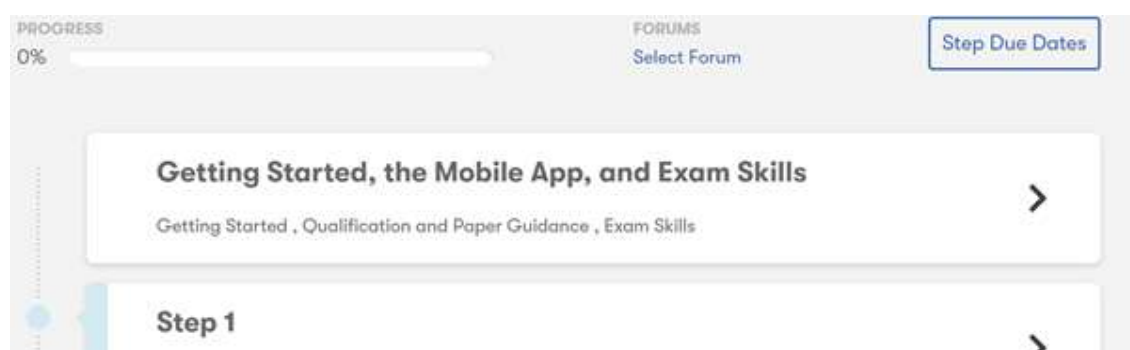


ACCA Performance Management Online Classroom Study Guidance

Getting started

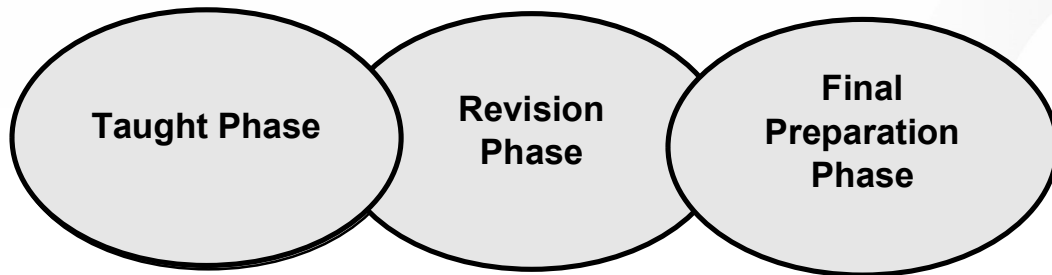
Welcome to your Online Classroom (OCR) taught phase course. If you are new to studying online, before you begin you may find it useful to access the 'Getting Started' guidance above step 1 in the Hub:



Forums

If you have a question at any point, you can post this to the online classroom forum for this paper, where a tutor will respond.

To access the forums, click the button just above the 'Getting Started' section, as shown in the screenshot above. Even if you don't have a question to ask, it is worth accessing the forum to review the questions asked by other students, as you may find the tutor responses helpful to you.



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. During this phase you will attempt Step 7 of the Achievement Ladder.

Final Preparation Phase

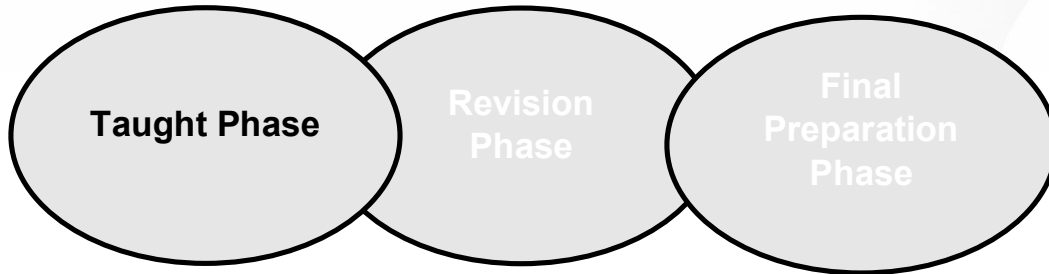
The aim here is to bring all of your skills and knowledge together in a final mock exam: Step 8 of the Achievement Ladder.

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.

**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 – Managing information	1.5 hours
<p>Key areas</p> <p>The role of information systems in organisations</p> <ul style="list-style-type: none">• Controls required over internal information• Sources of management accounting information• Costs of producing information <p>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.</p> <p>This chapter could be tested in all areas of the exam, but is most likely to appear in Section A.</p>	
<p>Online Lecture</p> <p>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.</p>	0.5 hours
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 2 – Information systems and data analytics	2 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Information systems • Big data <p>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.</p> <p>The chapter also looks at big data; both the uses of it and the risks and challenges of implementing this within an organisation.</p> <p>This chapter could be tested in all areas of the exam, but is most likely to appear in Section A.</p>	
<p>Online Lecture</p> <p>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.</p>	1 hour
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour
Chapter 3 – Activity Based Costing	1.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Understanding ABC • Identifying costs drivers and calculate costs per unit using ABC • Comparing ABC to traditional methods of costing <p>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.</p> <p>This chapter can only be tested in sections A and B of the exam as an OTQ.</p>	
<p>Online Lecture</p> <p>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.</p>	0.5 hours
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 4 – Target Costing	1 hour
<p>Key areas</p> <ul style="list-style-type: none"> • 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 <p>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.</p> <p>This chapter can only be tested in sections A and B of the exam as an OTQ.</p>	
<p>Online Lecture</p> <p>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.</p>	0.5 hours
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	0.5 hours

Chapter 5 – Lifecycle costing	1.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Identifying the costs involved at different stages of the lifecycle • Deriving a lifecycle cost or profit • Identifying the benefits of lifecycle costing <p>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.</p> <p>This chapter can only be tested in sections A and B of the exam as an OTQ.</p>	
<p>Online Lecture</p> <p>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.</p>	0.5 hours

<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour
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Chapter 6 – Throughput accounting	2 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Understanding the theory of constraints • Calculation and interpretation of the TPAR (throughput accounting ratio) • Improvement of TPAR <p>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.</p> <p>This chapter can only be tested in sections A and B of the exam as an OTQ.</p>	
<p>Online Lecture</p> <p>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.</p>	1 hour
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 7 – Environmental management accounting	1.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Issues business face in the management of environmental costs • Different methods used to account for environmental costs <p>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.</p> <p>This chapter can only be tested in sections A and B of the exam as an OTQ.</p>	

<p>Online Lecture</p> <p>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.</p>	<p>0.5 hours</p>
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	<p>1 hour</p>

<p>Skills Checkpoint 1 – Approach to objective test questions (OTQs)</p>	<p>1 hour</p>
<p>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.</p>	

<p>Achievement Ladder Step 1</p>	<p>1 hour</p>
<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: 30 minutes, reviewing feedback carefully: 30 minutes.</p>	

Step 2

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

Chapter 8 – Cost volume profit (CVP) analysis	2 hours
<p>Key areas</p> <ul style="list-style-type: none">• 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 <p>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.</p>	
<p>Online Lecture</p> <p>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.</p>	1 hour
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 9 - Limiting factor analysis	2 hours
<p>Key areas</p> <ul style="list-style-type: none">• 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 <p>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.</p> <p>This chapter could be examined in all areas of the exam.</p>	

<p>Online Lecture</p> <p>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.</p>	1 hour
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 10 – Pricing decisions	2 hours
<p>Key areas</p> <ul style="list-style-type: none"> • 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 <p>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.</p> <p>This chapter could be examined in all areas of the exam.</p>	
<p>Online Lecture</p> <p>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.</p>	1 hour
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 11 – Short-term decisions	2 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Understanding relevant costing techniques • Applying relevant costing techniques to short-term decisions <p>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 joint products. Discussion elements are as important as the calculations, and you should be prepared to discuss any non-financial factors affecting the decision.</p> <p>This chapter could be examined in all areas of the exam.</p>	
<p>Online Lecture</p> <p>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.</p>	1 hour
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Skills Checkpoint 2 – Using the scenario	1 hour
<p>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.</p>	

Achievement Ladder Step 2	1 hour
<p>Now you have covered Taught Phase – Part 2, you are ready to take your next step towards exam success.</p> <p>Achievement Ladder Step 2 comprises two mini case study section B questions.</p> <p>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. Your</p> <p>Estimated timings: attempting Step 2: 30 minutes, reviewing feedback carefully: 30 minutes</p>	

Step 3

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

Chapter 12 – Risk and uncertainty	2 hours
<p>Key areas</p> <ul style="list-style-type: none">• Calculation and use of expected values (EV)• Application of decision-making techniques• Decision trees• Perfect information• Sensitivity analysis <p>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.</p>	
<p>Online Lecture</p> <p>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.</p>	1 hour
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 13 – Budgetary systems	2 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Different types of budgetary systems. • Flexed and flexible budgets <p>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.</p> <p>You should also be able to flex a budget in preparation for variance analysis in chapter 16.</p> <p>This chapter is likely to be tested discursively and could be examined in any section of the exam.</p>	
<p>Online Lecture</p> <p>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.</p>	1 hour
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 14 – Quantitative analysis	1.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • High low method • Learning curve theory <p>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.</p> <p>You should ensure that you are confident using the log button on your calculator to perform the calculations for learning curves.</p> <p>This is another important chapter and could be combined with other techniques if tested in Section C of the exam.</p>	
<p>Online Lecture</p> <p>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.</p>	0.5 hours

<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour
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Chapter 15 – Budgeting and standard costing	
<p>Key areas</p> <ul style="list-style-type: none"> • Standard costs and different types of standards • Controllability principle <p>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.</p>	1.5 hours
<p>Online Lecture</p> <p>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.</p>	0.5 hours
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Skills Checkpoint 3 – How to approach your PM exam	
<p>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.</p>	0.5 hours

Achievement Ladder Step 3	
<p>Now you have covered Taught Phase – Part 3, you are ready to take your next step towards exam success.</p> <p>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.</p> <p>Estimated timings: attempting Step 3: 70 mins, reviewing feedback 50 mins.</p>	2 hours

Step 4

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

Chapter 16 – Variance analysis	1.5 hours
<p>Key areas</p> <ul style="list-style-type: none">• Mix and yield variances• Sales mix and quantity variances <p>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.</p> <p>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.</p>	
<p>Online Lecture</p> <p>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.</p>	0.5 hours
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Chapter 17 – Planning and operational variance analysis	1.5 hours
<p>Key areas</p> <ul style="list-style-type: none">• Understand when to revise the budget• Calculation of planning and operational variances <p>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.</p> <p>Planning and operational variances can appear in any section of the exam and have featured in past exams in section C exam questions.</p>	

<p>Online Lecture</p> <p>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.</p>	<p>0.5 hours</p>
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	<p>1 hour</p>

<p>Skills Checkpoint 4 – Effective use of spreadsheets</p>	<p>1 hour</p>
<p>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.</p>	

<p>Achievement Ladder Step 4</p>	<p>2.5 hours</p>
<p>Now you have covered Taught Phase – Part 4, you are ready to take your next step towards exam success!</p> <p>Achievement Ladder Step 4 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. Step 4 follows a similar structure to the real exam (some section A, B and C questions), although it is shorter.</p> <p>This Step should be submitted to BPP for marking. You should tackle the questions to time, calculated as 1.8 minutes per mark. 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. Estimated timings: attempting Step 4: 100 minutes, reviewing feedback carefully: 40 minutes</p>	

Step 5

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

Chapter 18 – Performance analysis and behavioural aspects	1.5 hours
Key areas <ul style="list-style-type: none">• Planning the audit• Audit evidence	
Online Lecture <p>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.</p>	0.5 hours
Further reading, technical articles, and question practice <p>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.</p>	1 hour

Chapter 19 – Performance measurement	2 hours
Key areas <ul style="list-style-type: none">• Financial performance measures• Non-financial performance measures• Issues with assessing performance• Balanced scorecard• Build block model <p>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.</p> <p>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.</p>	
Online Lecture <p>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.</p>	1 hour

<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour
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Chapter 20 – Divisional performance and transfer pricing	2 hours
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<p>Key areas</p> <ul style="list-style-type: none"> • Return on investment (ROI) • Residual income (RI) • Transfer pricing <p>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.</p> <p>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.</p>	
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<p>Online Lecture</p> <p>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.</p>	1 hour
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<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour
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Skills Checkpoint 5 – Performance management questions	1 hour
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<p>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).</p>	
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Achievement Ladder Step 5	3 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 5:120 minutes, reviewing feedback carefully: 60 minutes.</p>	

Step 6

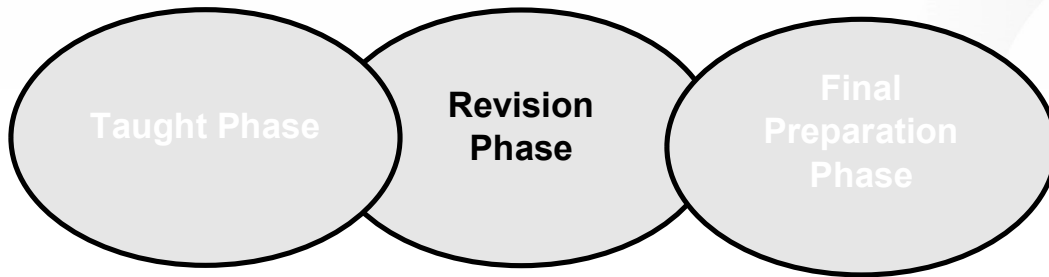
This guidance gives a total of approximately **6 hours of study*** for Step 6 of the course.

**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.*

Chapter 21 – Further aspects of performance management	1.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> Assessing performance in not-for-profit organisations Value for money framework <p>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.</p> <p>This chapter could be tested in all sections of the PM exam.</p>	
<p>Online Lecture</p> <p>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.</p>	0.5 hours
<p>Further reading, technical articles, and question practice</p> <p>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.</p>	1 hour

Achievement Ladder Step 6	4.5 hours
<p>You have now reached the end of the Taught Phase of your learning, and you are ready to take Step 6 of the Achievement Ladder.</p> <p>Step 6 contains 3 sections, in the style of the real exam, covering the whole syllabus. Step 6 is worth 80 marks.</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> <p>Estimated timings: attempting Step 6: 180 minutes, reviewing feedback carefully: 90 minutes</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 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. Once you have done that, you should attempt **Achievement Ladder Step 7**. 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.

Achievement Ladder Step 7	4.5 hours
<p>Step 7 is mock exam containing 4 questions worth 100 marks in total. This step will give you a feel for the balance of question types and syllabus coverage you can expect in your real PM exam.</p> <p>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 CBE software, 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">• Did you finish the exam? If not, why not?• Did you allocate your time appropriately?• Did the order you approached the questions work for you?• Did you struggle to remember proformas or concepts from the standards? If so you need to review your key knowledge.• 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).• For written questions did you tailor a specific answer to the question asked?• Think about what you'd do differently if you sat the paper again.	

Estimated timings:

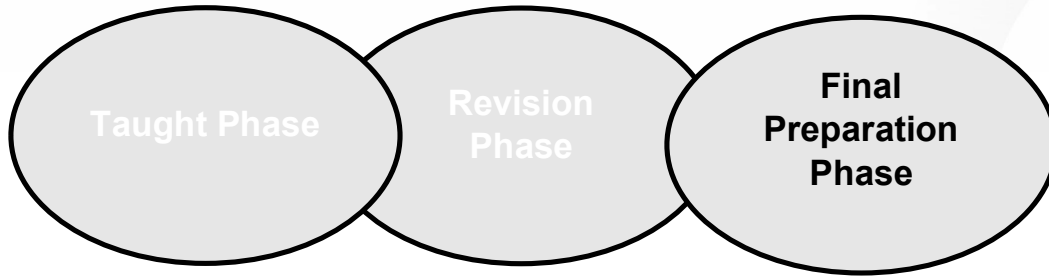
- Attempting Step 7: 180 mins
- Reviewing feedback carefully: 90 mins

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 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 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:</p> <ul style="list-style-type: none">• Attempting Step 8: 180 minutes• Reviewing feedback carefully: 90 minutes	