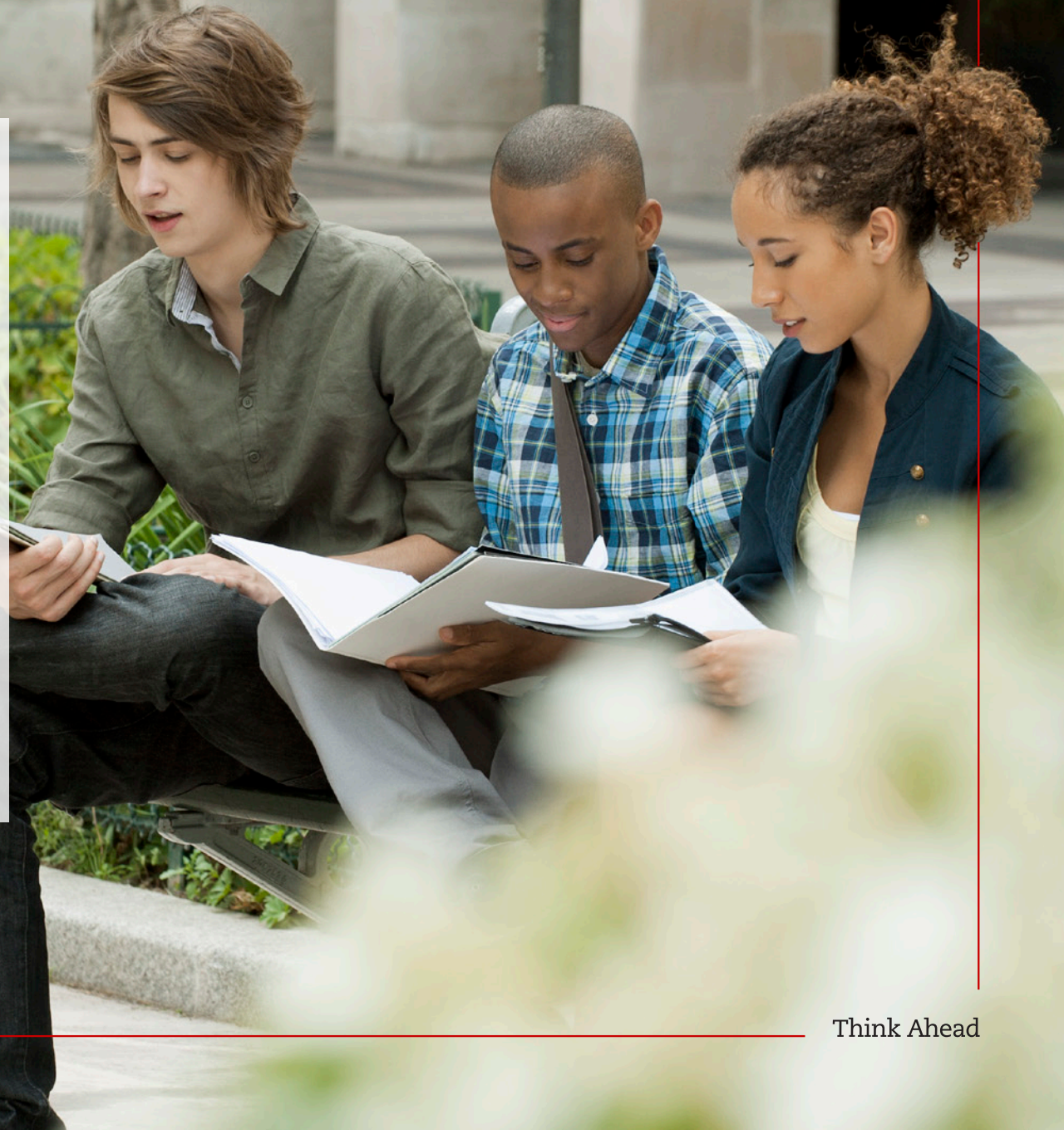


PM Study support guide

▪ Plan ▪ Prepare ▪ Pass

Performance Management (PM)



▪ Plan ▪ Prepare ▪ Pass

Welcome to your guide helping you to study for your Performance Management exam

Why use this guide?

- ✓ Structured approach to show you how to succeed
- ✓ Signposted resources and how to use them
- ✓ Tips for success to help you through your studies
- ✓ Interactive clickable checklists to keep you on track

This guide applies to CBE and paper-based exams for September and December 2018 and March and June 2019.

Sections

	Getting started	03
Stages of study	Learning phase	13
	Revision phase	18
	Final preparation	22
	The exam	24
	Appendix – Links	26



Getting started

Your checklist

- Consider booking tuition with an Approved Learning Partner
- Decide whether you will sit your exam on computer or on paper
- Enter for your exam
- Draw up your study plan
- Get to know your exam

Getting started – Tips for success

We strongly recommend that you buy an up to date Performance Management [Approved Content Provider](#) study text and question and answer bank to ensure exam success. These provide:

- the most up to date content and syllabus coverage.
- tests, quizzes and other support designed to help you prepare for your exam.
- past exam questions updated for changes to the syllabus, question style and exam format as well as practice questions and answers and full mock exams to ensure you are fully prepared for your exam.

You may want to consider attending a face to face or online tuition course with one of ACCA's [Approved Learning Partners](#) for all or part of your studies.



Students who use approved content materials are more likely to pass than those who don't.



Tips for success

- ✓ The earlier you [enter for your exam](#) the less it costs! Use our [exam planner tool](#) to plan which exam(s) you want to sit and when.
- ✓ Computer based exams (CBEs) are being introduced across all of our markets and over time paper based exams are being withdrawn. See over the page for guidance on what this means for you.
- ✓ Use the [ACCA Learning Community](#) to link up with fellow students around the world studying the same exam as you – get tips, join discussions and share ideas and advice. You can also access live Q&A sessions and presentations.
- ✓ Spend some time familiarising yourself with the free resources available via the [study support resource finder](#) on the [student section](#) of the ACCA website – we will provide you with specific guidance on when and how to use these resources during the relevant stages of study.
- ✓ Remember to personalise your edition of [Student Accountant](#) so you receive PM specific information as you need it.
- ✓ If you think you could benefit from building your English language skills to help you succeed in your exam take a look at the [BPP English Language support for ACCA](#) which is a free online programme specifically designed to support you through your exams.

Exempt from Management Accounting (MA)?

- ✓ Make sure you have the assumed knowledge needed from MA for PM (see [PM syllabus and study guide](#)).
- ✓ If you feel your knowledge is lacking, consider buying a Management Accounting [Approved Content Provider](#) study text to refresh your understanding.

Getting started – CBE or paper?

The world is changing and ACCA is too! The Applied Knowledge and Corporate and Business Law (ENG and GLO) exams are already offered entirely by CBE. Depending on your location exams for the rest of the Applied Skills subjects might be available by session CBE or paper only, or for a short time you may even have a choice between CBE or paper.

First of all you need to see what is available for you – CBEs are being phased in across different countries and cities and paper based exams are being phased out. We want all of our students to move to CBE as soon as possible but we realise there are a number of factors which may affect your decision where you have a choice. In this section we will help you make the right decision for you.

We have an area on our website dedicated to our session CBEs and you may want to take a look here first: [Session CBEs](#)

Some of the benefits of CBEs... and there are many more!

- ✓ Session CBEs build workplace skills
- ✓ A more comfortable exam experience – no more sore hands!
- ✓ Its quicker and easier to edit answers
- ✓ Your answers are always clear and easy to read
- ✓ Navigation tools help you manage your time more effectively

“

I felt more in control, as I could always keep track of my exam progress. It was all just a click away within the exam environment.

”

“

It is a better and more convenient way of taking exams.

”

Getting started – CBE or paper?

What is available in your location?

Session CBEs for Applied Skills exams are available in a rapidly increasing number of locations – so as a first step you need to find out what exam mode is available to you by accessing the [dedicated page](#) on our website.

“

I wanted to have an exam experience that was more realistic to the work of a professional accountant.

”

Only CBEs available for you

That's great! Now you don't need to worry about making a decision! If you would like to take the exam by this method, book your exam early to guarantee your preferred location

Move onto the next section Getting started – Draw up your study plan

Only paper-based exams available for you

Don't worry! Session CBEs will come to a centre near you soon so check again when you come to your next exam sitting – we are introducing more and more locations for these exams all the time

Move onto the next section Getting started – Draw up your study plan

You need to make a choice – CBE or paper?

ACCA knows that employers want their students to be work ready – and our CBEs give you an opportunity to become just that! So ideally this should be your default position!

Take a look at the benefits highlighted on the previous page as well as the quotes from students who have already taken our CBEs. Remember you do not have to be computer expert or a fast typist to take these exams and session CBEs assess the same learning outcomes to the same standard as paper based exams

If you are unsure about taking a CBE then take a look at all of the fantastic [resources](#) we have produced especially for students taking these exams. All of these resources will ensure that you are completely prepared for success in your CBE

Session CBEs are popular – so if you would like to take the exam by this method, book your exam early to guarantee your preferred location

Getting started – Draw up your study plan

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 2	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 3	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 4	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 5	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 6	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 7	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 8	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 9	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 10	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 11	REVISION						
Week 12	REVISION						
Week 13	REVISION						
Week 14	REVISION						
Week 15	REVISION						
Week 16	REVISION AND FINAL PREPARATION						

Evening study period
 Daytime study period
 Other commitments

Study plan checklist

- Calculate the number of weeks from now until your exam date and draw up a plan – see the example to the left and a possible proforma for you to use on page 9
- You may need to add or take away weeks depending on your own circumstances and which exam sitting(s) you are focusing on
- Block out days/half days/evenings already committed to family/social events
- Plan study periods – evenings/half days/full days, aiming for roughly one evening/half day per chapter of your study text
- If possible leave a six week period for the revision and final preparation phases

Getting started – Draw up your study plan



Tips for success

When drawing up your study plan

- ✓ Be realistic and consider when you are best able to study – maybe early mornings work better for you or perhaps shorter, more frequent study periods.
- ✓ Once you have prepared your plan stick to it!
- ✓ Consider building in an extra study period after every few chapters to review and consolidate your learning.
- ✓ Take a 5-10 minute break every hour to help maintain your motivation and concentration.
- ✓ Use this plan whether you intend to self-study through all the phases or mix with some tuition from an [Approved Learning Partner](#).



Students who use ACCA's learning support resources achieve higher pass rates than those who don't.



Getting started – Your study plan

Print out and write down when you will study, relax and revise!

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
Week 2							
Week 3							
Week 4							
Week 5							
Week 6							
Week 7							
Week 8							
Week 9							
Week 10							
Week 11	REVISION						
Week 12	REVISION						
Week 13	REVISION						
Week 14	REVISION						
Week 15	REVISION						
Week 16	REVISION AND FINAL PREPARATION						

Getting started – Get to know your exam

- Review the [syllabus and study guide](#) ➤ This gives you an understanding of the aims and objectives of the exam, learning outcomes and exam structure

- Scan the Performance Management [specimen exam](#) ➤ The specimen exam provides you with a clear picture of how PM will be assessed and how the exam is structured as well as the likely style and range of questions that you could see in the real exam. Make sure you look at the specimen exam that is relevant to you – either CBE or paper based

- Review the [examining team's guidance](#) ➤ Using these resources at the start of your studies will help you understand the focus of the exam by concentrating on the exam structure, question style, exam technique and tips as well as pitfalls to avoid – see an extract from the examiner's approach article over the page

- Review the [examiner's reports](#) from the last four sittings ➤ These provide feedback on students' performance after each exam session, highlight problem areas that students need to improve on and tell you what the examining teams are looking for; these are critical to your success in passing PM

- Read the exam technique articles for Performance Management ➤ The articles – [Multiple-choice questions](#), [Top tips for the PM exam](#) and [Approaching constructed response questions](#) – will provide you with a head start in terms of knowing what to expect and how to approach exam standard questions

- Familiarise yourself with the [formulae sheet](#) ➤ You will be provided with this document in the exam and so you will not need to learn these formulae

Getting started – Get familiar with using session CBEs

The session CBEs are easy to use, but we recommend using our support resources to help prepare you for the exam platform. Spend time right from the start of your studies to get familiar with how the CBEs work and you will feel confident on exam day.

You will find resources to support you [here](#). We will signpost these as you work through this guide, but here are some tips on how to use some of them to start building your familiarity with the CBEs.



Take every opportunity for hands on practice using the CBE resources.



-
- Read all about it

➤ The [Guide to CBEs](#) explains how all of the different question types work, as well as the tools to help you navigate through the exam and make best use of your time

 - Hands on

➤ The [specimen exam](#) lets you explore how to answer questions, navigate through the exam and use the reference information, such as the formula sheet. The Objective Test (OT) questions, OT Cases and the word processing and spreadsheet answer spaces for the constructed response questions work just like those in the real exam.

 - Computer skills

➤ The exam is not a test of your computer skills. You will however feel more confident if you are comfortable performing basic tasks using the spreadsheets and word processing tools that are used in the exams.

You can increase your confidence by carrying out the [Step by Step exercises](#) for:

 - word processing
 - spreadsheet

on our [constructed response workspace](#) which provides a blank answer space to practice on. These exercises assume no subject specific knowledge but rather coach you through typing and calculating some information, using the main functions you will need in the exams.
-

Getting started – What the examiner has said about Performance Management (extract from the examiner's approach article)

Comments on assumed knowledge:

Where an area of the PM syllabus covers a topic already covered in MA as well, such as performance measurement, for example, there is twice as much reason to assume that candidates will be able to tackle such a question.

Previous articles and presentations at conferences have referred to the metaphorical toolbox that is required for PM. This is the set of management accounting techniques that should have been learnt and practised for the exam. Many of these were first introduced in *Management Accounting (MA)*, so anyone that was exempt from this exam needs to make sure that they do in fact have the assumed knowledge that gained the exemption in the first place.

Everyone must go into the exam with these metaphorical tools in their bags. A builder wouldn't turn up to a job with only some of the tools he needs. He doesn't empty out his toolbox after one job on the basis that he doesn't need those tools anymore. He knows that he could require a particular tool at any time on a job, depending on what he is doing, and he must be fully prepared at all times. Accountancy is no different, particularly management accounting.

As mentioned at the beginning of this article, **MA topics that arise again in PM may be examined in a more challenging way in PM in order to reflect the difference between the two.** Also, by the time a candidate reaches PM, they may sometimes be expected to work out which tool they need to take out of their toolbox in order to answer a question, rather than always being told which technique they will need to use. This is another step towards the skills required for Advanced Performance Management and for the workplace itself, where accountants must act as advisors in many situations. Please remember that Performance Management is an *Applied Skills* exam whereas Management Accounting is an *Applied Knowledge* exam, although the Performance Management exam would usually be expected to contain a small proportion of pure knowledge marks too.





Learning phase

Your checklist

- Work through the control sheet which has been designed to give you a structured approach to your learning phase to ensure you:
 - gain the knowledge you need; and
 - learn how to apply that knowledge to pass the exam

Learning phase – Get the most out of your control sheet

“

Students who use ACCA’s learning support resources achieve higher exam scores than those who don’t.

”

Use the control sheet relevant to the Approved Content Provider’s materials you have purchased:

- ✓ BPP Learning Media – page 16
- ✓ Kaplan Publishing – page 17

Tick the box **Content** in the control sheet once you have:

- ✓ Read through the introduction to the chapter
- ✓ Actively read and understood each chapter’s content
- ✓ Noted any additional commentary and exam focus tips provided
- ✓ Worked through and understood examples and illustrations of concepts given

Tick the box **Quiz/Test** in the control sheet once you have:

- ✓ Attempted the quiz at the end of the chapter (if you are using BPP material) or the test your understanding questions throughout the chapter (if you are using Kaplan material)

Tick the box **Questions** in the control sheet once you have:

- ✓ Attempted the questions referred to in the question bank – some of these you should do in full but others you can just draw up a plan for, depending on the time you have available
- ✓ Compared your answer, or plan, with the solution given and understood where you did well or not so well and why

Tick the box **ACCA related resources** in the control sheet once you have:

- ✓ Read / viewed the related ACCA article(s) / video(s) signposted
- ✓ Note that ACCA produces new articles and videos throughout the year and so you should always check the **technical articles** page on the website to ensure you have seen all of the related resources



Tips for success

- ✓ You will feel more confident if you do some of your question practice using the **CBE support resources**.

Learning phase – Tips for success



Tips for success

- ✓ Actively read the material– ask yourself ‘do I understand this?’ If not re-read and re-work examples – if you still struggle, make a note and come back to it during the revision phase.
- ✓ Scan headings before going into the detail to give you an idea of the content first and consider highlighting, underlining, making notes, drawing pictures or mind maps – whatever helps you to remember.
- ✓ Consider using the additional resources provided by the [Approved Content Providers](#) including for example passcards or pocket notes to help you remember the key knowledge areas.
- ✓ Always work through the questions signposted – it is vital that you practise questions throughout the learning phase as this will ensure that you are applying the knowledge you learn as you progress.
- ✓ If you are taking your exam on computer make sure you practise at least some of the questions using the [constructed response workspace](#).
- ✓ Make sure you use the ACCA resources signposted to help your understanding – these give you real insight to help you in your exam.
- ✓ View the [insight video](#) for PM CBEs for more pointers on how to make best use of the exam functionality in this subject.
- ✓ If you find you are not covering all of the material in each study period, build some extra time into your study plan – everyone works at a different pace.
- ✓ Keep an eye on [Student Accountant](#) for any relevant articles.
- ✓ Visit the [ACCA Learning Community](#) regularly to view new video content and to join online study events.
- ✓ There are [PER \(Practical Experience Requirement\) objectives](#) associated with specific syllabus areas and, if possible, you should try to gain experience in these alongside your studying as this will help you to put your studies into a workplace context and reinforce what you have learned.
- ✓ Try to read a good quality business journal or newspaper regularly and use this to help bring your studies to life by linking your learning into what you are reading.

Learning phase – Control sheet for BPP Learning Media

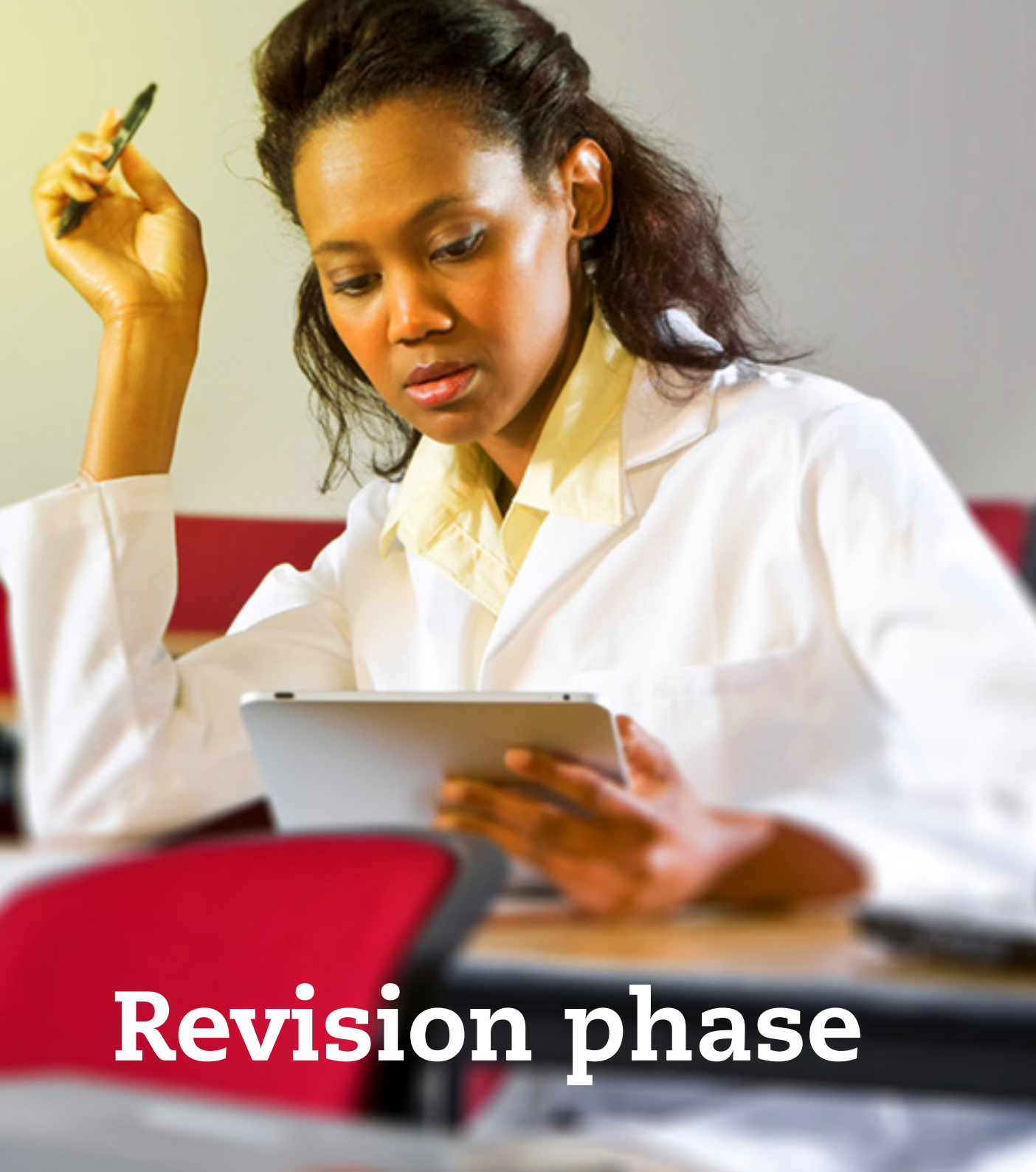
Chapter	Content	Quiz/Test	Questions	ACCA related resources
	✓ tick the boxes below when complete			
Introduction				
1 Costing				
2a Activity based costing				<ul style="list-style-type: none"> • Activity based costing
2b Target costing				<ul style="list-style-type: none"> • Target costing and lifecycle costing
2c Life cycle costing				<ul style="list-style-type: none"> • Target costing and lifecycle costing
2d Throughput accounting				<ul style="list-style-type: none"> • Throughput accounting and the theory of constraints – part 1 • Throughput accounting and the theory of constraints – part 2
2e Environmental accounting				<ul style="list-style-type: none"> • Environmental management accounting
3 Cost volume profit (CVP) analysis				<ul style="list-style-type: none"> • Cost volume profit analysis • Study support video – Break even and profit volume charts
4 Limiting factor analysis				<ul style="list-style-type: none"> • Linear programming
5 Pricing decisions				
6 Short-term decisions				<ul style="list-style-type: none"> • Study support video – Decision making techniques
7 Risk and uncertainty				<ul style="list-style-type: none"> • Decision trees • The risks of uncertainty • Study support video – Decision trees
8 Budgetary systems				<ul style="list-style-type: none"> • Comparing budgeting techniques
9 Quantitative analysis in budgeting				<ul style="list-style-type: none"> • The learning rate and learning effect
10 Budgeting and standard costing				
11 Variance analysis				<ul style="list-style-type: none"> • Materials mix and yield variances
12 Planning and operational variances				<ul style="list-style-type: none"> • Study support video – Variances
13 Performance analysis and behavioural aspects				
14 Performance management information systems				
15 Sources of management information and management reports				
16 Performance measurement in private sector organisations				<ul style="list-style-type: none"> • Interpreting financial data • Decentralisation and the need for performance measurement • Tackling performance evaluation questions • Building blocks of performance measurement
17 Divisional performance and transfer pricing				<ul style="list-style-type: none"> • Transfer pricing 1 • Transfer pricing 2 • Study support video – Transfer pricing
18 Further aspects of performance management				<ul style="list-style-type: none"> • Not-for-profit organisations – part 1 • Not-for-profit organisations – part 2

16 When watching the study support videos, focus at this stage on the technical aspects – you will watch these again during the revision phase and at that point you will be able to focus more on the exam technique aspects.

Learning phase – Control sheet for Kaplan Publishing

Chapter	Content	Quiz/Test	Questions	ACCA related resources
✓ tick the boxes below when complete				
Introduction				
1 A revision of Management Accounting (MA) topics				
2 Advanced costing methods				<ul style="list-style-type: none"> • Throughput accounting and the theory of constraints – part 1 • Throughput accounting and the theory of constraints – part 2 • Environmental management accounting • Target costing and lifecycle costing • Activity based costing
3 Cost volume profit analysis				<ul style="list-style-type: none"> • Cost volume profit analysis • Study support video – Break even and profit volume charts
4 Planning with limiting factors				<ul style="list-style-type: none"> • Linear programming
5 Pricing				
6 Relevant costing				<ul style="list-style-type: none"> • Study support video – Decision making techniques
7 Risk and uncertainty				<ul style="list-style-type: none"> • Decision trees • The risks of uncertainty • Study support video – Decision trees
8 Budgeting				<ul style="list-style-type: none"> • Comparing budgeting techniques
9 Quantitative analysis				<ul style="list-style-type: none"> • The learning rate and learning effect
10 Advanced variances				<ul style="list-style-type: none"> • Materials mix and yield variances • Interpreting financial data • Study support video – Variances
11 Performance measurement and control				<ul style="list-style-type: none"> • Decentralisation and the need for performance measurement • Tackling performance evaluation questions • Building blocks of performance measurement
12 Divisional performance measurement and transfer pricing				<ul style="list-style-type: none"> • Transfer pricing 1 • Transfer pricing 2 • Study support video – Transfer pricing
13 Performance measurement in not-for profit organisations				<ul style="list-style-type: none"> • Not-for-profit organisations – part 1 • Not-for-profit organisations – part 2
14 Performance measurement information systems				

17 When watching the study support videos, focus at this stage on the technical aspects – you will watch these again during the revision phase and at that point you will be able to focus more on the exam technique aspects.



Revision phase

Your checklist

- Consider booking revision tuition with an Approved Learning Partner
- Revisit areas you struggled with during the learning phase
- Ensure you are confident with the knowledge needed to pass the exam
- Make sure you are able to apply that knowledge in questions

Revision phase – Question practice

- Exam-standard question practice is vital now
- Work through as many questions as possible and all mock exams included in the [Approved Content Provider](#) question and answer banks – remember these are best for question practice as they include past exam questions updated for syllabus and format changes. Don't forget to practise some of these questions using the [constructed response workspace](#) if you are taking a CBE
- Work through the [specimen exam](#) (either CBE or paper based, whichever is relevant for you) – this will provide you with a clear picture of what the exam will look like making sure you know what to expect on the day
- If you are taking your exam on computer make sure you also work through the [PM extra constructed response questions](#) and the sample constructed response questions from [past exams](#) giving you a great opportunity to make sure you are comfortable with the functionality of these exams
- Attempt a full mock exam in as close to exam conditions as you can. For CBEs, [mock exams](#) are available from ACCA's Approved Content Providers



Tips for success

- ✓ Consider blocking time in your study plan for specific questions or mock exams to ensure you cover everything.
- ✓ Don't be afraid to attempt questions you have already done – especially the ones you found tricky first time round.
- ✓ It is really important that you do some questions in full, to exam time – time management is often an issue and the more you prepare yourself the better you will perform in the exam.
- ✓ To keep motivation high, break some questions into individual parts, write plans or notes for some parts and do others in full.
- ✓ Work through the answers carefully – pay attention to areas you got wrong and understand where you went wrong – it is better to do a few questions well, than lots of questions badly.
- ✓ Try not to look at the answers before really attempting the question – you won't be able to do this in the real exam!
- ✓ Don't forget to review the marking guide too – you need to understand how marks are allocated to ensure you know how to maximise your marks.
- ✓ Make sure you check the website regularly for new resources – there may be new [technical articles](#) as well as new [CBE resources](#) added since you last looked

Revision phase – Key resources

- Review the [examining team's guidance](#) again in the context of what you have learnt
- Remind yourself of areas that students often struggle with and obtain tips on how to ensure you do not make the same mistakes by reviewing the [examiner's reports](#) from the last four sittings again
- View the study support videos referred to in your control sheet again – this time focusing on the exam technique aspects
- View the study support videos – [Question 1 debrief](#) and [Question 5 debrief](#) to gain a better understanding of how to approach these types of question in the real exam as well as [Answering narrative questions](#) and the [PM revision webinar](#) for further advice to help you prepare for your exam
- View the [CBE question debrief video](#) for more ideas on exam technique in this format
- Read the exam technique articles – [Multiple-choice questions](#), [Top tips for the PM exam](#) and [Approaching constructed response questions](#) again – this time using the techniques to help you practice questions
- Make sure you read the [study skills articles in Student Accountant](#) covering topics such as how to overcome exam anxiety as well as checking the [study support resource finder](#) for any new technical articles related to PM



Students who use 5 minutes with the examining team videos are more likely to pass than those who don't.



Tips for success

- ✓ Don't give up easily – if you really cannot understand something then consider posting a question on the [ACCA Learning Community](#) – if you found it difficult so will have others.

Revision phase – What the examiner has said about Performance Management (extract from examiner's report March 2018)

Comments on exam technique:

It is so important to read the requirement carefully – make sure you're addressing every part of the requirement, and also that you are actually answering the question you've been asked. To take an example, [Q32 from March/June 2017](#), requirement (a):

(a) Explain why the balanced scorecard approach to performance measurement is more useful to measure performance for The People's Bank than a traditional approach using solely financial performance measures.

Many candidates here would see this requirement and read "balanced scorecard... more useful..." They would then list the advantages of the balanced scorecard they've learned. While this will touch on the same points that the [answer](#) makes, it is only half of the requirement – we need to Explain (not list) why the balanced scorecard is specifically better than just using financial measures. The verbs used in the requirement are very important, and an article explaining what they mean is referenced in the final section of this report.

The PM exam is also quite time-pressured – part of good exam technique is time management. Whilst it may be tempting to spend more time on the written questions, then guess the OTs if you run out of time, I'd advise against this. Some of the OTs will be less time consuming than others and if you don't leave enough time you could miss out on easy marks you would otherwise have scored. An extra 10 minutes on section C might improve your score by 2-3 marks, but could've been spent getting 3 short questions correct for 6 marks.

“

Students who use examiners' reports are more likely to pass than those who don't.

”

”



Final preparation

Your checklist

- You are clear on the knowledge you need to pass the exam as well as how to apply that knowledge
- You have the skills you need to pass the exam – eg time management

Ensure you are familiar with:

- the exam format
- the style of questions
- the way the marks are allocated
- what specific syllabus areas are likely to be tested and in which questions

Final preparation – Tips for success

“ An extract from the syllabus and study guide for PM:

The syllabus is assessed by a three-hour examination available in both computer-based and paper-based formats.

For paper-based exams there is an extra 15 minutes to reflect the manual effort required. All questions are compulsory. It will contain both computational and discursive elements. Some questions will adopt a scenario/case study approach.

Section A of the exam comprises 15 multiple choice questions of 2 marks each. Section B of the exam comprises three questions comprised of 5 multiple choice questions. Section C of the exam comprises two 20 mark questions. The two 20 mark questions will come from decision making techniques, budgeting and control and/or performance measurement and control areas of the syllabus. The section A questions and the questions in section B can cover any areas of the syllabus.

”

“ An extract from the PM specimen exam marking guide:

Section C Question 32:

(a)	
Sales growth	3
Maintenance	3
Directors' pay	2
Wages	2
Net profit	2
Return on assets	2
	—
	14

(b)	
Reliability of rides	2
Average queuing time	2
Risks	2
	—
	6

Total marks 20

”

“

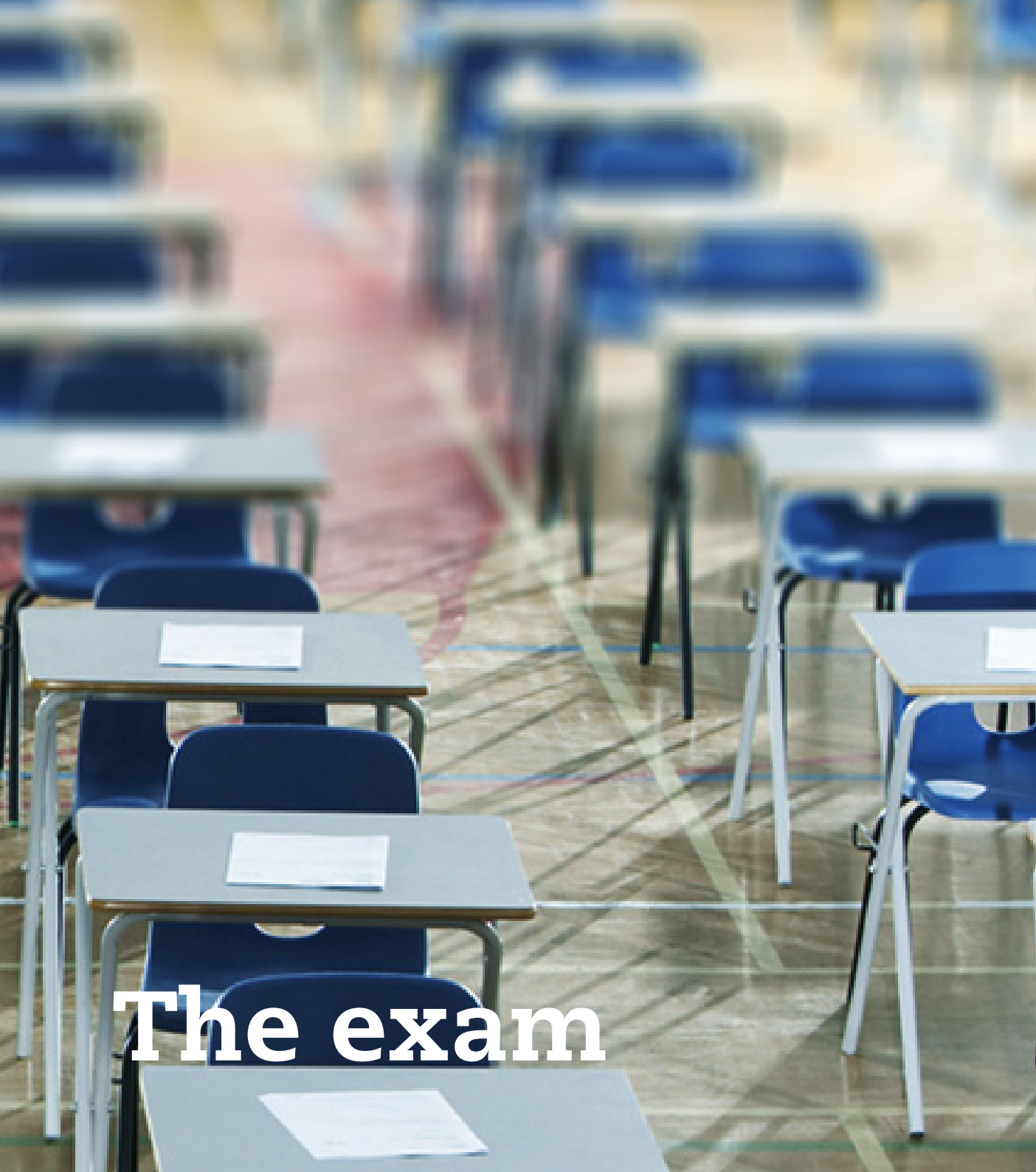
Students who use specimen resources are more likely to pass than those who don't.

”



Tips for success

- ✓ Go over questions again that you found difficult during the revision phase and make sure you attempt at least one mock again in full to time.
- ✓ If you are unsure about the exam format, the style of questions or what specific syllabus areas are likely to be tested in which questions, read the [syllabus and study guide](#) again.
- ✓ If you are not sure about how the marks are allocated review the [specimen exam](#) again.



The exam

Your checklist

- Make sure you are ready to walk into your exam

The Exam – Tips for success



Tips for success

Very few students enjoy taking exams but there are things you can do to make the experience less stressful!

- ✓ Identify where the exam hall is.
- ✓ Plan your route to the exam hall, considering the time of day you will be travelling and any potential issues.
- ✓ Have in place a back-up plan in case of traffic problems or public transport delays.

- ✓ Ensure you have all the equipment you need for the exam (black pens, calculator etc).
- ✓ Don't forget to take your exam docket with you as well as your student identification.
- ✓ Eat properly before you leave for the exam.
- ✓ Sleep properly – do not spend the night before doing last minute late night revision – you will perform so much better if you are alert and well rested (and in any case, last minute revision will only cause you to panic!).

- ✓ Try not to get into discussions with fellow students just before the exam about what might come up – again this will only cause you stress.
- ✓ If you are taking a session based CBE then take a few minutes to watch the [Prepare for your upcoming session CBE video](#) for some last minute tips and information about these exams.

Once the exam is over:

- ✓ Relax.
- ✓ Don't over analyse – you cannot change anything now!

Good
Luck!

Appendix – Links

GETTING
STARTED

LEARNING
PHASE

REVISION
PHASE

FINAL
PREPARATION

THE EXAM

APPENDIX
– LINKS

Appendix – Links

Page No.	Link	URL
04, 15, 19	Approved Content Provider	http://www.accaglobal.com/gb/en/student/your-study-options/alp-content.html
04, 08	Approved Learning Partners	https://learningcommunity.accaglobal.com/#discover/1
04	Enter for your exam	http://www.accaglobal.com/gb/en/student/acca-qual-student-journey/exams/enter-an-exam.html
04	Exam planner tool	http://www.accaglobal.com/gb/en/student/exam-entry-and-administration/enter-an-exam/exam-planner.html
04, 15, 20	ACCA Learning Community	https://learningcommunity.accaglobal.com
04, 20	Study support resource finder	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5.html
04	Student section	http://www.accaglobal.com/gb/en/student.html
04, 15	Student Accountant	http://www.accaglobal.com/gb/en/employer/supporting-trainees/sa-direct.html
04	BPP English Language support for ACCA	http://www.accaglobal.com/gb/en/student/exam-support-resources/bpp-english-language-course.html
04, 10, 23	PM syllabus and study guide	http://www.accaglobal.com/gb/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/syllabus-study-guide.html
05	Session CBEs	http://www.accaglobal.com/gb/en/student/exam-entry-and-administration/computer-based-exams/f5-f9-session-cbes-what-you-need-to-know.html
06	Dedicated page	http://www.accaglobal.com/gb/en/student/exam-entry-and-administration/computer-based-exams/f5-f9-session-cbes-what-you-need-to-know/where-you-can-take-session-cbes-new.html
06	Resources	http://www.accaglobal.com/gb/en/student/exam-entry-and-administration/computer-based-exams/f5-f9-session-cbes-what-you-need-to-know/learning-support-for-f5-f9-session-cbes-new.html
10, 11, 19, 23	Specimen exam	http://www.accaglobal.com/gb/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/cbe-specimen-exams.html
10, 20	Examining team's guidance	http://www.accaglobal.com/gb/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/examiners-reports.html
10, 20	Examiner's reports	http://www.accaglobal.com/gb/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/examiners-reports.html
10	Formulae sheet	http://www.accaglobal.com/gb/en/student/acca-qual-student-journey/qual-resource/acca-qualification/f5/exam-formulae-maths-tables.html
10, 20	Multiple-choice questions	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
10, 20	Top tips for the PM exam	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
10, 20	Approaching constructed response questions	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html

Appendix – Links

Page No.	Link	URL
11	Here	http://www.accaglobal.com/gb/en/student/exam-entry-and-administration/computer-based-exams/f5-f9-session-cbes-what-you-need-to-know/learning-support-for-f5-f9-session-cbes-new.html
11	Guide to CBEs	http://www.accaglobal.com/content/dam/ACCA_Global/Students/exam/Guide%20to%20CBEs_FINAL.PDF
11	Step by Step exercises	http://www.accaglobal.com/uk/en/student/exam-entry-and-administration/computer-based-exams/f5-f9-session-cbes-what-you-need-to-know/learning-support-for-f5-f9-session-cbes-new.html
11, 15, 19	Constructed response workspace	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/cbe-specimen-exams.html#
14, 19	Technical articles	http://www.accaglobal.com/gb/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
15	Insight video	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/session-cbe-introduction.html
15	PER (Practical Experience Requirement) objectives	http://www.accaglobal.com/gb/en/student/practical-experience/performance-objectives.html
16, 17	Activity based costing	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Target costing and lifecycle costing	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Throughput accounting and the theory of constraints – part 1	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Throughput accounting and the theory of constraints – part 2	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Environmental management accounting	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Cost volume profit analysis	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Study support video – Break even and profit volume charts	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Linear programming	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Study support video – Decision making techniques	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Decision trees	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	The risks of uncertainty	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Study support video – Decision trees	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Comparing budgeting techniques	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html

Appendix – Links

Page No.	Link	URL
16, 17	The learning rate and learning effect	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Materials mix and yield variances	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Study support video – Variances	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Interpreting financial data	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Decentralisation and the need for performance measurement	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Tackling performance evaluation questions	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Building blocks of performance measurement	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Transfer pricing 1	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Transfer pricing 2	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Study support video – Transfer pricing	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Not-for-profit organisations – part 1	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
16, 17	Not-for-profit organisations – part 2	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
19	PM extra constructed response questions	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/cbe-specimen-exams.html#
19	Past exams	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/cbe-past-exams.html
19	Mock exams	http://www.accaglobal.com/uk/en/student/exam-entry-and-administration/preparing-for-exams/cbe-mock-exams.html
19	CBE resources	http://www.accaglobal.com/gb/en/student/exam-entry-and-administration/computer-based-exams/f5-f9-session-cbes-what-you-need-to-know/learning-support-for-f5-f9-session-cbes-new.html
20	Question 1 debrief	http://www.accaglobal.com/gb/en/student/acca-qual-student-journey/qual-resource/acca-qualification/f5/technical-articles.html
20	Question 5 debrief	http://www.accaglobal.com/gb/en/student/acca-qual-student-journey/qual-resource/acca-qualification/f5/technical-articles.html
20	Answering narrative questions	http://www.accaglobal.com/gb/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
20	PM revision webinar	http://www.accaglobal.com/gb/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html

Appendix – Links

Page No.	Link	URL
20	CBE question debrief video	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles.html
20	Study skills articles in Student Accountant	http://www.accaglobal.com/gb/en/student/sa/study-skills.html
21	Q32 from March/June 2017	http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/cbe-past-exams.html
21	Answer	http://www.accaglobal.com/content/dam/acca/global/PDF-students/acca/f5/exampapers/MJ17_Hybrid_F5_Ans_Comm.pdf
25	Prepare for your upcoming session CBE video	http://www.accaglobal.com/gb/en/student/exam-entry-and-administration/computer-based-exams/f5-f9-session-cbes-what-you-need-to-know/where-you-can-take-session-cbes-new/session-cbe-exam-centres.html

