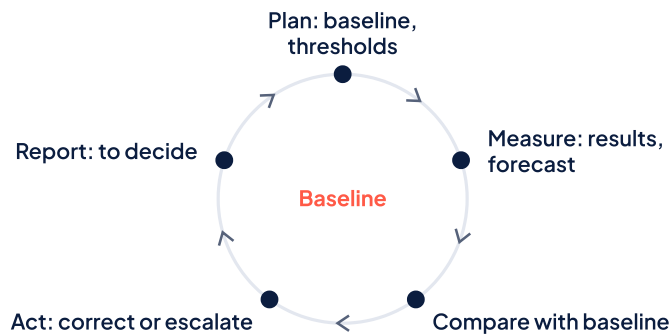


Control cycle

Compare progress and the forecast with the baseline, then correct the work or change the plan.



Our own cycle, after the basic control loop (element 4.5.10). The centre is what every step refers to.

WHAT IT IS

Our own five steps, after the basic control loop (element 4.5.10). The **baseline** is the approved scope, schedule and cost measured against (APM, the Association for Project Management, adds quality). Agree **thresholds**: inside, correct the work; beyond, escalate and use change control. Diagnostic and interactive control are terms from Robert Simons (1995).

HOW IT WORKS

- 01 Baseline scope, schedule and cost; agree thresholds.
- 02 Measure results, not effort; forecast to the end.
- 03 Inside the thresholds, correct the work; beyond, escalate.
- 04 Adjust: diagnostic sets targets; interactive asks the team.

MID-LEVEL · WORKED EXAMPLE

Apply it well

The situation: A city team has eight months to move resident parking permits online, with a €600,000 cost baseline and a 5% threshold (€30,000) on the cost forecast.

Month 5: €612,000, €12,000 over; $12,000 \div 600,000 = 2\%$, inside threshold, so corrected. €636,000 (6%) would escalate.

In the exam: Name baselines, thresholds, a deviation and forecast, and whether you corrected or escalated, and why.

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. The national login takes changes only once a quarter.

One cycle for every team: a baseline per group, thresholds per level. For quarterly releases, the manager adds **interactive** control: talks on what could go wrong.

In the exam: Show the control system: baselines per stage, thresholds per level, and how it changed with the project.

WHERE IT SITS

IPMA · ICB4	PMI · PMBOK® GUIDE 8 · PMP® EXAM	APM · BOK 8 · PMQ EXAM
4.5.10: plan, execute, monitor, adjust; control against the baseline, with a forecast (4.5.10.3)	Guide: Monitor and Control Project Performance, pp. 26–27; baseline, p. 124. Outline: Process task 9	BoK (APM's Body of Knowledge) §5.5.4: a baseline, actual data, what they mean; the deployment baseline, §5.5.3. PMQ (APM's Project Management Qualification) objective 19

Sources: IPMA ICB4 (2015); Simons, Levers of Control (1995); 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. 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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