



ACCA

**Advanced Performance
Management (APM)**

Pocket Notes

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Contents

Chapter 1:	Introduction to strategic management accounting	1
Chapter 2:	Environmental, social and governance factors	21
Chapter 3:	Budgeting and control	39
Chapter 4:	Business structure and performance management	55
Chapter 5:	Information systems and developments in technology	71
Chapter 6:	Performance reports for management	91
Chapter 7:	Human resource aspects of performance management	99
Chapter 8:	Financial performance measures in the private sector	111
Chapter 9:	Divisional performance appraisal and transfer pricing	123
Chapter 10:	Performance management in not-for-profit organisations.....	139
Chapter 11:	Non-financial performance indicators.....	149
Chapter 12:	The role of quality in performance measurement	161
Index	1.1

Introduction to the syllabus

The aim of this paper is to apply relevant knowledge and skills and to exercise professional judgement in selecting and applying strategic management accounting techniques in different business contexts, to contribute to the planning, control and evaluation of the performance of an organisation and its strategic and operational development.

Strong underpinning knowledge is required from Performance Measurement (PM). APM is a step up from PM and focuses on interpretation and application of the topics.

APM builds on knowledge gained in Performance Management (PM). It develops key aspects introduced at the PM level with a greater focus on linking the syllabus topics together and evaluation of the key topics and techniques.

APM also includes knowledge contained in the Strategic Business Leader (SBL) exam but it is not a problem if you are yet to study for this exam. It is important to draw a distinction between the two exams. You need to approach the common topics from an APM perspective, i.e. how do they influence performance management and measurement.

Assumed knowledge from PM	Common topics from SBL
<ul style="list-style-type: none"> • Risk • Environmental management accounting (EMA) • Alternative budgeting methods • Absorption costing and activity-based costing (ABC) 	<ul style="list-style-type: none"> • Strategy • CSFs and KPIs • Benchmarking • SWOT analysis

- | | |
|--|---|
| <ul style="list-style-type: none">• Beyond budgeting• Standard costing and variances• Forecasting• Information and data• Big data• Data analysis• Management information systems (MIS)• Hopwood's management styles• Financial performance measures• Divisional performance measures• Transfer pricing• Not-for-profit organisations• Non-financial performance indicators• Balanced scorecard• Building Block model | <ul style="list-style-type: none">• BCG matrix• Porter's generic strategies• PESTEL analysis• 5 forces analysis• Risk• Stakeholders• Sustainability• Integrated reporting• Organisational structure• The value chain• Big data• Investment appraisal |
|--|---|

Main capabilities

On successful completion of this exam, candidates should be able to:

- A Use **strategic planning and control models** to plan and monitor organisational performance
- B Identify and evaluate the design features of effective **performance management information and monitoring systems and** recognise the impact of **developments in technology** on performance measurement and management systems
- C Apply appropriate **strategic performance measurement** techniques in evaluating and improving organisational performance
- D Advise clients and senior management on strategic business **performance evaluation**
- E Apply a range of **professional skills** in addressing requirements within the Advanced Performance Management exam, and in preparation for, or to support, current work experience
- F **Employability and technology skills**