

Past Paper Analysis (Questions on Practice Platform)

S.no	Paper Name	Question Name	Requirements	Topic Tested
1	APM Practice Exam 1 valid from Sept 22	Fearties	Write a report to the CEO of Fearties to respond to her instructions for work in the following areas: (i) key performance indicators (KPIs) and the balanced scorecard (ii) non-financial performance indicators (NFPis) (iii) the management style at Fearties	
		Clonyard	Respond to the CEO of Elrig's request for work on the following areas: (a) alignment between Elrig and Clonyard. (b) the introduction of an ERPS	
		Roan University (Roan)	Respond to the RSU management board's request for work on the following areas: (a) managing and measuring performance in the RSU joint venture (b) performance measures for stakeholder groups	
2	APM Practice Exam 2 valid from Sept 22	Fiag Bicycles (Fiag)	Write a report to the chief executive officer (CEO) to respond to his instructions for work on the following areas: (a) the performance reporting at Fiag focused on (i) the question of manipulation in the board report ii) whether the report addresses the company's objectives and the report's presentation (b) the consultant's report on the external business environment	
		Jolt	Respond to the board of Jolt's request for work on the following area: the BPR proposal	
		Harray Keyboards (Harray)	Respond to the CEO of Harray's request for work in the following area: the use of the performance pyramid	
3	APM Specimen – from September 2022 onwards	Department for Internal Affairs (DI)	Write a report to the CEO of the Department for Internal Affairs to respond to his instructions for work on the following areas: (i) the critical success factors and key performance indicators for Deeland Police; (ii) an evaluation of the value for money service provided; and (iii) the use of league tables in measuring the performance of Deeland Police.	
		Coruisk	(a) the introduction of a just-in-time (JIT) system; and (b) costs of quality changes.	
		Totaig	(a) the implementation of Step 2 of VBM; and (b) measurement of value.	

4	APM September/December 2023 (23/24 syllabus)	Essland Hospital and Ambulance Service (EHAS)	Write a report to the EHAS board to respond to its instructions for work on the following areas: (i) Performance management in NFPOs (ii) Value for money (iii) League tables	
		Trool	Respond to the CEO of Trool's request for work on the following areas: (a) Cost-benefit analysis (b) Culture and accounting systems (c) Appraisal system	
		Ruard Cleaning (Ruard)	Respond to the CEO of Ruard's request for work on the following areas: (a) Budget information b) Divisional performance	
5	APM September/December 2021 exam (21/22 syllabus)	Freuchie Retail (Freuchie)	Write a report to the chief executive officer (CEO) of Freuchie to respond to his instructions for work on the following areas: (i) Current performance reporting: quantitative; (ii) Current performance reporting: narrative; (iii) The calculation of operational gearing and its implications; (iv) The quote 'What gets measured, gets done'.	
		Sgoltaire	(a) Advise the board on how ethical issues may affect the decision to manufacture in Kayland. (b) Advise the board on how EMA will help Sgoltaire in the four areas identified.	
		Pattack	(a) Evaluate how the BPR proposal could improve Pattack's performance in relation to its overall aim. (b) Evaluate the bonus scheme for delivery drivers identified by the management consultant.	
6	APM September 2022 (22/23 syllabus)	Belivat	Write a report to the CEO of Belivat to respond to her instructions for work on the following areas: (i) product development budgeting; (ii) Kaizen costing; (iii) the interaction of ZBB and Kaizen; (iv) the inventory management project.	
		Eck	Respond to the board of Eck's request for work on the following areas: (a) measuring divisional manager performance; (b) proposed reward scheme.	
		Scye	Respond to the CEO of Scye's request for work on the following areas: (a) value-based management (VBM); (b) new project appraisal.	

7	APM March/June 2023 (22/23 syllabus)	Chairn Warm Drinks (Chairn)	Write a report to the CEO of Chairn to respond to her instructions for work on the following areas: (i) Performance reporting (ii) What gets measured gets done (iii) Brand survey	
		Avich	Respond to the CFO's request for work on: (a) Environmental management accounting (EMA) (b) Lifecycle costing	
		Gare University (GU)	Respond to the Dean of the Business School's request for work on the following areas: (a) Examination performance model (b) Lecturer performance measurement (c) "My Programme" app	
8	APM March/June 2024 (23/24 syllabus)	Vatten	Write a report to the board of Vatten to respond to its instructions for work on the following areas: (i) Performance dashboard (ii) Benchmarking exercise (iii) Cloud-based computing	
		Curra	Respond to the CFO of Curra's request for work on the following areas: (a) Big Data at Curra (b) Ethical issues	
		Borralan	Respond to the board of Borralan's request for work on the following areas: (a) Performance Pyramid (b) Current reward system	
9	APM March/June 2022 (21/22 syllabus)	Calavie Manufacturing (Calavie)	Write a report to the board of Calavie to respond to the CEO's instructions for work on the following areas: (i) divisional performance measurement (ii) the BCG analysis (iii) management information at Calavie	
		Vaa	(a) Advise Vaa on the criteria for designing a formal transfer pricing policy for its two divisions in Essland. (b) Explain the disadvantages for Vaa of using market-based transfer prices. (c) Advise Vaa on the factors it should consider when setting international transfer prices in relation to the potential acquisition in Teeland.	
		Berac	(a) Assess the problems which may be faced by Breac when developing a service level agreement (SLA) with Gowan. b) Evaluate how the introduction of VBM would affect the current measures in the strategic performance report prepared by the SBUs and recommend, with justification, as to whether VBM should be introduced at Breac.	

10	APM March/June 2021 (20/21 syllabus)	Fiag Bicycles (Fiag)	Write a report to the chief executive officer (CEO) to respond to his instructions for work on the following areas: (a) the performance reporting at Fiag focused on: (i) the question of manipulation in the board report; (ii) whether the report addresses the company's objectives and the report's presentation; (b) the consultant's report on the external business environment; (c) the issue of performance measurement at the production department.	
		Gaddon	(a) Using the 20X4 G score, advise the CEO whether Gaddon is at risk of corporate failure and evaluate the usefulness of using quantitative models, such as the G score, to predict corporate failure. (b) Advise the CEO why liquidity indicators are important in assessing the likelihood of corporate failure at Gaddon and assess whether the current liquidity of the business indicates corporate failure is likely. (c) Assuming that Gaddon is at high risk of corporate failure, evaluate the factors which have led to the company finding itself in this position.	
		Harray Keyboards (Harray)	(a) Explain how the headings in the performance pyramid link together to aid analysis of the performance indicators used in a business. (b) Complete the analysis and evaluate the operational performance indicators at Harray, using the headings and data in Appendix 1. (c) Evaluate the reliability of non-financial indicators as requested by the CEO, using the operational performance indicators from part (b).	
11	APM December 2022 (22/23 syllabus)	Maddy	Write a report to the board of Maddy to respond to its instructions for work on the following areas: (i) performance reporting (ii) minimum performance levels: cleanliness (iii) transfer pricing proposal	
		Morlich plc	Respond to the CEO of Morlich's request for work on the following areas: (a) the benchmarking exercise; (b) the current process	

		Spiggie	Respond to Spiggie's shareholders' request for work on the following areas: (a) building block model; (b) proposed executive share option scheme (ESOS)	
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