

Software Project Management Sixth Edition



Chapter 14

Project Closeout

Project Closeout

Every project must come to an end sometime or other

It is the responsibility of the project manager to decide the appropriate time to close a project.

Project closeout activities:

administrative closure

Contract closure

Types of Project Closure

Two main types:

Normal termination: All the project goals have been successfully accomplished.

Premature termination: the project is unlikely to achieve its stated objectives ---This is the case for about a third of all projects

Premature Termination

There are many reasons as to why a project may have to be prematurely terminated:

Lack of resources

Changed business need of the customer

perceived benefits accruing from the project no longer remain valid

Changes to the regulatory policies

Key technologies used in the project becoming obsolete during project execution

Risks have become unacceptably high:

Why are projects not properly closed?

Often projects are not properly closed:

Lack of interest by the project team

Underestimation of how fast know-how can get lost and how much implicit knowledge exists with the team members

Emotional factors

Indecision regarding project closure:

Problems of Improper project closure

Time and cost overrun:

project as a cost centre runs up expenditure

Locks up valuable human and other resources

Redeployment of project personnel and other resources gets delayed

Stress on the project personnel:

Issues associated with project termination

Two fold:

Emotional

Intellectual

Team members may pay more attention to issues such as getting reassigned to a project of their choice and the project work can take a back seat

Terms of contract and the list of deliverables need to be renegotiated

Closure decision has to be effectively communicated to all stakeholders.

Project Closure Process

Getting client acceptance

Archiving project deliverables

Preserving project know-how

Performing a financial closure

Performing postImplementation project review

Preparing postimplementation review report

Releasing staff

Post-implementation project review

Conduct project survey.

Collect objective information.

Hold a debriefing meeting.

Prepare post-implementation review report.

Publish the report.

Project survey

Project performance

Administrative performance

Organizational structure

Team performance

Techniques of project management

Risk management:

Project Closeout Report

Project closeout report is intended to provide a concise evaluation of the project.

Project description: Information about the project, to give context

What worked well

The factors that impeded the performance of the project

A prescription for other projects to follow