

Think Ahead

ACCA

Prepare to pass

A guide to help
you if you are
studying

Advanced
Performance
Management

P5



Prepare to pass

Welcome to your guide helping you to study for your P5 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 paper-based exams for September and December 2015 and March and June 2016.

Sections

Getting started 03

Stages of study

Learning phase 09

Revision phase 15

Final preparation 19

The exam 21

Appendix – Links 23



Getting started

Your checklist

- ☐ Enter for your exam
- ☐ Buy an Approved Content Provider study text and question and answer bank
- ☐ Draw up your study plan
- ☐ Get to know your exam

Getting started – Tips for success



Tips for success

We strongly recommend that you buy a P5 [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.

- ✓ The earlier you [enter for your exam](#) the less it costs!
- ✓ 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.
- ✓ Download the [Student Planner App](#) – a tool that helps you map your journey to ACCA membership while balancing your work and social life.
- ✓ Spend some time familiarising yourself with the free resources available via the [exam 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 P5 specific information as you need it.
- ✓ Consider working through the [professional skills modules](#) either before you start, or alongside your studies. These modules give you insight into professional skills that you can apply in your exam or in the workplace.

Exempt from F5?

- ✓ Make sure you have the assumed knowledge needed from F5 for P5 (see [P5 syllabus and study guide](#)).
- ✓ If you feel your knowledge is lacking, consider buying an [F5 Approved Content Provider](#) study text to refresh your understanding.

When drawing up your study plan (see page 5)

- ✓ 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.

Getting started – Draw up your study plan

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 the next page
- You may need to add or take away weeks depending on your own circumstances
- 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
- Leave a six week period for the revision and final preparation phases

	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

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

- | | |
|---|--|
| <input type="checkbox"/> Review the syllabus & study guide | ➤ This gives you an understanding of the aims and objectives of the exam, learning outcomes and exam structure |
| <input type="checkbox"/> Scan the most recent past exam for P5 | ➤ The most recent past exam provides you with a clear picture of how P5 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 |
| <input type="checkbox"/> Read the examiner's approach article and listen to the examiner's approach interview | ➤ Using these 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 extracts from the examiner's approach article over the page |
| <input type="checkbox"/> 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 P5 |
| <input type="checkbox"/> Read the exam technique articles for P5 | ➤ The seven articles – Passing the professional level papers - professional marks , How to tackle exams - a marker's perspective , Passing the professional level papers , Improving your Paper P5 answers - part 1 , Improving your Paper P5 answers - part 2 , Moving up from Paper F5 to Paper P5 and Reading the question requirements of Paper P5 – will provide you with a head start in terms of knowing what to expect and how to approach exam standard questions |
| <input type="checkbox"/> 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 – What the examiner has said about P5 (extracts from the examiner's approach article)

“ Comments on links to other papers

Performance management systems are the systems in an organisation by which the performance of an organisation is measured, controlled and improved. The thrust of the paper will move towards the strategic level of considering different performance measurement techniques and management systems. **Paper P5 builds on knowledge gained at other levels, for example, Paper P3 and especially from Paper F5.** Paper F5 tests the candidate's ability in application and analysis of core management accounting techniques.

Paper P5 develops key aspects introduced at the Paper F5 level with a greater focus on the synthesis and evaluation of the key topics and techniques. It will also introduce more specialised techniques and current issues in performance management. Therefore, candidates should not expect to be retested in a Paper F5 style on topics but need to be aware that all of Paper F5 knowledge is assumed to be known and will now be used in a more critical capacity.

”

“ Comments on approaching P5

The best approach to the exam can be summarised as:

1. cover the whole syllabus
2. be prepared to apply all of this knowledge to a business scenario
3. read and answer the question asked
4. add value to the organisation that is being advised

”

“ Comments on the overall approach students should take

A candidate would be advised to ask him/herself if the answer they have produced would help the organisation to answer the question requirement.

Remember, try to add value with your answers by way of comments relevant to the issue at hand.

”



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

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

- ✓ Becker Professional Education – page 12
- ✓ BPP Learning Media – page 13
- ✓ Kaplan Publishing – page 14

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 Becker or 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 / video signposted

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.
- ✓ Make sure you use the ACCA resources to help your understanding – these give you real insight to help you in your exam.
- ✓ If you find you are not covering all of the material in each study period, build some extra time into your planner – 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 Becker Professional Education

Chapter	Content	Quiz/Test	Questions	ACCA related resources
✓ tick the boxes below when complete				
Introduction				
1 Strategic performance management				• Defining managers' information requirements
2 Performance management and control				• Beyond budgeting
3 Business structure				
4 Effect of information technology				
5 Other environmental and ethical issues				
6 External influences on organisational performance				• The risks of uncertainty – part 1 • The risks of uncertainty – part 2
7 Performance management information systems				• Management control – a pre-requisite for survival
8 Information recording and reporting				• Reports for performance management
9 Performance hierarchy				
10 Strategic performance measures in private sector				
11 Divisional performance evaluation				• Economic value added versus profit-based measures of performance – part 1 • Economic value added versus profit-based measures of performance – part 2
12 Transfer pricing				• Transfer pricing
13 Not-for-profit organisations				• Not-for-profit organisations – part 1 • Not-for-profit organisations – part 2
14 Non-financial performance indicators and quality				
15 Human aspects of performance management				• Human resource management and the appraisal system • Reward schemes for employees and management
16 Alternative views of performance management				• Activity-based management • The performance prism • The pyramids and pitfalls of performance management • Performance measures to support competitive advantage • Study support video: Performance management
17 Complex business structures and corporate failure				• Business failure • Business strategy and performance models
18 Current developments				• Benchmarking and use of targets in public sector organisations • Environmental management accounting
Further ACCA resources relevant for this exam				• Syllabus update article: ACCA embeds integrated reporting

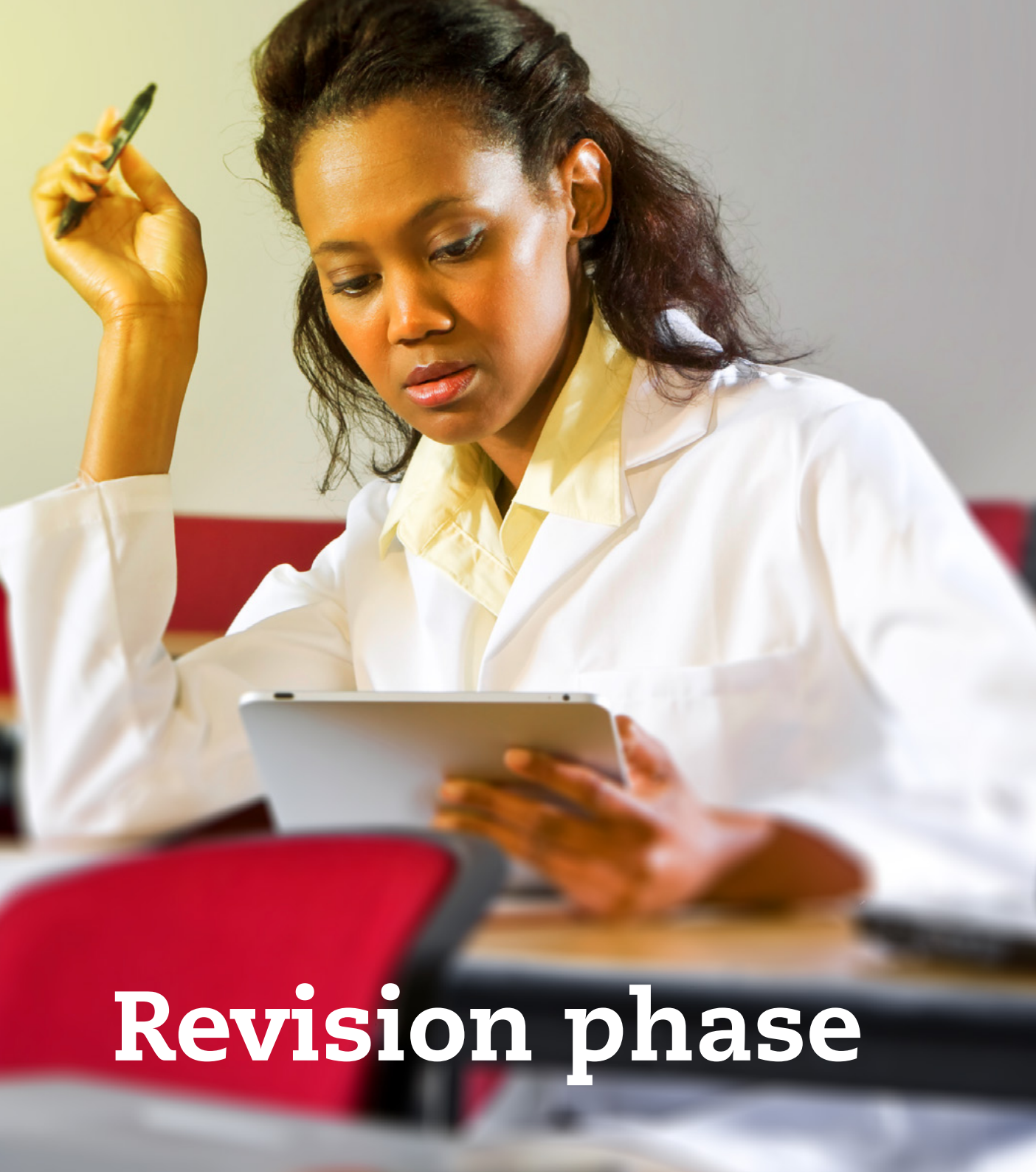
Learning phase – Control sheet for BPP Learning Media

Chapter	Content	Quiz/Test	Questions	ACCA related resources
✓ tick the boxes below when complete				
Introduction				
1 Introduction to strategic management accounting				<ul style="list-style-type: none"> Defining managers' information requirements
2 Performance management and control of the organisation				<ul style="list-style-type: none"> Beyond budgeting
3 Business structure, IT developments and other environmental and ethical issues				
4 Changing business environment and external factors				<ul style="list-style-type: none"> The risks of uncertainty – part 1 The risks of uncertainty – part 2
5 Performance management information systems				<ul style="list-style-type: none"> Management control – a pre-requisite for survival
6 Management information, recording and processing and management reports				<ul style="list-style-type: none"> Reports for performance management
7 Performance hierarchy				
8 Scope of strategic performance measures in the private sector				<ul style="list-style-type: none"> Economic value added versus profit-based measures of performance – part 1 Economic value added versus profit-based measures of performance – part 2
9 Divisional performance and transfer pricing issues				<ul style="list-style-type: none"> Transfer pricing
10a Strategic performance measures in not for profit organisations				<ul style="list-style-type: none"> Not-for-profit organisations – part 1 Not-for-profit organisations – part 2
10b Non-financial performance indicators				
11 The role of quality in management information and performance, measurement systems				
12 Performance measurement: strategy, reward and behaviour				<ul style="list-style-type: none"> Human resource management and the appraisal system Reward schemes for employees and management
13 Alternative views of performance measurement and management				<ul style="list-style-type: none"> Activity-based management The performance prism The pyramids and pitfalls of performance management Performance measures to support competitive advantage Study support video: Performance management
14 Strategic performance issues in complex business structures				<ul style="list-style-type: none"> Business strategy and performance models
15 Predicting and preventing corporate failure				<ul style="list-style-type: none"> Business failure
16 Current developments, issues and trends				<ul style="list-style-type: none"> Benchmarking and use of targets in public sector organisations Environmental management accounting
Further ACCA resources relevant for this exam				<ul style="list-style-type: none"> Syllabus update article: ACCA embeds integrated reporting

- 13 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 Introduction to strategic management accounting				<ul style="list-style-type: none"> Defining managers' information requirements
2 Environmental influences				<ul style="list-style-type: none"> The risks of uncertainty – part 1 The risks of uncertainty – part 2
3 Approaches to budgets				<ul style="list-style-type: none"> Activity-based management Beyond budgeting
4 Business structure and performance management				<ul style="list-style-type: none"> Management control – a pre-requisite for survival
5 The impact of information technology				
6 Performance reports for management				<ul style="list-style-type: none"> Reports for performance management
7 Human resource aspects of performance management				<ul style="list-style-type: none"> Human resource management and the appraisal system Reward schemes for employees and management
8 Financial performance measures in the private sector				
9 Divisional performance appraisal and transfer pricing				<ul style="list-style-type: none"> Economic value added versus profit-based measures of performance – part 1 Economic value added versus profit-based measures of performance – part 2 Transfer pricing Business strategy and performance models
10 Performance management in not-for-profit organisations				<ul style="list-style-type: none"> Benchmarking and use of targets in public sector organisations Not-for-profit organisations – part 1 Not-for-profit organisations – part 2
11 Non-financial performance indicators				<ul style="list-style-type: none"> The performance prism The pyramids and pitfalls of performance management Performance measures to support competitive advantage Study support video: Performance management
12 Corporate failure				<ul style="list-style-type: none"> Business failure
13 The role of quality in performance management				
14 Environmental management accounting				<ul style="list-style-type: none"> Environmental management accounting
Further ACCA resources relevant for this exam				<ul style="list-style-type: none"> Syllabus update article: ACCA embeds integrated reporting



Revision phase

Your checklist

- ☐ 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
- Work through the most recent [past exam for P5](#) – 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



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.

Revision phase – Key resources

- Review the [examiner's approach article](#) and [examiner's interview](#) 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 video referred to in your control sheet again – this time focusing on the exam technique aspects
- View the study support video: [Paper P5 effective study and exam technique](#) to better prepare you for questions in the real exam
- Read the exam technique articles – [Passing the professional level papers - professional marks](#), [How to tackle exams - a marker's perspective](#), [Passing the professional level papers](#), [Improving your Paper P5 answers - part 1](#), [Improving your Paper P5 answers - part 2](#), [Moving up from Paper F5 to Paper P5](#) and [Reading the question requirements of Paper P5](#) 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 Student Accountant Hub for any new technical articles related to P5



Tips for success

- ✓ Don't give up easily – if you really cannot understand something then consider posing a question on the ACCA Learning Community – if you found it difficult so will have others.
- ✓ Don't forget there are [professional skills modules](#) which you might find useful in giving you some practical guidance when answering questions.

Revision phase – What the examiner has said about P5 (extracts from the December 2014 examiner's report)

“ Comments on basic knowledge issues

Basic knowledge issues at this diet arose in two ways:

1. it was clear that a number of candidates confused terms used in P5 (performance prism confused with the performance pyramid, lifecycle costing confused with product lifecycle, cashflow confused with profit) and;
2. as in previous diets, **basic management accounting calculations were not well understood or performed** e.g. an inability to calculate the return on capital employed and simple calculations being done incorrectly through an inability to round answers.

”

“ Comments on question 1

Part (ii) of the question, worth 14 marks, required the candidates to select and justify an appropriate management approach to each of four stakeholders and, using this analysis, evaluate five given performance measures.

Those candidates that answered the question generally scored well on this part. Many candidates chose to rework the analysis of interest and power stating whether or not they agreed with it, **which wasted time when the focus of the answer needed to be on suitable management approaches.**

”

“ Comments on question 2

Part (a) was worth 6 marks and involved explaining the usefulness of non-financial indicators at BLA. This part was often fairly done. There was, however, **notable failure to grasp that cost measures, for example from budgets, are financial NOT non-financial indicators.**

Part (b) for 12 marks required the candidates to measure the value for money given by BLA's waste service. This part was also fairly done but not many candidates scored a mark of 9 or above. A major aim of P5 is to give the candidates the ability to structure their work through the models – not just be able to state the models. A number of candidates did not know how to apply the definitions of economy, effectiveness, efficiency and so their indicators (though useful to BLA in general) were rather haphazard. The most common problem was in finding suitable indicators for efficiency with average pay per employee or complaint numbers often being wrongly suggested.

Part (c) for 7 marks required a discussion of the problems of measuring qualitative performance factors and suggested solutions relevant to BLA. This part of the question generated the weakest answers, which was disappointing given the emphasis on measurement of performance in P5.

”



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 P5

Section A of both the P4 and P5 Options papers contain one 50 mark compulsory question, and Section B will offer a choice of two from three questions each worth 25 marks each.

”

An extract from the P5 June 2015 exam marking guide

Question 3

- (a) 1 mark per point
To score 5, must discuss all three financial metrics
Maximum 5 marks
- (b) For each success factor, 1 mark for justification and 1 mark for calculation of suitable metric
Up to 4 marks for problems identified
Maximum 11 marks
- (c) Up to 5 marks on senior management rewards
Up to 5 marks on operational management
Maximum 9 marks

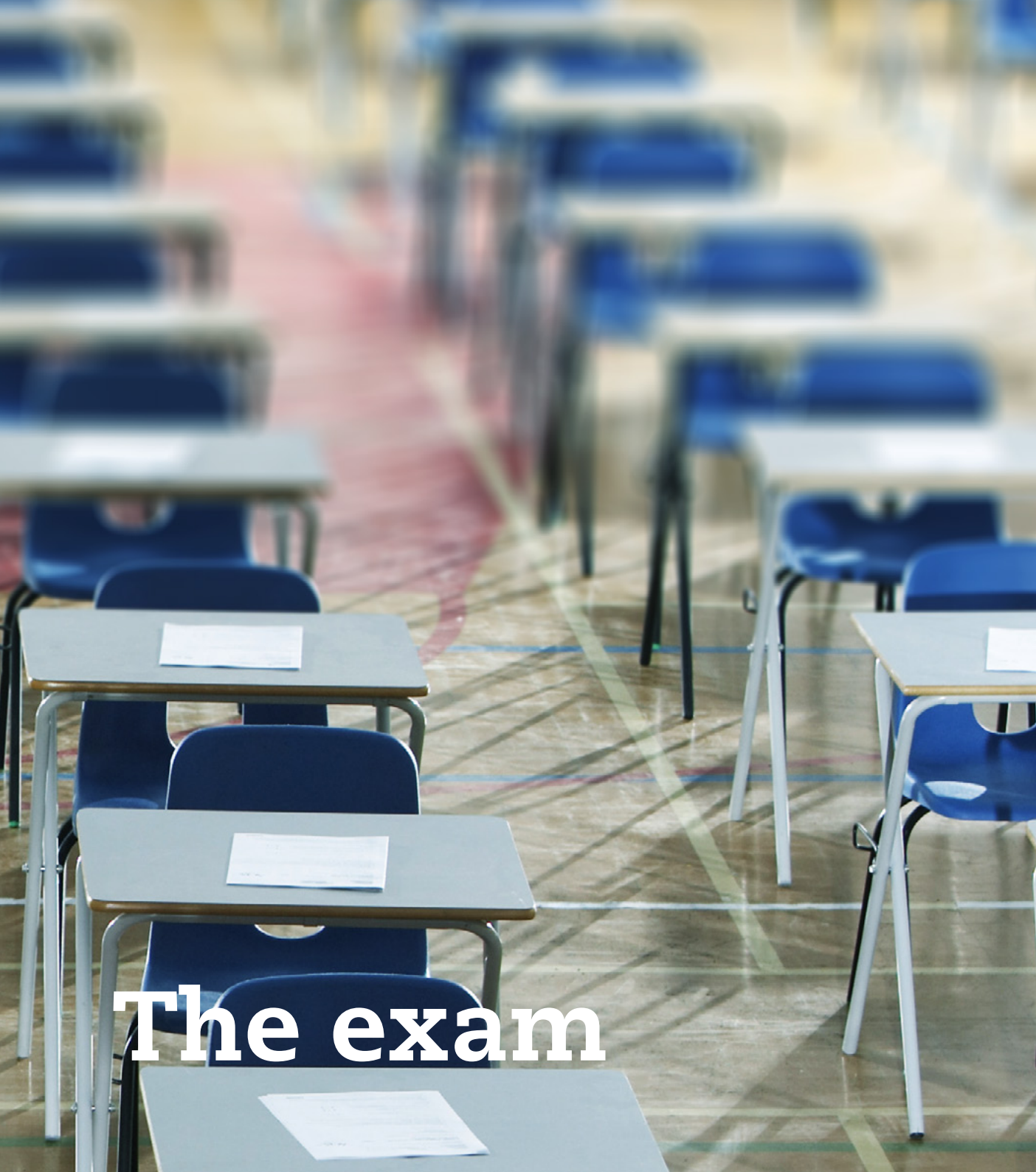
Total 25 marks

”



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 most recent [past exam for P5](#) 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.

Once the exam is over:

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

Good
Luck!

Appendix – Links

Appendix – Links

Page No.	Link	URL
04	Enter for your exam	http://www.accaglobal.com/gb/en/student/acca-qual-student-journey/exams/enter-an-exam.html
04, 11, 16	Approved Content Provider	http://www.accaglobal.com/gb/en/student/your-study-options/alp-content.html
04	ACCA Learning Community	https://www.accalearningcommunity.com/
04	Student Planner App	http://www.accaglobal.com/gb/en/student/apps.html
04	Exam resource finder	http://www.accaglobal.com/gb/en/student/exam-support-resources.html
04	Student section	http://www.accaglobal.com/gb/en/student.html
04, 07, 20	Syllabus and study guide	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/syllabus-study-guide.html
04, 17	Professional skills modules	http://studentvirtualearn.accaglobal.com/index.php
07	Exam formulae and maths tables	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/exam-formulae-maths-tables.html
07, 16, 20	Past exam for P5	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/past-exam-papers.html
07, 17	Examiner's approach article	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/examiner-approach-to-paper-p5.html
07, 17	Examiner's approach interview	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/examiners-reports.html
07, 17	Examiner's reports	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/examiners-reports.html
07, 17	Exam technique article Passing the professional level papers – professional marks	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles.html
07, 17	Exam technique article: How to tackle exams – a marker's perspective	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles.html
07, 17	Exam technique article: Passing the professional level papers	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p1/technical-articles/passing-the-professional-level-papers.html
07, 17	Improving your paper P5 exam answers – part 1	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/improving-answers1.html
07, 17	Improving your Paper P5 exam answers – part 2	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/improving-answers2.html
07, 17	Moving up from paper F5 to paper P5	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/moving-up-from-paper-f5-to-paper-p5.html
07, 17	Reading the question requirements of Paper P5	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/reading-the-question-requirements-of-paper-p5.html

Appendix – Links

Page No.	Link	URL
11	PER (Practical Experience Requirement) objectives	http://www.accaglobal.com/gb/en/student/practical-experience/performance-objectives.html
12, 13, 14	Reports for performance management	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/reports.html
12, 13, 14	Activity-based management	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/activity-based-management.html
12, 13, 14	Human resource management and the appraisal system	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/human-resource-management-and-the-appraisal-system.html
12, 13, 14	Reward schemes for employees and management	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/reward-schemes-for-employees-and-management.html
12, 13, 14	Benchmarking and use of targets in public sector organisations	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/benchmarking-targets-publicsector.html
12, 13, 14	The performance prism	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/performance-prism.html
12, 13, 14	Economic value added versus profit-based measures of performance – part 1	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles.html
12, 13, 14	Economic value added versus profit-based measures of performance – part 2	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles.html
12, 13, 14	The risks of uncertainty – part 1	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/the-risks-of-uncertainty.html
12, 13, 14	The risks of uncertainty – part 2	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/risks-of-uncertainty---part-2.html
12, 13, 14	Transfer pricing	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/transfer-pricing.html
12, 13, 14	Not-for-profit organisations – part 1	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/nfp-organisations1.html
12, 13, 14	Not-for-profit organisations – part 2 charities	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/nfp-organisations2-charities.html
12, 13, 14	Business failure	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/business-failure.html
12, 13, 14	Defining managers' information requirements	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/defining-managers-information-requirements.html
12, 13, 14	Business strategy and performance models	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/business-strategy-performance-models.html
12, 13, 14	The pyramids and pitfalls of performance management	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/the-pyramids.html
12, 13, 14	Performance measures to support competitive advantage	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/performance-measures.html
12, 13, 14	Beyond budgeting	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/beyond-budgeting.html

Appendix – Links

Page No.	Link	URL
12, 13, 14	Management control – a pre-requisite for survival	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/management-control.html
12, 13, 14	Environmental management accounting	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles/environmental-management.html
12, 13, 14	Study support video: Performance management	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles.html
12, 13, 14	Syllabus update article: ACCA embeds integrated reporting	http://www.accaglobal.com/gb/en/student/sa/features/acca-embeds-integrated-reporting.htm
17	Study support video: Paper P5 effective study and exam technique	http://www.accaglobal.com/gb/en/student/exam-support-resources/professional-exams-study-resources/p5/technical-articles.html
17	Study skills articles in Student Accountant	http://www.accaglobal.com/gb/en/student/sa.html