

# ACCA



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## PAPER F5

### 业绩管理

### PERFORMANCE MANAGEMENT

BPP Learning Media 著

FOR EXAMS IN JUNE AND DECEMBER 2010



华中科技大学出版社

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# ACCA

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### 业绩管理

### PERFORMANCE MANAGEMENT

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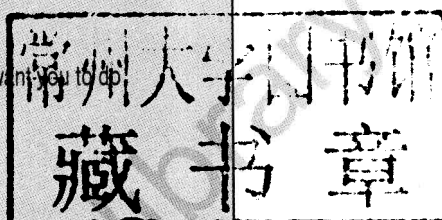
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#### In this edition approved by ACCA

- We discuss the **best strategies** for studying for ACCA exams
- We **highlight** the **most important elements** in the syllabus and the **key skills** you will need
- We **signpost** how each chapter links to the syllabus and the study guide
- We **provide** lots of **exam focus points** demonstrating what the examiner will want you to do
- We **emphasise** **key points** in regular **fast forward summaries**
- We **test your knowledge** of what you've studied in **quick quizzes**
- We **examine your understanding** in our **exam question bank**
- We **reference** all the **important topics** in our **full index**

BPP's i-Learn and i-Pass products also support this paper.



**FOR EXAMS IN JUNE AND DECEMBER 2010**



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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。

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- 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（课本）简介

学完本课本后，你将能在处理定性和定量信息时引用管理会计技巧。我们的课本设计注重大纲中最重要的方面，包括：

- 专家成本和管理会计技巧
- 制定决策的技巧
- 编制预算
- 标准成本法和差异分析
- 业绩的计量和控制

F5 课本经由考官审核，囊括所有 F5 课程相关内容，特别是管理会计技巧的实际应用。该课本将会明确提及并简要复习你之前学到的诸如基本差异分析等知识，同时用大量的实例和习题帮助你掌握和理解更新更难的知识点，如学习曲线。还会识别并讲解重要术语，帮助你理解新术语，如短期主义和全面质量管理。



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##### 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 (INT)

#### Skills Module

##### 技能课程

F4 Corporate and Business Law (UK)

F4 公司法与商法 (UK)

F4 Corporate and Business Law (China)

F4 公司法与商法 (中国版)

F5 Performance Management

F5 业绩管理

F6 Taxation (UK)

F6 税务 (UK)

F6 Taxation (China)

F6 税务 (中国版)

F7 Financial Reporting (INT)

F7 财务报告 (INT)

F8 Audit and Assurance (INT)

F8 审计与认证业务 (INT)

F9 Financial Management

F9 财务管理

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#### Essentials Module

##### 核心课程

P1 Professional Accountant

P1 专业会计师

P2 Corporate Reporting (INT)

P2 公司报告 (INT)

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 (UK)

P6 Advanced Taxation (China)

P6 高级税务 (中国版)

P7 Advanced Audit and Assurance (INT)

P7 高级审计与认证业务 (INT)

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# How the BPP ACCA-approved Study Text can help you pass your exams – AND help you with your Practical Experience Requirement!

## NEW FEATURE – the PER alert!

Before you can qualify as an ACCA member, you do not only have to pass all your exams but also fulfil a three year **practical experience requirement** (PER). To help you to recognise areas of the syllabus that you might be able to apply in the workplace to achieve different performance objectives, we have introduced the '**PER alert**' feature. You will find this feature throughout the Study Text to remind you that what you are **learning to pass** your ACCA exams is **equally useful to the fulfilment of the PER requirement**.

## Tackling studying

Studying can be a daunting prospect, particularly when you have lots of other commitments. The **different features** of the text, the **purposes** of which are explained fully on the **Chapter features** page, will help you whilst studying and improve your chances of **exam success**.

## Developing exam awareness

Our Texts are completely **focused** on helping you pass your exam.

Our advice on **Studying F5** outlines the **content** of the paper, the **necessary skills** the examiner expects you to demonstrate and any **brought forward knowledge** you are expected to have.

**Exam focus points** are included within the chapters to highlight when and how specific topics were examined, or how they might be examined in the future.

## Using the Syllabus and Study Guide

You can find the syllabus, Study Guide and other useful resources for F5 on the ACCA web site:

[www.accaglobal.com/students/study\\_exams/qualifications/acca\\_choose/acca/professional/pm/](http://www.accaglobal.com/students/study_exams/qualifications/acca_choose/acca/professional/pm/)

The Study Text covers **all aspects** of the syllabus to ensure you are as fully prepared for the exam as possible.

## Testing what you can do

Testing yourself helps you develop the skills you need to pass the exam and also confirms that you can recall what you have learnt.

We include **Questions** – lots of them - both within chapters and in the **Exam Question Bank**, as well as **Quick Quizzes** at the end of each chapter to test your knowledge of the chapter content.

# Chapter features

Each chapter contains a number of helpful features to guide you through each topic.

## Topic list

Topic list	Syllabus reference

Tells you what you will be studying in this chapter and the relevant section numbers, together the ACCA syllabus references.

## Introduction

Puts the chapter content in the context of the syllabus as a whole.

## Study Guide

Links the chapter content with ACCA guidance.

## Exam Guide

Highlights how examinable the chapter content is likely to be and the ways in which it could be examined.

Knowledge brought forward from earlier studies

What you are assumed to know from previous studies/exams.

FAST FORWARD

Summarises the content of main chapter headings, allowing you to preview and review each section easily.

## Examples

Demonstrate how to apply key knowledge and techniques.

## Key terms

Definitions of important concepts that can often earn you easy marks in exams.

## Exam focus points

Tell you when and how specific topics were examined, or how they may be examined in the future.

## Formula to learn

Formulae that are not given in the exam but which have to be learnt.



This is a new feature that gives you a useful indication of syllabus areas that closely relate to performance objectives in your Practical Experience Requirement (PER).



Question

Give you essential practice of techniques covered in the chapter.



Case Study

Provide real world examples of theories and techniques.

## Chapter Roundup

A full list of the Fast Forwards included in the chapter, providing an easy source of review.

## Quick Quiz

A quick test of your knowledge of the main topics in the chapter.

## Exam Question Bank

Found at the back of the Study Text with more comprehensive chapter questions. Cross referenced for easy navigation.

# Studying F5

The examiner of F5 wants candidates to have an ability to apply management accounting in business environments. The key question you need to be able to answer is 'what does it all actually mean?' Modern technology is capable of producing vast amounts of management accounting information but it has to be used to help managers to make good decisions and manage effectively. The emphasis in this paper is therefore on practical elements and application to the real world. The examiner does not want to trick you and papers will be fair.

## 1 What the paper is about

The aim of this syllabus is to develop knowledge and skills in the application of management accounting techniques. It covers modern techniques, decision making, budgeting and standard costing, concluding with how a business should be managed and controlled.

F5 is the middle paper in the management accounting section of the qualification structure. F2 concerns just techniques and F5 thinks strategically and considers environmental factors. F5 requires you to be able to apply techniques and think about their impact on the organisation.

## 2 An explanation of the skills you are expected to demonstrate

- 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

## 3 How you can improve your chances of passing this paper

- 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
- Practising questions under timed conditions is essential. BPP's revision kit contains 20 mark questions on all areas of the syllabus
- 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!
- Keep an eye out for articles as this is a new paper and the examiner will use Student Accountant to communicate with students
- Read journals etc to pick up on ways in which real organisations apply management accounting and think about your own organisation if that is relevant



## 4 Brought forward knowledge

You will need to have a good working knowledge of basic management accounting from 1.2 (old syllabus) or F2 (new syllabus). Chapter 1 of this Study Text revises costing and brought forward knowledge is identified throughout the text. If you struggle with the examples and questions used to revise this knowledge, you must go back and revisit your previous work. The examiner will assume you know this material and it may form part of an exam question.

## The exam paper

The exam is a three-hour paper containing **five** compulsory 20 mark questions. There will be a mixture of calculations and discussion and the examiner's aim is to cover as much of the syllabus as possible.

## Analysis of past papers

Below provides an overview of the syllabus and details of when each element has been examined. Further details can be found in the Exam Focus Points in the relevant chapters.

Covered in Text chapter		Dec 2008	June 2008	Dec 2007	Pilot Paper
	<b>SPECIALIST COST AND MANAGEMENT ACCOUNTING TECHNIQUES</b>				
2a	Activity based costing		4		1
2b	Target costing			1	
2c	Life cycle costing	4			
2d	Backflush accounting				
2e	Throughput accounting				
	<b>DECISION-MAKING TECHNIQUES</b>				
3	Multi-limiting factors and the use of linear programming and shadow pricing		2		
4	Pricing decisions				
5	Make-or-buy and other short-term decisions			4	
6	Dealing with risk and uncertainty in decision-making	2			
	<b>BUDGETING</b>				
7	Objectives				
8	Budgetary systems				
8	Types of budget	4			
9	Quantitative analysis in budgeting	3			3
7	Behavioural aspects of budgeting				
	<b>STANDARD COSTING AND VARIANCE ANALYSIS</b>				
10	Budgeting and standard costing	4			
11	Basic variances and operating systems		1	3	2
11	Material mix and yield variances				2
12	Planning and operational variances			3	
12	Behavioural aspects of standard costing				
	<b>PERFORMANCE MEASUREMENT AND CONTROL</b>				
13	The scope of performance measurement	1	3	2	4
14	Divisional performance and transfer pricing	1			
15	Performance analysis in not-for-profit organisations and the public sector				

## Exam formulae

Set out below are the **formulae you will be given in the exam**. If you are not sure what the symbols mean, or how the formulae are used, you should refer to the appropriate chapter in this Study Text.

Chapter in  
Study Text

### Learning curve

9

$$Y = ax^b$$

Where  $y$  = average cost per batch  
 $a$  = cost of first batch  
 $x$  = total number of batches produced  
 $b$  = learning factor ( $\log LR / \log 2$ )  
 $LR$  = the learning rate as a decimal

### Regression analysis

9

$$y = a + bx$$

$$b = \frac{n \sum xy - \sum x \sum y}{n \sum x^2 - (\sum x)^2}$$

$$a = \frac{\sum y}{n} - \frac{b \sum x}{n}$$

### Demand curve

4

$$P = a - bQ$$

$$b = \frac{\text{change in price}}{\text{change in quantity}}$$

$$a = \text{price when } Q = 0$$

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Specialist cost and  
management accounting  
techniques

only for use by

classroom training or

university library



# Costing

## Topic list

- |  |
|--|
| 1 Costing  |
| 2 The problem of overheads                         |
| 3 A revision of absorption costing                 |
| 4 Overhead absorption                              |
| 5 Marginal costing                                 |
| 6 Absorption costing and marginal costing compared |

## Introduction

Part A of this Study Text looks at specialist cost and management accounting techniques. This chapter serves as a revision of concepts you will have covered in your previous studies.

In the following chapter we will be looking at more complex techniques so it is important that you are familiar with the key concepts and terminology in this chapter.