

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)

Key: IPMA = International Project Management Association; ICB4 = IPMA's Individual Competence Baseline (4.5.10 etc.: its competence elements); PMI = Project Management Institute; PMBOK® Guide = PMI's body-of-knowledge guide; PMP® = PMI's Project Management Professional; APM = Association for Project Management. 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. 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. Levels (this series' labels): Mid-level = moderately complex projects (IPMA Level C, PMI's PMP®); Senior = complex projects and people (IPMA Level B, APM's Chartered Project Professional).

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