



Chapter Questions

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Question 1

- Discuss what needs to be done as part of closing a project.
- Why are these activities important?
- The process of closing the project involves various actions, including:
 - Collecting and making final payments
 - Recognizing and evaluating staff
 - Conducting a post-project evaluation
 - Documenting lessons learned
 - Organizing and archiving project documents
- These activities are important to:
 - Make sure that the customer is satisfied
 - Gather information about how to improve for future projects
 - Determine if additional opportunities are available with the customer
 - Obtain permission to use the customer as a reference

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Question 2

- Discuss the internal post project evaluation process and the two types of meetings involved.
- The internal post-project evaluation process involves holding meetings with:
 - The project team or organization that performed the project
 - Individual team members
 - The group, including the project team, to gather team feedback for improved future performance
- The individual meetings allow the project manager to gather information from the individual team members and let the project manager share the performance appraisal of the team member describing how the team member's skills advanced while working on the project.
- The post-project team meeting is a time for the project manager to lead a discussion about how the team performed.

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Question 3

- What are some ways you can obtain feedback from a customer after a project has been completed?
- How would you use this information?
- The post-project evaluation can be conducted as a meeting with open-ended questions, or as a customer evaluation survey.
- The information is used to assess the level of satisfaction of the customer, the opportunities for future work, and as a chance to ask permission to use the customer as a reference.

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Question 4

- Why are some projects terminated before they are completed?
 - When would it be wise to do so?
- Projects also can be terminated by the sponsor or customer for a variety of reasons including:
 - Financial situations
 - Project return on investment change
 - Dissatisfaction with project progress
 - Project needs have changed
 - It is wise to terminate a project
 - If the cost of doing the project outweighs the benefits
 - If the project is no longer needed
 - If the project is not being carried out in a satisfactory manner

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Question 5

- List several lessons learned from a project in which you were a project team member or project manager.
 - How will these lessons learned inform your future projects?
- Responses will be dependent upon the project. Common lessons learned include:
 - Increase project team communication
 - Have more frequent project team meetings
 - Analyze project progress to be more proactive when tasks are delayed
 - Have more meetings with the customer
 - Document changes more thoroughly
 - Discuss risks at each project team meeting
 - Not all lessons learned are due to negative experiences. Positive experiences on how to implement a technology solution are also valuable lessons.
 - Lessons learned inform future projects because the team can implement the suggestions from prior projects and thereby avoid the same problems.

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