

Change control

Two formulas and three key rules, each with a worked example; the model sheet with the change route follows on page 2. They serve IPMA, PMI and APM exams alike; APM's PMQ asks more for the purpose than for the arithmetic.

FORMULAS AND KEY RULES

Cost of a change at a day rate

supplier cost = supplier days × day rate · days a budget buys = budget ÷ day rate

Price the supplier's work by the contract's rules. Your own team's time, for tests and checks, is a cost too: add it at its own rate.

Example: 18 supplier days at €800 a day: $18 \times €800 = €14,400$. A €20,000 change budget buys $€20,000 \div €800 = 25$ days

Change budget left: a running total

left = change budget – Σ approved changes (small ones too)

Show the total in every status report: small changes that each look harmless can break the budget together. A change made without approval is logged at once and counted when it is approved.

Example: A €50,000 change budget with approved changes of €12,000, €9,000 and €7,500: $€50,000 - €28,500 = €21,500$ left. A new €24,000 request is €2,500 more than is left

Who decides: a limit per change and a limit for the total

a change goes up a level if it breaks the limit for one change, or the delegated total

Each level decides within its delegated limits; anything larger goes one level up, with options. The total limit stops a string of small changes slipping past.

Example: A project manager may approve up to €5,000 a change and €20,000 in all. With €18,000 approved, a €4,000 change fits the first limit but makes €22,000, so the level above, here the board, decides

Change in iterative work

new work → the backlog, ranked by the product owner · the total budget, the contract and the release date → formal change control

The product owner orders the backlog: a low rank means deferred; left out means rejected. The current timebox (a short, fixed period of work) keeps its goal, so new work waits for the next one and replaces work of the same size.

Example: Sizes in points, the team's own estimate. A 5-point item arrives in a timebox with 30 points planned: it waits. If it outranks planned work, it enters the next timebox of 30 points in place of 5 points of lower-ranked items, so the total stays 30

Configuration management: one agreed version

plan → identify → control → report status → audit

APM's PMQ syllabus names these five: give each item an identity and a version, and audit what was built against what was approved. IPMA's ICB4 calls the same idea scope configuration.

Example: Version 2.3 of a handheld app is approved. An approved change creates 2.4, and the audit before go-live checks that all 40 devices run 2.4

IN THIS HANDOUT

The change control route

p. 2

Sources: IPMA ICB4 (2015); PMI, PMBOK® Guide, 8th ed.; PMI, PMP® Examination Content Outline (2026); APM Body of Knowledge, 8th ed.; APM, PMQ handbook (v6, 2026); IPMA International Certification Regulations (ICR) v4.4 (2025)

Key: IPMA = International Project Management Association; ICB4 = IPMA's Individual Competence Baseline; PMI = Project Management Institute; PMBOK® Guide = PMI's body-of-knowledge guide; PMP® = PMI's Project Management Professional; APM = Association for Project Management; PMQ = APM's Project Management Qualification; ICR = IPMA's International Certification Regulations. Unofficial study material for IPMA®, PMI® and APM exams. Not affiliated with, endorsed by or approved by IPMA, PMI or APM, and not an accredited or endorsed training provider. IPMA® and IPMA ICB® are registered trademarks of IPMA in Switzerland and other countries. PMI, PMP, CAPM and PMBOK are registered marks of Project Management Institute, Inc. APM is a trade mark of the Association for Project Management. Other marks belong to their owners. PMP® exam facts are from PMI's public PMP® Examination Content Outline (2026); check the current version on [pmi.org](https://www.pmi.org). APM's qualifications are its own; this series is not an APM Accredited Provider or APM Endorsed. Examples use a fictional city and its projects.



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The change control route

Change a baseline only by decision: the impact known, and the right level deciding.

STEP	WHAT YOU DO	WHAT THE LOG RECORDS
Log	Anyone may ask; log it at once	Who, what, why, when
Assess	Impact: scope, time, cost, risk, quality, benefits	Options, a recommendation
Decide	The level whose limits cover all of it	Approve, reject or defer; why
Implement	Update baselines, tests, versions	New versions and plans
Communicate	Tell the requester, team, suppliers	Status of each request

Our own route and table, not a figure from any body of knowledge. While a request waits, work goes on to the approved plan.

WHAT IT IS

A **change** alters an approved **baseline**: the scope, schedule, budget or agreed quality. Change is normal; the harm comes from small changes nobody decided, which add up. Our own route weighs each request, lets the right level decide, and keeps one version of each product (**configuration management**).

HOW IT WORKS

- 01 Agree the route and each level's limits at the start.
- 02 Log every request, small ones and ones made without approval.
- 03 Give options: now, later, or instead of planned work.
- 04 Keep a running total of approved changes.

MID-LEVEL · WORKED EXAMPLE

Apply it well

The situation: A city team has eight months to move resident parking permits online. Its supplier has a fixed price, changes cost €750 a day, and only the steering group may spend the €40,000 change budget.

Residents ask for visitor day passes in books of ten; the supplier quotes 10 days × €750 = €7,500. The project manager logs it, checks tests, risks and benefits, and offers two options: now or after go-live. Approved: €40,000 – €7,500 = €32,500 left. Plan, tests and app updated; service desk told.

In the exam: Take one change through the route: its impact on each baseline, two options, who decided and why, and what you updated and told whom.

SENIOR · WORKED EXAMPLE

Design and lead it

The situation: A city is joining 14 online services under one login over 30 months, with two suppliers, nine owners of old systems and a steering board above the project manager.

A service team asks to change the shared login. It is logged, and every service owner checks the impact: 3 of the 14 services need retesting. The platform supplier prices it at €48,000 (time and materials), above the €40,000 the project manager may commit per decision, so the board gets two options.

In the exam: Show the system you designed: limits per level, one log for all parties, supplier pricing, checks on shared parts, and change in iterative teams.

WHERE IT SITS

IPMA · ICB4	PMI · PMBOK® GUIDE 8 · PMP® EXAM	APM · BOK 8 · PMQ EXAM
4.5.10.5: agree the process at the start ('change management'). One version for all: scope configuration, 4.5.3.4	Guide: Assess and Implement Changes, §2.1.6.8 (pp. 28–30). Exam outline: Business Environment, task 3	BoK (APM's Body of Knowledge) §5.11: process, impact assessment, configuration management; the sponsor is accountable. PMQ (APM's Project Management Qualification) objectives 24 and 16b

Sources: IPMA ICB4 (2015); PMI, PMBOK® Guide, 8th ed.; PMI, PMP® Examination Content Outline (2026); APM Body of Knowledge, 8th ed.; APM, PMQ handbook (v6, 2026)

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