

ACCA



PAPER F5

业绩管理

PERFORMANCE MANAGEMENT

BPP Learning Media 著

FOR EXAMS IN 2010

P
R
A
C
T
I
C
E
练
&
R
习
E
V
I
S
I
O
N
册
K
I
T



华中科技大学出版社

<http://www.hustp.com>

ACCA

PAPER F5

业绩管理

PERFORMANCE MANAGEMENT

BPP Learning Media 著

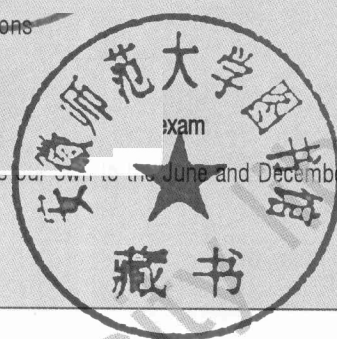
P
R
A
C
T
I
C
E
&
R
E
V
I
S
I
O
N
K
I
T

练
习
册

In this January 2010 new edition

- We discuss the **best strategies** for revising and taking your ACCA exams
- We show you how to be **well prepared** for your exam
- We give you **lots of great guidance** on tackling questions
- We show you how you can **build**
- We provide you with **three mock**
- We provide the **ACCA examiner's answers** as well as our own to the June and December 2009 exams as an additional revision aid

Our i-Pass product also supports this paper.



FOR EXAMS IN 2010



华中科技大学出版社

<http://www.hustp.com>

中国·武汉

图书在版编目 (CIP) 数据

ACCA 考试用书. F5 业绩管理 练习册 F5 Performance Management Practice & Revision
Kit: 英文 / BPP Learning Media 著. —武汉: 华中科技大学出版社, 2010.1

ISBN 978-7-5609-6022-7

I. A… II. B… III. 企业管理—会计师—资格考核—习题—英文 IV. F23

中国版本图书馆 CIP 数据核字 (2010) 第 022873 号

版权由 BPP Learning Media 所有。未经 BPP Learning Media 的书面许可, 不得以任何形式或任何途径, 电子的或机械的, 包括影印、录制或通过任何信息存储检索系统重编或传播本书的任何部分。

本版本由 BPP Learning Media 授权华中科技大学出版社出版。

本版本仅限于中华人民共和国境内 (不包括中国香港特别行政区、澳门特别行政区和台湾地区) 发行使用。

All rights reserved by BPP Learning Media. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage retrieval system, without permission from BPP Learning Media.

BPP Learning Media authorize Hua Zhong University of Science and Technology Press to publish this edition in China.

This edition is only for use and distribution in People's Republic of China excluding Hong Kong SARs, Macao SARs and Taiwan.

本书封面和内页均附有 BPP Learning Media 特有水印图案, 无此水印图案的图书不得销售。版权所有, 侵权必究。侵权举报电话: 021-58366718

F5 业绩管理 练习册

BPP Learning Media 著

F5 Performance Management Practice & Revision Kit

策划编辑: 周小方
责任编辑: 周小方
责任印制: 周治超
出版发行: 华中科技大学出版社 (中国·武汉)
地 址: 武汉洪山路珞瑜区 1037 号
邮政编码: 430074
电 话: 027-87557437
网 址: <http://www.hustp.com>
印 刷: 江苏省句容市排印厂
开 本: 880mm×1230mm 1/16
印 张: 20
字 数: 396 千字
版 次: 2010 年 1 月第 1 版
印 次: 2010 年 1 月第 1 次印刷
ISBN : 978-7-5609-6022-7 / F · 581
定 价: 130.00 元

(本书若有印刷质量问题, 请向出版社发行部调换)

关于 BPP Learning Media

BPP Learning Media 作为一家职业考试资料的出版商，在市场上一直独占鳌头。从 1977 年开始，我们就出版了很多高质量关于会计、营销和金融服务资格方面的产品。BPP 是全球 150 多个国家的学生、培训提供商、公司和专业机构的最佳选择。

BPP Learning Media 是 ACCA 的官方出版社。这项与 ACCA 的伙伴关系确保了，在出卷考官的审订下，我们的教材正确的程度上涵盖了考纲并且符合了考试的要求。这项合作也允许我们在练习册内发布新近的考卷内容，包括考官的答案与评分。您可以信赖 BPP Learning Media 的产品，它们包含最新信息且关注重点，传递给您来自 BPP 作者和讲师们的专业知识和丰富经验。

除了 ACCA 系列外，BPP Learning Media 的课本和资料还涉及课程：

- 清算会计
- 商业税收和税收管理
- 金融营销和市场调查
- 银行业 IT
- 金融英语

F5（练习册）简介

F5 练习册包含测验试卷和额外习题，帮助你练习管理会计知识的实际应用。如同正式考试一样，习题都是基于真实的情景。参考答案均配有很好的试题，知道你如何答题。还有大量考试指南，帮你应付这门全新的考试，使你成功通过考试的机会最大化。

BPP 授权华中科技大学出版社在中国发行的 ACCA 练习册:

基础阶段课程

Knowledge Module

知识课程

- F1 Accountant in Business
- F1 会计师与企业
- F2 Management Accounting
- F2 管理会计
- F3 Financial Accounting (INT)
- F3 财务会计 (国际版)

Skills Module

技能课程

- F4 Corporate and Business Law (UK)
- F4 公司法与商法 (英国)
- F5 Performance Management
- F5 业绩管理
- F6 Taxation (UK)
- F6 税务 (英国)
- F7 Financial Reporting (INT)
- F7 财务报告 (国际版)
- F8 Audit and Assurance (INT)
- F8 审计与认证业务 (国际版)
- F9 Financial Management
- F9 财务管理

专业阶段课程

Essentials Module

核心课程

- P1 Professional Accountant
- P1 专业会计师
- P2 Corporate Reporting (INT)
- P2 公司报告 (国际版)
- P3 Business Analysis
- P3 商务分析

Options Module

选修课程

- P4 Advanced Financial Management
- P4 高级财务管理
- P5 Advanced Performance Management
- P5 高级业绩管理
- P6 Advanced Taxation (UK)
- P6 高级税务 (英国)
- P7 Advanced Audit and Assurance (INT)
- P7 高级审计与认证业务 (国际版)

问题索引

本清单/索引里的标题指示了问题包含的主要课题。但是问题通常涵盖了几个不同的课题。

本练习册涵盖了基于旧大纲*财务管理和控制*以及*绩效管理*设定的问题,因为它们的内容与F5考试中出现的问题相近。这些问题已被修正过,以反映当前的考试形式。

		分值	时间分配 (分钟)	页码	
				问题	答案
A部分：专家成本和管理会计技术					
1	准备问题：Cassiop	n/a	n/a	3	59
2	Linacre Co (FMC, 12/05,修正)	20	36	4	62
3	Z Co	20	36	4	64
4	Triple (样卷,修正)	20	36	5	65
5	Jola 出版公司 (6/08,修正)	20	36	6	67
6	GEEWHIZ	20	36	7	69
7	Edward Limited (12/07,修正)	20	36	8	72
8	Cambs Co.	20	36	9	73
9	Sapu	20	36	10	76
10	产量会计	20	36	11	78
11	A Co.	20	36	12	79
12	Yam Co. (6/09)	20	36	12	81
B部分：决策技术					
13	准备问题：线性规划	n/a	n/a	14	84
14	LD Co.	20	36	14	86
15	Higgins Co. (6/08,修正)	20	36	15	88
16	RB Co.	20	36	15	92
17	新产品	20	36	16	95
18	Ennerdale	20	36	17	97
19	John Robertson	20	36	18	99
20	Pixie Pharmaceuticals	20	36	19	100
21	Sniff Limited (12/07,修正)	20	36	19	101
22	Bits and Pieces (6/09)	20	36	20	104
23	BDU Co.	20	36	21	106
24	Envico (PM,12/05,修正)	20	36	22	108
25	Rotanola	20	36	23	110
26	SH (12/08, 修正)	20	36	23	112

分值	时间分配 (分钟)	页码	
		问题	答案

C部分：预算

27 准备问题：预算	n/a	n/a	25	114
28 准备问题：开心宾馆	n/a	36	25	116
29 Brunti	20	36	25	118
30 定量分析	20	36	26	120
31 Cushair设计	20	36	27	121
32 Wargrin (12/08,修正)	20	36	27	124
33 Northland (6/09)	20	36	28	126
34 Velo Racers (PM,6/03,修正)	20	36	29	128
35 Q 组织	20	36	30	130
36 BFG (样卷,修正)	20	36	31	133
37 HC (12/08,修正)	20	36	31	135

D部分：标准成本法和差异分析

38 Mermus (FMC,12/04,修正)	20	36	33	137
39 Ash (FMC,6/06,修正)	20	36	33	138
40 RYX产品	20	36	34	142
41 Woodeezer (FMC,12/02,修正)	20	36	34	143
42 Carat (FMC,12/03,修正)	20	36	35	144
43 Chaff Co. (6/08,修正)	20	36	36	148
44 AHW Co.	20	36	37	151
45 Linsil (FMC, 6/04,修正)	20	36	38	153
46 Simply Soup (样卷,修正)	20	36	39	154
47 Spike Limited (12/07,修正)	20	36	40	157
48 Crumbly Cakes (6/09)	20	36	41	159

E部分：绩效评估和控制

49 Heighway	20	36	43	162
50 准备问题：企业会计	n/a	n/a	44	163
51 投资集团	20	36	44	165
52 Boats和cladding	20	36	45	167
53 Pasta 分部	20	36	46	168
54 准备问题：转移定价	n/a	n/a	47	169
55 FP影印机和SW Ltd	20	36	47	172
56 All Premier服务 (FMC,12/01 修正)	20	36	48	174
57 Woodside (FMC,6/07,修正)	20	36	49	177
58 Trenset Co.	20	36	50	179
59 Preston金融服务 (样卷,修正)	20	36	50	181
60 Ties Only Limited (12/07,修正)	20	36	51	183

	分值	时间分配 (分钟)	页码	
			问题	答案
61 Bridgewater Co. (6/08,修正)	20	36	52	186
62 PC (12/08,修正)	20	36	54	188
63 Oliver's Salon (6/09)	20	36	54	190

模拟卷 1

问题 64 至 68

模拟卷 2

问题 69 至 73

模拟卷 3 (2009 年 12 月)

问题 74 至 78

Question index

The headings in this checklist/index indicate the main topics of questions, but questions often cover several different topics.

Questions set under the old syllabus *Financial Management and Control* and *Performance Management* papers are included because their style and content are similar to those which appear in the F5 exam. The questions have been amended to reflect the current exam format.

Marks	Time allocation Mins	Page number	
		Question	Answer

Part A: Specialist cost and management accounting techniques

1 Preparation question: Cassiop	n/a	n/a	3	59
2 Linacre Co (FMC, 12/05, amended)	20	36	4	62
3 Z Co	20	36	4	64
4 Triple (Pilot paper, amended)	20	36	5	65
5 Jola Publishing Co (6/08, amended)	20	36	6	67
6 GEEWHIZ	20	36	7	69
7 Edward Limited (12/07, amended)	20	36	8	72
8 Cambs Co	20	36	9	73
9 Sapu	20	36	10	76
10 Throughput accounting	20	36	11	78
11 A Co	20	36	12	79
12 Yam Co (6/09)	20	36	12	81

Part B: Decision-making techniques

13 Preparation question: Linear programming	n/a	n/a	14	84
14 LD Co	20	36	14	86
15 Higgins Co (6/08, amended)	20	36	15	88
16 RB Co	20	36	15	92
17 New product	20	36	16	95
18 Ennerdale	20	36	17	97
19 John Robertson	20	36	18	99
20 Pixie Pharmaceuticals	20	36	19	100
21 Sniff Limited (12/07, amended)	20	36	19	101
22 Bits and Pieces (6/09)	20	36	20	104
23 BDU Co	20	36	21	106
24 Envico (PM, 12/05, amended)	20	36	22	108
25 Rotanola	20	36	23	110
26 SH (12/08, amended)	20	36	23	112

Marks	Time allocation Mins	Page number	
		Question	Answer

Part C: Budgeting

27 Preparation question: Budgeting	n/a	n/a	25	114
28 Preparation question: Happy Hotels	n/a	n/a	25	116
29 Brunti	20	36	25	118
30 Quantitative analysis	20	36	26	120
31 Cushair Designs	20	36	27	121
32 Wargrin (12/08), amended)	20	36	27	124
33 Northland (6/09)	20	36	28	126
34 Velo Racers (PM, 6/03, amended)	20	36	29	128
35 Q Organisation	20	36	30	130
36 BFG (Pilot paper, amended)	20	36	31	133
37 HC (12/08, amended)	20	36	31	135

Part D: Standard costing and variances analysis

38 Mermus (FMC, 12/04, amended)	20	36	33	137
39 Ash (FMC, 6/06, amended)	20	36	33	138
40 Product RYX	20	36	34	142
41 Woodeezer (FMC, 12/02, amended)	20	36	34	143
42 Carat (FMC 12/03, amended)	20	36	35	144
43 Chaff Co (6/08, amended)	20	36	36	148
44 AHW Co	20	36	37	151
45 Linsil (FMC, 6/04, amended)	20	36	38	153
46 Simply Soup (Pilot paper, amended)	20	36	39	154
47 Spike Limited (12/07, amended)	20	36	40	157
48 Crumbly Cakes (6/09)	20	36	41	159

Part E: Performance measurement and control

49 Heighway	20	36	43	162
50 Preparation question: Accounting for business	n/a	n/a	44	163
51 Investment group	20	36	44	165
52 Boats and cladding	20	36	45	167
53 Pasta division	20	36	46	168
54 Preparation question: Transfer pricing	n/a	n/a	47	169
55 FP Photocopiers and SW Ltd	20	36	47	172
56 All Premier Services (FMC, 12/01 amended)	20	36	48	174
57 Woodside (FMC, 6/07, amended)	20	36	49	177
58 Trenset Co	20	36	50	179
59 Preston Financial Services (Pilot paper, amended)	20	36	50	181
60 Ties Only Limited (12/07, amended)	20	36	51	183

	Marks	Time allocation Mins	Page number	
			Question	Answer
61 Bridgewater Co (6/08, amended)	20	36	52	186
62 PC (12/08, amended)	20	36	54	188
63 Oliver's Salon (6/09)	20	36	54	190

Mock exam 1

Questions 64 to 68

Mock exam 2

Questions 69 to 73

Mock exam 3 (December 2009)

Question 74 to 78

Planning your question practice

Our guidance from page xxvii shows you how to organise your question practice, either by attempting questions from each syllabus area or **by building your own exams** – tackling questions as a series of practice exams.

ACCA examiner's answers

The ACCA examiner's answers to questions marked '**Pilot paper**' or '**12/07**' can be found on the BPP website at the following link:

www.bpp.com/acca/examiner-solutions

Additional question guidance

Additional guidance to certain questions can be found on the BPP website at the following link:

www.bpp.com/acca/extra-question-guidance

Using your BPP Learning Media products

This Kit gives you the question practice and guidance you need in the exam. Our other products can also help you pass:

- **Learning to Learn Accountancy** gives further valuable advice on revision
- **Passcards** provide you with clear topic summaries and exam tips
- **Success CDs** help you revise on the move
- **i-Pass CDs** offer tests of knowledge against the clock

You can purchase these products by visiting www.bpp.com/mybpp

You can view demonstrations of i-Learn and i-Pass products by visiting www.bpp.com/acca/study-materials/#ilearn. Scroll down the page until you find the sections for i-Learn and i-Pass and click on the appropriate 'View demo' button.

Topic index

Listed below are the key Paper F5 syllabus topics and the numbers of the questions in this Kit covering those topics.

If you need to concentrate your practice and revision on certain topics or if you want to attempt all available questions that refer to a particular subject, you will find this index useful.

Syllabus topic	Question numbers
Absorption costing	1, 2, 3, 4, 9
Activity based costing	2, 3, 4, 5, 9, 29, 58
Back-flush accounting	11
Balanced Scorecard	50
Behavioural aspects of standard costing	41, 42, 44, 45, 58
Budgetary systems and types	28, 29, 32, 38
Budgeting objectives	27
Cost function	16, 25
Decision rules	23, 24, 25, 26
Demand	16, 25
Expected values	23, 24, 25, 33
Financial performance indicators	49, 50, 51, 52, 53, 56, 59, 60, 61, 62, 63
Fitzgerald & Moon Building Block model	51, 63
Flexible budgets	38, 44
Forecasting	7, 30, 31, 61
Further processing decision	18, 22
Idle time variances	42, 58
Incremental costs and revenues	22
Learning curve	34, 35, 36, 37, 58
Life-cycle costing	6, 9, 32
Linear programming	13, 14, 15
Make-or-buy decisions	20
Marginal costing	1, 10, 41, 43
Market research	6, 16, 25
Material mix and yield variances	42, 45, 46, 48
Non-financial performance indicators	49, 50, 54, 58, 60, 62, 63
Not-for-profit organisations	56, 57, 58
Operating statements	39, 41, 57
Outsourcing	20, 21
Planning and operating variances	45, 47
Pricing decisions	3, 4, 16, 17, 19, 22, 37
Process costing	18
Quantitative analysis in budgeting	30, 31, 33, 34, 35, 36, 38
Relevant costs	18, 19
Research techniques	24, 26
Residual income	51, 52, 53
Return on investment	50, 51, 53, 62
Revised budgets	47

Syllabus topic	Question numbers
Risk and uncertainty in decision making	23, 24, 25, 26
Sensitivity analysis	23, 25
Short-termism	49, 61
Spreadsheets	31
Standard costs	41, 42, 45
Target costing	6, 7, 9
Throughput accounting	9, 10, 11, 12
Transfer pricing	51, 52, 55
Variance analysis	38, 39, 40, 41, 42, 43, 44, 45, 46, 48

Using your BPP Learning Media Practice and Revision Kit

Tackling revision and the exam

You can significantly improve your chances of passing by tackling revision and the exam in the right ways. Our advice is based on feedback from ACCA examiners.

- We look at the dos and don'ts of revising for, and taking, ACCA exams
- We focus on Paper F5; we discuss revising the syllabus, what to do (and what not to do) in the exam, how to approach different types of question and ways of obtaining easy marks

Selecting questions

We provide signposts to help you plan your revision.

- A full **question index**
- A **topic index** listing all the questions that cover key topics, so that you can locate the questions that provide practice on these topics, and see the different ways in which they might be examined
- **BPP's question plan** highlighting the most important questions and explaining why you should attempt them
- **Build your own exams**, showing how you can practise questions in a series of exams

Making the most of question practice

At BPP Learning Media we realise that you need more than just questions and model answers to get the most from your question practice.

- Our **Top tips** provide essential advice on tackling questions, presenting answers and the key points that answers need to include
- We show you how you can pick up **Easy marks** on questions, as we know that picking up all readily available marks often can make the difference between passing and failing
- We summarise **Examiner's comments** to show you where students struggled or performed well in the exam
- We include **marking guides** to show you what the examiner rewards
- We refer to the **2009 BPP Study Text** (for exams in December 2009 and June 2010) for detailed coverage of the topics covered in each question
- In a bank at the end of this Kit we include the **examiner's answers** to the June and December 2009 papers. Used in conjunction with our answers they provide an indication of all possible points that could be made, issues that could be covered and approaches to adopt.

Attempting mock exams

There are three mock exams that provide practice at coping with the pressures of the exam day. We strongly recommend that you attempt them under exam conditions. **Mock exams 1 and 2** reflect the question styles and syllabus coverage of the exam; **Mock exam 3** is the December 2009 paper.

Revising F5

General exam support from BPP Learning Media

BPP Learning Media is committed to giving you the best possible support in your quest for exam success. With this in mind, we have produced **guidance** on how to revise and techniques you can apply to **improve your chances of passing** the exam. This guidance can be found on the BPP Learning Media web site at the following link:

www.bpp.com/acca/examtips/revising-for-ACCA-exams.doc

A paper copy of this guidance is available by emailing learningmedia@bpp.com.

Topics to revise

All questions are compulsory so you must revise the **whole** syllabus. Selective revision **will limit** the number of questions you can answer and hence reduce your chances of passing. It is better to go into the exam knowing a reasonable amount about most of the syllabus rather than concentrating on a few topics to the exclusion of the rest.

The exam has been changed from June 2009 so that there **will be five** compulsory questions covering as much of the syllabus as possible.

Question practice

Practising as many exam-style questions as possible will be the key to passing this exam. You must do questions under **timed conditions** and ensure you write full answers to the discussion parts as well as doing the calculations.

Avoid looking at the answer until you have finished a question. Your biggest problem with F5 questions may be knowing how to start and this needs practice.

Also ensure that you attempt all three mock exams under exam conditions.

Passing the F5 exam

Displaying the right qualities

- You are expected to have a core of management accounting knowledge from your previous studies eg papers 1.2 (old syllabus) or F2 (new syllabus)
- You will be required to carry out calculations, with clear workings and a logical structure
- You will be required to interpret data
- You will be required to explain management accounting techniques and discuss whether they are appropriate for a particular organisation
- You must be able to apply your skills in a practical context
- You must understand what numbers tell you about the performance of a business

Avoiding weaknesses

- There is no choice in this paper, all questions have to be answered. You must therefore study the entire syllabus, there are no short-cuts
- Questions will be based on simple scenarios and answers must be focused and specific to the organisation
- Answer plans will help you to focus on the requirements of the question and enable you to manage your time effectively
- Answer all parts of the question. Even if you cannot do all of the calculation elements, you will still be able to gain marks in the discussion parts
- Make sure your answers focus on practical applications of management accounting, common sense is essential!

Using the reading time

- Speed read through the question paper, jotting down any ideas that come to you about any of the questions
- Decide the order in which you are likely to tackle questions (probably easiest questions first, most difficult questions last)
- Spend the remainder of the reading time reading the questions in detail analysing scenarios, jotting down plans (any plans written on the question paper should be reproduced in the answer booklet)
- When you can start writing get straight on with the questions you have planned in detail

Gaining the easy marks

Easy marks in this paper tend to fall into two categories.

Calculations

There will be some relatively straightforward calculations at the start of the question and they will then probably get progressively more difficult. If you get stuck, make an assumption, state it and move on.

Discussions

The examiner has stated he intends, wherever possible, to separate discussion from calculations. This means that you should be able to gain marks from making sensible, practical comments without having to complete the calculations.

Discussions that are focused on the specific organisation in the question will gain more marks than regurgitation of knowledge. Read the question carefully and more than once, to ensure you are actually answering the specific requirements.

Pick out key words such as 'describe', 'evaluate' and 'discuss'. These all mean something specific.

- 'Describe' means to communicate the key features of
- 'Evaluate' means to assess the value of
- 'Discuss' means to examine in detail by argument

Clearly label the points you make in discussions so that the marker can identify them all rather than getting lost in the detail.

Provide answers in the form requested, particularly using report format if asked for and giving recommendations if required.