none"><li>• Did you finish the paper? If not, why not?</li><li>• Did you allocate your time appropriately?</li></ul> |           |



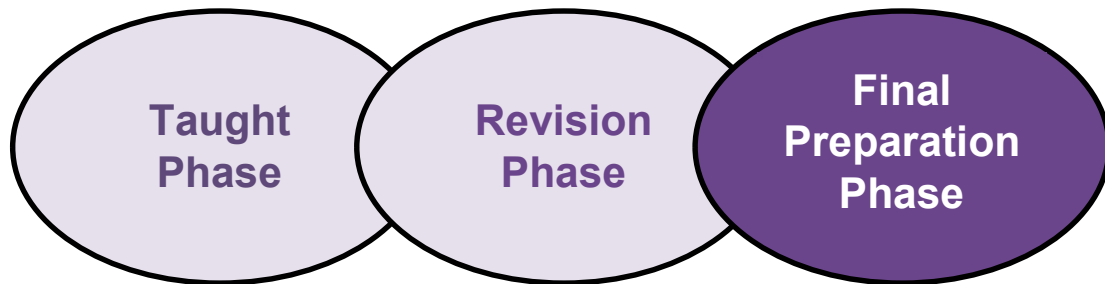
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| <ul style="list-style-type: none"> <li>• Did the order you approached the questions work for you?</li> <li>• Did you struggle to remember proformas or concepts from the standards? If so you need to review your key knowledge.</li> <li>• Did you find it difficult to read or follow your workings when you reviewed it? (If you can give it to someone else to look at and see if they can read and follow what you did).</li> <li>• For written questions did you tailor a specific answer to the question asked?</li> <li>• Think about what you'd do differently if you sat the paper again.</li> </ul> |  |
| <ul style="list-style-type: none"> <li>• Estimated timings : attempting Step 7 : 3.25 hours, reviewing feedback carefully : 1.5 hours</li> </ul>   |  |

### Further Question Practice (FQP)

The FQP questions **for the revision phase** 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.

### 3 – Final Preparation Phase: Step 8



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 mock exam, **Step 8 of the Achievement Ladder**, covering the entire syllabus in three hours.

| Achievement Ladder Step 8   | 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 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> <ul style="list-style-type: none"><li>• Estimated timings: attempting Step 8: 3.25 hours minutes, reviewing feedback carefully: 1.5 hours</li></ul> |           |