SWINBURNE UNIVERSITY OF TECHNOLOGY

SWE20001
Managing Software Projects

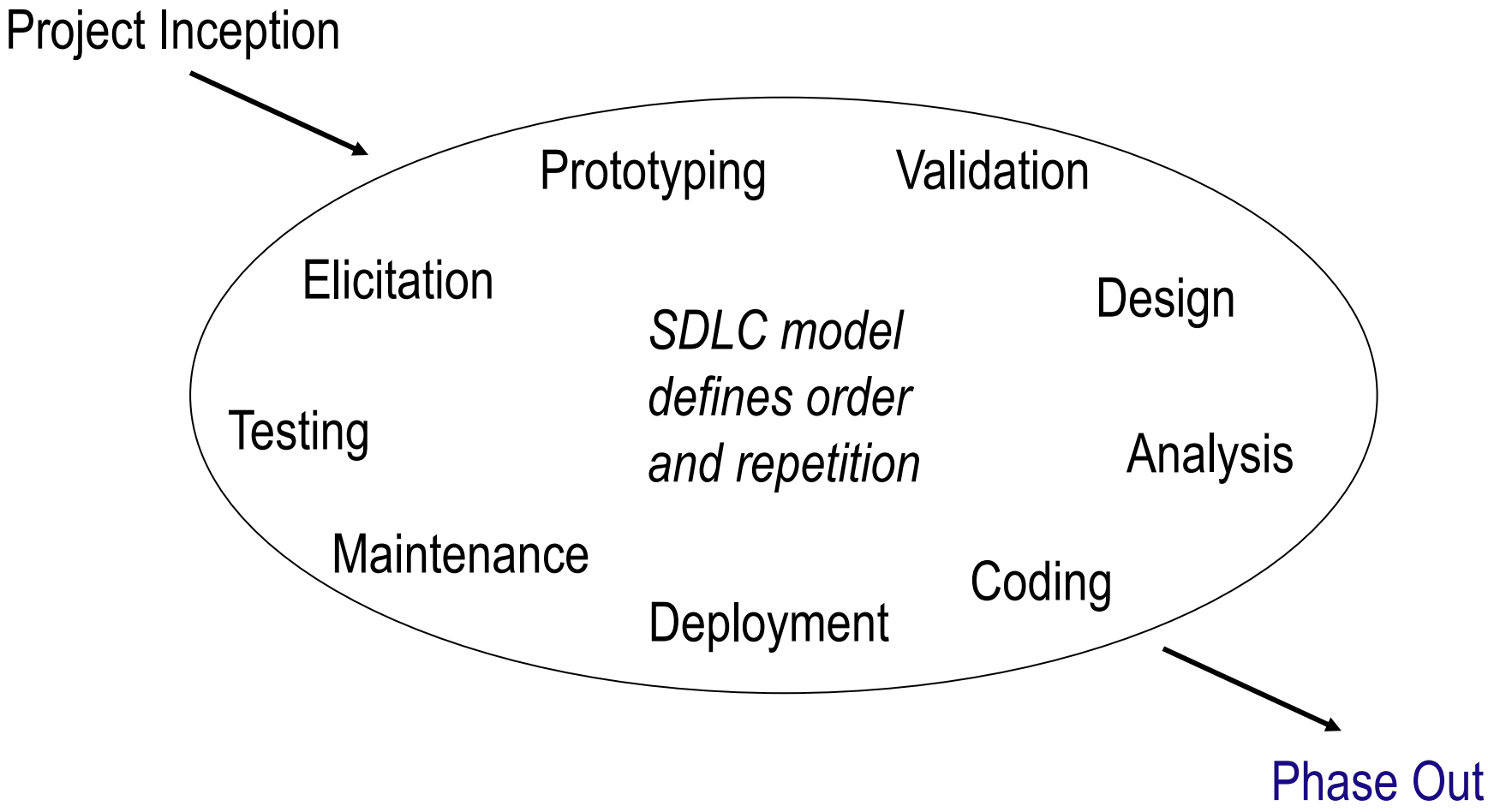
Lecture 11

Project Closure
[Traditional Software Project]

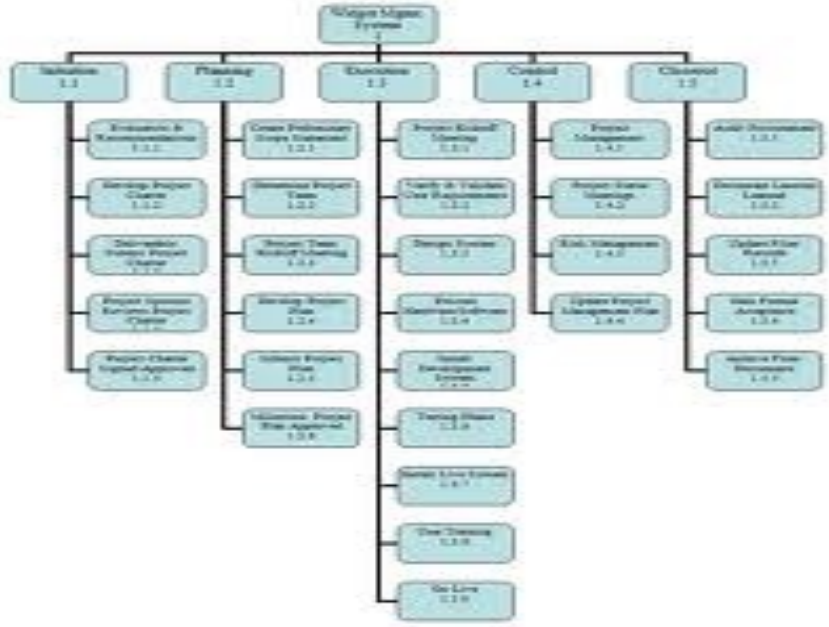
Principal References

- Robert K. Wysocki, *Effective Project Management* (5th Edition), Wiley, 2009, Chapter 7.
- Bob Hughes, Mike Cotterell, *Software Project Management* (5th Edition), Addison-Wesley, 2009, Chapter 13.
- Pankaj Jalote, *Software Project Management in Practice*, Addison-Wesley, 2002, Chapter 12.
- Kent Beck, *Extreme Programming Explained*, Addison-Wesley, 1999, Chapter 21.

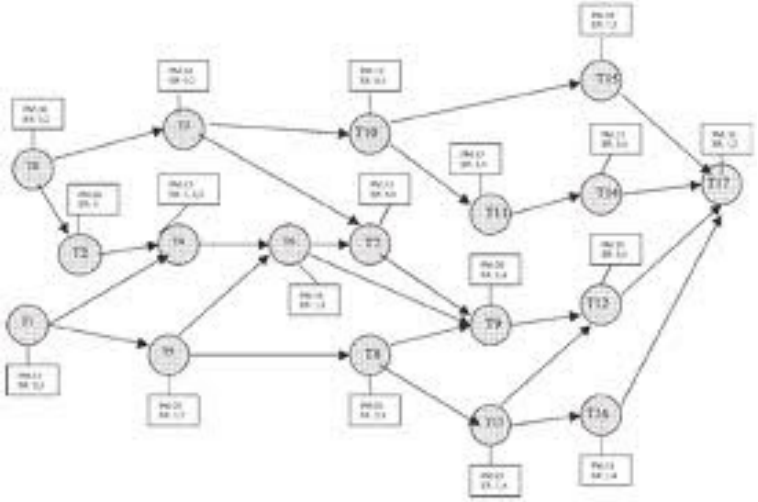
Software Project – Engineering Perspective

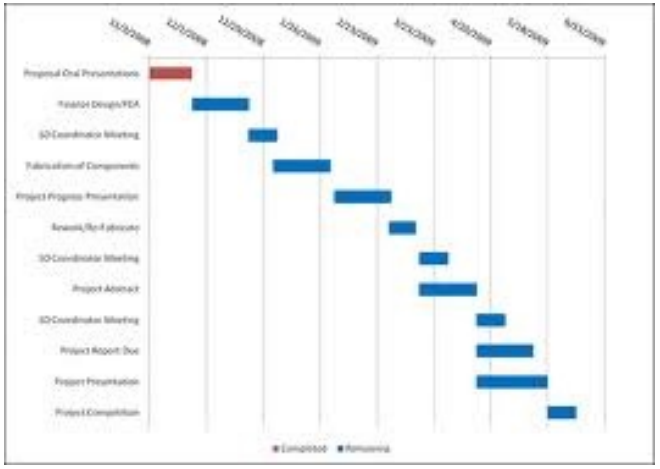


Software Project Plan (partial) – Baseline



	Task Name	Duration	Priority	Predecessors
1	Demolition	6 d	Lowest	
2	Site Preparation	6 d	Lowest	1
3	Cast-in-Place RC Pile	20 d	Lowest	2
4	Excavation & Support System	30 d	Lowest	3
5	Foundation Basement	6 d	Lowest	4
6	RC Formwork	42 d	Lowest	5
7	Steel Formwork	30 d	Lowest	6
8	Roof works	6 d	Lowest	7
9	Water supply & sewerage works	30 d	Lowest	7
10	Power supply system	30 d	Lowest	7
11	Lighting system	20 d	Lowest	7
12	Air conditioning	30 d	Lowest	7
13	Computer & communication network	30 d	Lowest	7
14	Floor finish & polishing	50 d	Lowest	8
15	Internal wall finish	30 d	Lowest	14
16	External wall finish	20 d	Lowest	8
17	Internal partition wall	30 d	Lowest	9,10,11,12,13
18	Ceiling work	40 d	Highest	15
19	Site improvements	6 d	Lowest	18
20	Landscaping work	6 d	Lowest	19





Reasons for Project Phase Out

- Goals and objectives are met ☺
- Agreed deliverables are completed ☺
- Further enhancements to software not economical 😐
- Project runs out of funding 😐
- Termination due to anticipated project failure 😐
- Termination due to changes in business environment 😐

Activities during Phase-Out

- Client Acceptance (aka *Acceptance Testing*)
- Handover of deliverables to client
  - ☞ may include *system deployment*
- *"Clean-up"* of all documentation/reports
- *Post-Mortem Analysis*
  - ☞ good time to reflect on accuracy of estimation process!
- Archiving of *all* project artifacts
- End-of-Project Party ☺

The Cooperative Game Principle

"Software Development is a (resource-limited) cooperative game of invention and communication. The primary goal is to deliver useful, working software. The secondary goal, the residue of the game, is to set up for the next game. The next game may be to alter or replace the system or to create a neighboring system."

Source: Alistair Cockburn, Agile Software Development.

Lessons Learnt

"There is nothing wrong with making mistakes, but please make new ones!"

- ☞ Even if a project was a "failure", there is always something to be learnt so that the same mistakes are not made again…

Critical Omissions during Phase-Out

- Ambiguous client acceptance procedures
- Pulling the plug too early
  - ☞ No time given for a “graceful termination”
  - ☞ Experience gained in project will most likely be lost
- Lack of reflection and post-mortem analysis
  - ☐ misconception on value of a review after completion
  - ☐ another “unnecessary” meta-activity!
- Not allowing project team to “dissolve” gracefully
- Inappropriate archival of project artifacts
  - ☞ should have been thought about at project inception!

Project Post-Mortem

- Subjective *self-assessment*: (1) individual, (2) team
  - Use a not too fine-grained scale
  - Add reasons for given self-assessment
- Summary of main project objectives and activities
  - may include an assessment of level of success
- Summary of essential activities for success
- Summary of activities that hindered project progress
- Analysis of skill-set: (1) helpful, (2) lacking
- Lessons learnt:
  - What worked well
  - What would you improve next time?
- Other subjective comments

NOTE : Usually a written Post-Mortem Report will be required, often structured according to a pre-determined pro-forma. All aspects of the project should be reviewed in this report (ie, the areas of PMBOK)

Progress / Iteration Reviews

- On a regular basis (e.g., at the end of an iteration), work practices should be reviewed
- Team members identify practices
  - ☐ that worked well ☺
  - ☐ that need improvement 😐
- Management adds items of concern from progress reports
- Discuss all issues that need improvement
  - ☐ Prioritize issues based on risk exposure (or similar)
  - ☐ Focus on top 3-4 items for next iteration or project phase

☞ *Note: iteration reviews are good practice, even if no problems are detected.*