06. Project Closure:

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6.1 Project Leadership and Ethics -

6.1.1 Introduction to project leadership

Leadership has been defined as a **process of social influence, which maximizes the efforts of others, towards the achievement of a goal.** Leadership is getting things done through others; the project manager achieves results through the project team. Project leadership involves inspiring the people assigned to the project to work as a team to implement the plan and accomplish the project objective successfully. The project manager needs to create for the team a vision of the result and expected benefits of the project.

Effective project management requires a participative and consultative leadership style, in which the project manager provides guidance and coaching to the project team. This style is preferred over a hierarchical, autocratic, and directive management approach. Leadership requires that the project manager provide direction, not directions. He establishes the parameters and guidelines for what needs to be done, and the project team members determine how to get it done. The effective manager does not tell people how to do their jobs. Project leadership requires involvement and empowerment of the project team. Individuals want to have ownership and control of their own work. They want to show that they can accomplish goals and meet challenges. The project manager should involve individuals in decisions affecting them and should empower them to make decisions within their assigned areas of responsibility. Creating a project culture that empowers the project team means not only assigning responsibility for tasks to team members but also delegating the authority to make decisions regarding the accomplishment of those tasks. Team members will embrace the responsibility for planning their work, deciding how to accomplish their tasks, monitoring and controlling the progress of their work, and solving problems that may impede progress. They will accept accountability for performing their work scope within budget and on schedule. In empowering individuals to make decisions affecting their work, the project manager should establish clear

guidelines and, if appropriate, any limits. Likewise, when a decision by an individual or group of individuals within the team could have a negative impact on the work, budget, or schedule of other team members, consultation with the project manager would be required. In this instance, the project manager might want to involve all appropriate team members in a problem-solving meeting.

The capable project manager understands what motivates team members and creates a supportive environment in which individuals work as part of a high performing team and are energized to excel. The manager can create such an environment by encouraging participation and involvement by all members of the project team. Techniques include facilitating project meetings to draw all individuals into the discussions, soliciting an individual's ideas when meeting separately with that person, and having various team members participate in presentations to the customer or the project organization's upper management. The project manager shows that she values the contributions of each team member by seeking advice and suggestions, respecting their viewpoints, and making an extra effort to involve team members who may be less outspoken. In addition to allowing each member to tap into the knowledge and expertise of other team members, this approach creates a sense of support and mutual respect within the team for the unique expertise each person brings to the team. The project manager must be careful not to create situations that causes individuals to become is couraged. When expectations are unclear, discouragement is likely to result. Another way of discouraging a project team is to subject members to unnecessary procedures, such as the weekly preparation of written status reports that basically duplicate what is verbalized at the weekly project meetings. Unproductive team meetings can also decrease motivation. The under-utilization of individuals creates another problematic situation. Assigning people to work that is well below their level of competence and not challenging will decrease their motivation. Even more detrimental is "over-managing" people by telling them how to do their work. Such an approach will cause individuals to think that the project manager does not trust them. So, effective project managers not only do things that establish a supportive environment but also are careful not to do things that can have the opposite effect. The project manager can foster motivation through recognition of the project team as a whole and of individual members. Always give credit to people for their ideas, special efforts, and accomplishments. This should be done throughout the project, not just at the end of the project. People want to feel that they are contributing to the project and need to be recognized. Recognition can take many forms—it need not be monetary. It can come in the form of verbal encouragement, praise, a sign of appreciation, or rewards. Such positive reinforcement helps stimulate desired behavior; behavior that is recognized or rewarded is repeated. A project team might be recognized for completing a major task under budget and ahead of schedule or for identifying an innovative way to accelerate the project schedule. Such recognition will encourage the team to try to repeat such feats in the future. One way the project manager provides recognition is by exhibiting a genuine interest in the work of each person on the project team. This can be accomplished by focusing full and undivided attention on individuals when they are explaining their work and then asking them questions about the work. A brief concluding comment such as "thank you," "good job," or "sounds great" will show the person that her or his contributions are recognized and appreciated. Showing appreciation and complimenting individuals will motivate them to be more engaged in contributing to the success of the project. Other forms of recognition include a phone call to express appreciation for an extraordinary effort; a congratulatory or "thanks for the nice job" email; some publicity, such as an article or photograph in the company newsletter; a presentation of a certificate or plaque; or assigning the

person a more responsible position on the project team. Recognition should be carried out as soon as possible after the contribution is made. If too much time elapses between the good deed and the recognition, there will be little impact on future performance. In fact, the individual may feel that the project manager is not interested in the contribution that he or she made. When possible, recognition activities should involve other people in addition to the person being recognized. Individuals appreciate being acknowledged in front of their peers. The effective project manager never monopolizes the spotlight or tries to take credit for the work of others. The project manager sets the tone for the project team by establishing an environment of trust, high expectations, and enjoyment. To foster an atmosphere of trust, the project manager lives up to his word and follows through on commitments. By doing so, the project manager sets an example, demonstrating that follow-through is expected of everyone on the project team. If the project manager fails to follow up on any suggestions, questions, or concerns, he will lose credibility. In cases where things cannot or do not work out as intended or expected, the project manager needs to provide an explanation so that his or her credibility is not damaged. Capable project managers have high expectations of themselves and of each person on the project team. They believe that people tend to live up to what is expected of them. If the project manager shows confidence in the team members and has high expectations for their performance, team members will usually rise to the occasion and deliver. Project managers tend to be optimistic that, at times, even apparently insurmountable obstacles to accomplishing the project can be overcome. If the project manager does not balance her or his high expectations and optimism with reality, however, the project team can become frustrated. Examples of unrealistic expectations include committing to an overly ambitious schedule for completing a complicated task or expecting a newly developed sophisticated software product to work right the first time without any glitches. A project manager who is perceived as foolhardy or reckless will not win the confidence of the project team or the customer. Projects should be fun. Project managers should enjoy their work and encourage the same positive attitude on the part of the project team members. Most people working on projects look for affiliation and socialization; they do not want to work in isolation. The project team needs to go through socialization before it can function effectively as a high-performing team. The project manager can facilitate this socialization process by creating a sense of camaraderie among team members. One technique is to initiate periodic social gatherings, such as lunches or pizza parties for the project team; organizing events that include team members' families, such as picnics, hikes, bike rides, or going to a sports event or concert; or organizing a group of volunteers to help with a community event to support a specific cause or charity. Another technique is to try to place all the project team members in one office location if feasible. Having an open office environment, rather than having everyone behind a closed door, will further foster socialization by making it easier for people to interact. Finally, the project manager should look for opportunities to celebrate successes, especially early in the project. As early milestones are achieved, the project manager might bring snacks to a team meeting or order boxed lunches for everyone at the conclusion of a staff meeting. Such activities create a forum for socialization, informal chatter, and team building, and they make the job enjoyable. Who said work should not be fun! The project manager can influence the behavior of the team to accomplish the project objective. Leadership requires that the project manager be highly motivated and set a positive example for the project team—in other words, practice what she preaches. If a project manager expects people to stay late to finish up work to keep the project on schedule, she has to be there, too; the manager cannot leave early. Everything the project manager does and says sets an example for the team in

terms of expected behavior. A project manager must maintain a positive attitude—no negative comments, no whining, no bad-mouthing or blaming, and no derogatory remarks—and make it clear that such behavior is not acceptable while working on the team. Effective project managers have a "can do" attitude—a desire to overcome obstacles and achieve. They thrive on challenges and getting things done. They focus on ways to get the job done rather than on reasons why it cannot be done. A good project manager is not deterred by barriers or excuses, and has self-confidence and exhibits confidence in the project team members.

6.1.2 Ethics in projects

Two actions a project organization can take to help prevent any wrongdoing are to have a written policy on ethical behavior and to provide training about ethics in the workplace. A policy on ethical behavior should include topics on expectations, a process for reporting misconduct, and the consequences of engaging in unethical practices. The Project Management Institute developed a Code of Ethics and Professional Conduct, which is an excellent guide for people involved in projects. It can also provide a framework for a project organization's policy on ethical behavior.

The Code of Ethics and Professional Conduct applies to:

1. All PMI members
2. Individuals who are not members of PMI but meet one or more of the following criteria:
   - Non-members who hold a PMI certification
   - Non-members who apply to commence a PMI certification process
   - Non-members who serve PMI in a volunteer capacity.

Structure of the Code- The Code of Ethics and Professional Conduct is divided into sections that contain standards of conduct which are aligned with the four values that were identified as most important to the project management community. Some sections of this Code include comments. Comments are not mandatory parts of the Code, but provide examples and other clarification. Finally, a glossary can be found at the end of the standard. The glossary defines words and phrases used in the Code. For convenience, those terms defined in the glossary are underlined in the text of the Code.

Values that Support these Code- Practitioners from the global project management community were asked to identify the values that formed the basis of their decision making and guided their actions. The values that the global project management community defined as most important were: responsibility, respect, fairness, and honesty. This Code affirms these four values as its foundation.

Aspirational and Mandatory Conduct- Each section of the Code of Ethics and Professional Conduct includes both Aspirational standards and mandatory standards. The Aspirational standards describe the conduct that we strive to uphold as practitioners. Although adherence to the Aspirational standards is not easily measured, conducting ourselves in accordance with these is an expectation that we have of ourselves as professionals—it is not optional. The mandatory standards establish firm requirements, and in some cases, limit or prohibit practitioner behavior. Practitioners who do not conduct themselves in accordance with these standards will be subject to disciplinary procedures before PMI's Ethics Review Committee.

RESPONSIBILITY

Description of Responsibility- Responsibility is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

Responsibility: Aspirational Standards- As practitioners in the global project management community:

1 We make decisions and take actions based on the best interests of society, public safety, and the environment.

2 We accept only those assignments that are consistent with our background, experience, skills, and qualifications.

3 We fulfill the commitments that we undertake – we do what we say we will do.

4 When we make errors or omissions, we take ownership and make corrections promptly. When we discover errors or omissions caused by others, we communicate them to the appropriate body as soon they are discovered. We accept accountability for any issues resulting from our errors or omissions and any resulting consequences.

5 We protect proprietary or confidential information that has been entrusted to us.

6 We uphold this Code and hold each other accountable to it.

Responsibility: Mandatory Standards- As practitioners in the global project management community; we require the following of ourselves and our fellow practitioners:

Regulations and Legal Requirements

1 We inform ourselves and uphold the policies, rules, regulations and laws that govern our work, professional, and volunteer activities.

2 We report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.

Ethics Complaints

3 We bring violations of this Code to the attention of the appropriate body for resolution.

4 We only file ethics complaints when they are substantiated by facts.

5 We pursue disciplinary action against an individual who retaliates against a person raising ethics concerns.

RESPECT

Description of Respect- Respect is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources. An environment of respect engenders trust, confidence, and performance excellence by fostering mutual cooperation—an environment where diverse perspectives and views are encouraged and valued.

Respect: Aspirational Standards- As practitioners in the global project management community:

1 We inform ourselves about the norms and customs of others and avoid engaging in behaviors they might consider disrespectful.

2 We listen to others' points of view, seeking to understand them.

3 We approach directly those persons with whom we have a conflict or disagreement.

4 We conduct ourselves in a professional manner, even when it is not reciprocated.

Respect: Mandatory Standards- As practitioners in the global project management community; we require the following of ourselves and our fellow practitioners:

1 We negotiate in good faith.

2 We do not exercise the power of our expertise or position to influence the decisions or actions of others in order to benefit personally at their expense.

3 We do not act in an abusive manner toward others.
4 We respect the property rights of others.

FAIRNESS

Description of Fairness- Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self interest, prejudice, and favoritism.

Fairness: Aspirational Standards- As practitioners in the global project management community:

1 We demonstrate transparency in our decision-making process.
2 We constantly reexamine our impartiality and objectivity, taking corrective action as appropriate.
3 We provide equal access to information to those who are authorized to have that information.
4 We make opportunities equally available to qualified candidates.

Fairness: Mandatory Standards- As practitioners in the global project management community; we require the following of ourselves and our fellow practitioners:

Conflict of Interest Situations

1 We proactively and fully disclose any real or potential conflicts of interest to the appropriate stakeholders.
2 When we realize that we have a real or potential conflict of interest, we refrain from engaging in the decision making process or otherwise attempting to influence outcomes, unless or until: we have made full disclosure to the affected stakeholders; we have an approved mitigation plan; and we have obtained the consent of the stakeholders to proceed.

Favoritism and Discrimination

3 We do not hire or fire, reward or punish, or award or deny contracts based on personal considerations, including but not limited to, favoritism, nepotism, or bribery.
4 We do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.
5 We apply the rules of the organization (employer, Project Management Institute, or other group) without favoritism or prejudice.

HONESTY

5.1 Description of Honesty- Honesty is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

Honesty: Aspirational Standards- As practitioners in the global project management community:

1 We earnestly seek to understand the truth.
2 We are truthful in our communications and in our conduct.
3 We provide accurate information in a timely manner.
4 We make commitments and promises, implied or explicit, in good faith.
5 We strive to create an environment in which others feel safe to tell the truth.

Honesty: Mandatory Standards- As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

1 We do not engage in or condone behavior that is designed to deceive others, including but not limited to, making misleading or false statements, stating half-truths, providing information out of context or withholding information that, if known, would render our statements as misleading or incomplete.
2 We do not engage in dishonest behavior with the intention of personal gain or at the expense of another.

Providing a training session on ethical behavior to inform the project team of the organization's policy, and incorporating case studies or role plays, is a helpful approach. Employees who participate in ethics training are less likely to engage in wrongdoing. Mandating such training sends a message that the project organization places high value on ethical behavior. The project manager should discuss the importance of ethical behavior at a project team meeting at the beginning of the project and mention it regularly at meetings throughout the project. Also, when new members are brought into the project team, the project manager should discuss the importance of, and expectations for, ethical behavior as part of an orientation meeting. Ethical actions, such as a project team member raising an issue about an unsafe design, should be encouraged, acknowledged, and appreciated. Misconduct or conflict-of-interest activities must be addressed and appropriate disciplinary action taken to show that such behavior is unacceptable and will not be tolerated.

Project team members need to be informed that if they are not sure of or hesitant about a possible ethical or conflict-of-interest situation, they should bring it to the attention of the project manager before taking action. The project organization should also establish a nonthreatening process for individuals to report any actions by others that they consider unethical or misconduct. Ethical behavior is everyone's responsibility, not just the project manager's. Every member of the project team must be accountable for his or her actions. Personal integrity is the foundation for workplace ethics. Individuals who have a mindset of trying to "get away (from being caught) with things" will erode that foundation. Other members of the project team need to put peer pressure on such individuals to help modify the behavior by communicating that they do not agree with, condone, accept, or want to be party to such behavior.

6.1.3 Multicultural and virtual projects-

Multicultural projects-

"Culture" refers to the entire way of life for a group of people. It encompasses every aspect of living and has four elements that are common to all cultures: technology, institutions, language, and arts. A nation's culture affects projects in many ways. The *technology* of a culture includes such things as the tools used by people, the material things they produce and use, the way they prepare food, their skills, and their attitudes toward work. It embraces all aspects of their material lives. The *institutions* of a culture make up the structure of the society: the organization of the government, the nature of the family, the way in which religion is organized, the division of labor, the kind of economic system adopted, the system of education, and the way in which voluntary associations are formed and maintained. *Language*, another ingredient of all cultures, is always unique because it is developed in ways that meet the expressed needs of the culture. The translation of one culture's language into another's is rarely precise because words carry connotative meanings as well as denotative meanings. Finally, the *arts* or aesthetic values of a culture are as important to communication as the culture's language. Aesthetic values dictate what is found beautiful and satisfying. If a society can be said to have "style," it is from the culture's aesthetic values that style has its source.

A nation's culture affects projects in many ways. One of the most obvious ways is in how people of different cultures regard time. In some industrialized nations, time is highly valued as a resource, in some cultures; the quality of the work is seen to be considerably more important than on-time delivery.

The pace of life differs from one culture to another, just as do the values that people place on family or success. The fundamental philosophy of staffing projects varies greatly in different cultures. C*ompadre* system leads a manager to give preference to relatives and friends when hiring. The impact of trust on project management, with its dependence on the ability and willingness of others to meet commitments, is clear. The importance of trust is also demonstrated by the critical role played by the *compadre* system.

The job description of any PM should include responsibility for acquiring a working knowledge of the culture of any country in which he or she is to conduct a project. As far as possible, the project should be conducted in such a way that host-country norms are honored. To do so, however, it will often raise problems for management of the parent firm. An unwelcome truth is that the cultures of many countries will not offer a female PM the same level of respect shown a male PM. Thus, senior management is faced with the awkward choice of violating its own policy against sex discrimination or markedly increasing the risk of project failure.

Some factors that they contend require special consideration by the PM heading a multicultural project. We have already noted some of these factors, and others are obvious: the importance of language and culture, the need to deal with the politics and politicians in the host nation, the fact that the PM may have to use indigenous staff members, the possibility of input supply and technology problems, and the need to obey local laws and customs. In addition, they note two other matters that may cause serious problems for the PM. First, there are additional risk factors such as kidnapping, disease, and faulty medical care. Of course, in many countries, project workers may face less risk from crime than in their home country as well as easier access to medical care. Second, the PM may have to provide for the physical and psychological needs of people who are transferred to the host nation and must live in a "strange land with different customs and way of life." They refer to this as the "expatriate way of life.

Five Strategies-

1. Provide Cross-Cultural Training

No one is born with the skill to understand people from foreign cultures; it must be learned. For cross-cultural virtual teams to achieve their potential, workers must demonstrate mission-critical intercultural communication skills. It's necessary for professionals to receive formal training and virtual team guidelines. By seeing business from the perspective of others, professionals are able to develop strategies to flex their work style and develop deeper intercultural insights – and stronger cross-cultural relationships.

2. Appoint a Clearly Designated Leader or Manager

An effective leader or manager must be able to clearly articulate the team's goals, scope, decision-making processes, and more. They must be available to engage with team members – and not only through large-scale virtual meetings. Casual chats in virtual office hours help foster close relationships that give leaders a better grasp of the different work styles present in their virtual teams.

Meetings are just as important. To get the most out of meetings, leaders should prepare and distribute an agenda in advance. Assign someone from the team to take brief minutes and share them after the meeting. Most of all, manage group participation to help give indirect communicators a defined role. Professionals from many cultures are often less comfortable openly expressing disagreement or sharing bad news.

3. Create a Team Charter

A high-performing team needs solid guidelines. Create a team charter that serves to clarify performance expectations. Be sure to provide a literal, explicit framework for success to ensure

your whole virtual team is engaged and on the same page regardless of where they are in the world. Be sure to focus not only on the "what's" but the "how's." In the same vein, always promote clear, open, and consistent communication. Honesty and openness can help foster some of the traits that prevent unnecessary challenges and conflict: respect, familiarity, comfort, and trust. Similarly, if the whole team is comfortable, they will be more likely to overcome the unavoidable challenges and conflicts associated with diverse work styles.

4. Promote an Open Environment

By creating an open environment that leaves rank and egos at the door, everyone can have an equal voice. It's important for all opinions and questions to be valid – no question is "stupid." Assumptions lead to misunderstandings, openly sharing information is key. The structure of global virtual teams makes it easy to hide behind a screen, but an effective leader pays attention to those who are quiet, recognizing their work styles and soliciting opinions during calls and meetings. Or, instead of putting them on the spot, have a private conversation. This allows a leader to simultaneously gain insight and remind their team members that their opinions are an important part of maintaining a balanced and effective group.

5. Provide an Internal Communication Site

A well-defined virtual space for teamwork – a shared collaboration platform, for example – can help ensure all team members are always in the loop. Interpersonal relationships are more likely to flourish if you include visual and written profiles of all team members, their roles, responsibilities, and contact info. A shared collaboration page should be a carefully managed asset. By including project details along with the ability to instantly share data and insights across borders and time zones, cross-cultural virtual teams increase their potential contribution to the business.

Opportunities-People all over the World are very easy to deal with. However, it is good to understand a little bit about their culture. Better understanding of different races opens the door for improved team communication and effective project management.

Virtual Projects-

Virtual projects are those in which work on the project team crosses time, space, organizational, or cultural boundaries. Thus, a virtual team may work in different time zones, be geographically dispersed, work in different organizations, or work in different cultures. In all cases, the rise of virtual projects has been facilitated by the use of the Internet and other communication technologies. In many of these cases, the project team is often organized in some matrix type of structure rather than a functional or standalone project form. V*irtual positions is a* "task processes, the performance of which requires composite membership" in both project and functional organizations. When complex organizations conduct projects, virtual positions are typical because projects usually require input from several functional departments. This creates overlapping and shared responsibility for the work with functional managers and PMs sharing responsibility for execution of the project.

Some rules for success when organizations find they must use geographically dispersed virtual teams for some of their projects-

• Only use virtual teams for projects that are challenging and interesting. But also be sure the project is meaningful to the company as well as the team.

• Solicit volunteers as much as possible—they'll be more enthusiastic and dedicated to the success of the project.

• Include a few members in the team who already know each other, and make sure one in every six or seven are "boundary spanners" with lots of outside contacts.

• Create an online resource for team members to learn about each other (especially how they prefer to work), collaborate, brainstorm, and draw inspiration.
• Encourage frequent communication, but not social gatherings (which will occur at more natural times anyway).
• Divide the project work into geographically independent modules as much as possible so progress in one location isn't hampered by delays in other locations.

6.2 Closing the Project:

Close Project or Phase is the process of finalizing all activities for the project, phase, or contract. The key benefits of this process are the project or phase information is archived, the planned work is completed, and organizational team resources are released to pursue new endeavors. This process is performed once or at predefined points in the project. When closing the project, the project manager reviews the project management plan to ensure that all project work is completed and that the project has met its objectives. The activities necessary for the administrative closure of the project or phase include but are not limited to:

*Actions and activities necessary to satisfy completion or exit criteria for the phase or project such as:
-Making certain that all documents and deliverables are up-to-date and that all issues are resolved;
-Confirming the delivery and formal acceptance of deliverables by the customer;
-Ensuring that all costs are charged to the project;
-Closing project accounts;
-Reassigning personnel;
-Dealing with excess project material;
-Reallocating project facilities, equipment, and other resources; and
-Elaborating the final project reports as required by organizational policies.
*Activities related to the completion of the contractual agreements applicable to the project or project phase such as:
-Confirming the formal acceptance of the seller's work,
-Finalizing open claims,
-Updating records to reflect final results, and
-Archiving such information for future use.
*Activities needed to:
-Collect project or phase records,
-Audit project success or failure,
-Manage knowledge sharing and transfer,
-Identify lessons learned, and
-Archive project information for future use by the organization.
*Actions and activities necessary to transfer the project's products, services, or results to the next phase or to production and/or operations.

*Collecting any suggestions for improving or updating the policies and procedures of the organization, and sending them to the appropriate organizational unit.
*Measuring stakeholder satisfaction.

The Close Project or Phase process also establishes the procedures to investigate and document the reasons for actions taken if a project is terminated before completion. In order to successfully achieve this, the project manager needs to engage all the proper stakeholders in the process.

6.2.1 Customer acceptance- Deliverables that meet the acceptance criteria are formally signed off and approved by the customer or sponsor. Formal documentation received from the customer or sponsor acknowledging formal stakeholder acceptance of the project's deliverables is forwarded to the Close Project or Phase process Accepted deliverables may include approved product specifications, delivery receipts, and work performance documents. Partial or interim deliverables may also be included for phased or cancelled projects.

6.2.2 Reasons of project termination

Projects do not always end successfully and there are a number of reasons why projects are occasionally closed before their intended finish date. Here are a few of the many possible reasons for stopping work on a project:

1. The project has been completed and handed over to the project owner, with or without complete success.
2. The project contractor has run out of funds, leaving the owner to find a new contractor.
3. The project owner has permanently run out of funds, killing the project.
4. The project owner wishes to make fundamental changes, causing the project to be scrapped and restarted.
5. Changed economic or political conditions mean that the project will no longer be financially viable for the owner in the foreseeable future (for example, a fall in the price or demand for a commodity that removes financial justification for building new plant to increase production capacity).
6. The customer asks for the project to be ‘put on hold’ (delayed indefinitely) pending a possible improvement in market conditions or to await the results of a reappraisal.
7. Government policy changes (possible for many reasons) resulting in termination of some government contracts. Defence contracts for weapons systems, ships and aircraft are always subject to such risks.
8. An Act of God (flood, tempest and so on) has intervened, causing further work on the project to be suspended or abandoned.
9. Hostile activities have broken out in an internal or international conflict, making work on the project impossible.

Premature project closure can affect the closure procedures required but all sections in this chapter (except for final as-built definition) assume successful completion and handover to the project owner.

6.2.3 Various types of project terminations (Extinction, Addition, Integration, Starvation)

There are four fundamentally different ways to close out a project: extinction, addition, integration, and starvation.

Closure by Extinction

-The project is stopped. It may end because it has been successful and achieved its goals:-The new product has been developed and handed over to the client, or the software has been installed and is running at the client's facility.

-The project may also be stopped because it is unsuccessful or has been superseded: The new drug failed its efficacy tests; there are better/faster/cheaper/prettier alternatives available; or it will cost too much and take too long to get the desired performance. Changes in the external environment can kill projects as well. Extraordinary cost escalation in the technology and materials.

-A special case of closure by extinction is "termination by murder." There are all sorts of murders. They range from political assassination to accidental projecticide. When senior executives vie for promotion, projects for which the loser is champion are apt to suffer.

-Corporate mergers often make certain projects redundant or irrelevant. NCR was forced to cancel several projects following its merger into AT&T, and probably several more when NCR was later unmerged.

-When a decision is made to close a project by extinction, the most noticeable event is that all activity on the *substance* of the project ceases. A great deal of organizational activity, however, remains to be done. Arrangements must be made for the orderly release of project team members and their reassignment to other activities if they are to remain in the parent organization. The property, equipment, and materials belonging to the project must be disbursed according to the dictates of the project contract or in accord with the established procedures of the parent organization. Finally, the Project Final Report, also known as the *project history*, must be prepared.

Closure by Addition

-Most projects are "in-house," that is, carried out by the project team for use in the parent organization. If a project is a major success, it may be closed by institutionalizing it as a formal part of the parent organization.

-When the project is made a more or less full-fledged member of the parent, it lives its first years in a protected status.

-When project success results in closure by addition, the transition is strikingly different from closeout by extinction. In both cases, the project ceases to exist, but there the similarity stops. Project personnel, property, and equipment are often simply transferred from the dying project to the newly born division. The metamorphosis from project to department, to division, and even to subsidiary is accompanied by budgets and administrative practices that conform to standard procedure in the parent firm, by demands for contribution profits, by the probable decline of political protection from the project's corporate "champion," indeed by a greater exposure to all the usual stresses and strains of regular, routine, day-to-day operations.

-It is not uncommon, however, for some of the more adventurous members of the project team to request transfers to other projects or to seek the chance to start new projects. Project life is exciting, and some team members are uncomfortable with what they perceive to be the staid, regulated existence of the parent organization. The change from project to division brings with it a sharply diminished sense of freedom. This transition poses a difficult time for the PM, who must see to it that the shift is made smoothly. The transition from project to division demands a superior level of political sensitivity for successful accomplishment. Projects lead a sheltered life, for all the risks they run. The regular operating divisions of a firm are subjected to the daily infighting that seems, in most firms, to be a normal result of competition between executives.

Closure by Integration

This method of closing a project is the most common way of dealing with successful projects and the most complex. -The property, equipment, material, personnel, and functions of the project are distributed among the existing elements of the parent organization.

-The output of the project becomes a standard part of the operating systems of the parent or client. In some cases, the problems of in-house integration are relatively minor. The project team that installed a new piece of software instructed the information systems division in its operation and maintenance, and then departed, probably left only minor problems behind it, problems familiar to experienced IS managers. If the installation was an enterprise-wide system with numerous modules, then the complexities of integration are apt to be more severe.

-In general, the problems of integration are inversely related to the level of experience that the parent organization (or client) has had with: (1) the technology being integrated and (2) the successful integration of other projects, regardless of technology.

Most problems of closure by addition are also present when the project is integrated. In the case of integration, the project may not be viewed as a competitive interloper, but the project personnel being moved into established units of the parent organization will be so viewed. In addition, the project, which flourished so well in its protected existence as a project, may not be quite so healthy in the chill atmosphere of the "real world." The individuals who nurtured the project may have returned to their respective organizational divisions and may have new responsibilities. They tend to lose their fervid interest in the "old" project.

Following is a list of a few of the more important aspects of the transition from project to integrated operation that must be considered when the project functions are distributed.

1. Personnel Where will the project team go? Will it remain a team? If the functions that the team performed are still needed, who will do them? If ex-team members are assigned to a new project, under what conditions or circumstances might they be temporarily available for help on the old project?

2. Manufacturing Is training complete? Are input materials and the required facilities available? Does the production system layout have to be replanned? Did the change create new bottlenecks or line-of-balance problems? Are new operating or control procedures needed? Is the new operation integrated into the firm's computer systems?

3. Accounting/Finance Have the project accounts been closed and audited? Do the new department budgets include the additional work needed by the project? Have the new accounts been created and account numbers been distributed? Have all project property and equipment been distributed according to the contract or established agreements?

4. Engineering Are all drawings complete and on file? Are operating manuals and change procedures understood? Have training programs been altered appropriately for new employees? Have maintenance schedules been adjusted for the change? Do we have a proper level of "spares" in stock?

5. Information Systems/Software Has the new system been thoroughly tested? Is the software properly documented and are "comments" complete? Is the new system fully integrated with current systems? Have the potential users been properly trained to use the new system?

6. Marketing Is the sales department aware of the change? Is marketing in agreement about lead times? Is marketing comfortable with the new line? Is the marketing strategy ready for implementation?

7. Purchasing, Distribution, Legal, etc. Are all these and other functional areas aware of the change? Has each made sure that the transition from project to standard operation has been accomplished within standard organizational guidelines and that standard administrative procedures have been installed?

8. Risk Identification and Management Most of the questions and conditions noted in items 1–7 represent risks for successful integration. They should be handled similarly to any other risks the project has faced, subjected to analysis, and dealt with accordingly.

Closure by Starvation

There is a fourth type of project closure, although strictly speaking, it is not a "closure" at all. It is "slow starvation by budget decrement." Almost anyone who has been involved with projects over a sufficient period of time to have covered a business recession has had to cope with budget cuts. Budget cuts, or decrements, are not rare. Because they are common, they are sometimes used to mask a project closure.

There may be a number of reasons why senior management does not wish to close an unsuccessful or obsolete project. In some firms, for example, it is politically dangerous to admit that one has championed a failure, and closing a project that has not accomplished its goals is an admission of failure. In such a case, the project budget might receive a deep cut—or a series of small cuts—large enough to prevent further progress on the project and to force the reassignment of many project team members. In effect, the project is closed, but the project still exists as a legal entity complete with sufficient staff to maintain some sort of presence such as an administrative assistant who issues a project "no-progress" report each year. In general, it is considered bad manners to inquire into such projects or to ask why they are still "on the books.

6.2.4 Process of project termination

The closure process has two distinct parts. First is the decision whether or not to close. Second, if the decision is to close out the project, the decision must be carried out.

The Decision Process

Decision-aiding models for the closure decision fall into three generic categories. First, there are models that base the decision on the degree to which the project qualifies against a set of factors generally held to be associated with successful (or failed) projects. Second, there are models that base the decision on the degree to which the project meets the goals and objectives set for it. Third, there are projects that have fallen far enough behind their schedules and planned progress that the cost to complete them is no longer justifiable.

In terms of the first model, it is easy for PMs to get caught up in the momentum of work and not stop for a second to question whether the work itself is still justified. Clearly, if it seems apparent that the project will not be completed in terms of its scope, cost, and schedule, it should be reconsidered and either restructured or shut down. However, this should also be recommended if the PM senses that the project no longer aligns with the strategic value objectives of the organization, where "Value" =Benefits/(Cost + Schedule) . In that case, the PM should attempt to find alternatives to recommend that could leverage the investment to date but provide value through a more strategically relevant project.

The project selection models are not appropriate for the project closure decision. The argument is that the data requirements for selection models are too large and costly. The evaluation of factors in project selection models may change as projects are evaluated at different stages in their life cycles. The probability of technical success of a project is usually estimated to be close to 1.0 early in the life cycle, but lower during later stages when the technical problems are known. This would bias decisions in favor of new projects and against ongoing ones. However, the first argument is generally untrue of those selection models actually being used, which are typically of modest size. As we know that the uncertainty associated with most projects is not concerned with whether or not the project objective is technically achievable, but rather with the time and cost required to achieve it. The fact that selection criteria may change between the time that the project is started and the time it is judged for possible shutdown is not a relevant criticism of the use of a selection model. Indeed, whatever the source of the criteria for closure, they should be determined by the organization's policy at the time the decision is made—not judged by the policy of some prior time. Adopting the position that sunk costs are not relevant to current investment decisions, we hold that the primary criterion for project continuance or closure is *whether or not the organization is willing to invest the estimated time and cost required to complete the project, given the project's current status and current expected outcome*. We emphasize that this criterion can be applied to any project.

Figure 6.1 shows project closure decision support system (DSS) based on a constrained weighted factor scoring model. The capabilities of most popular spreadsheets allow direct modeling of the scoring model, allow customized menus, and allow decision makers to adapt and enhance the model as they gain experience in the use of the DSS. The decision criteria, constraints, weights, and environmental data are unique to each organization, as are the specifics of using this (or any) decision model.

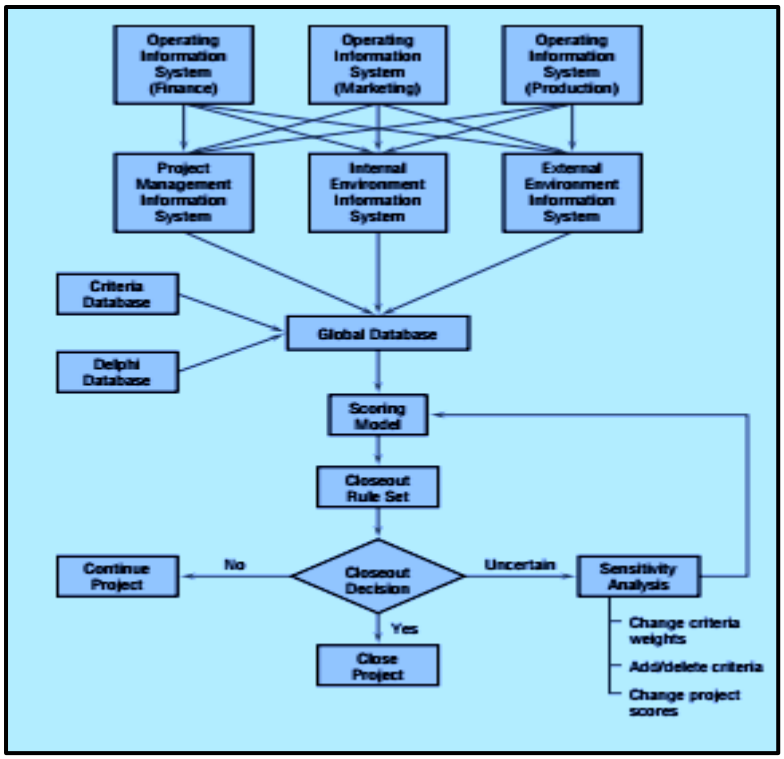

Fig. 6.1 DSS structure for a project closure decision.

The Implementation Process

Once it has been decided to close a project, the process by which it will be terminated must be implemented. The closure process should be planned, budgeted, and scheduled just as is done for any other phase of the project life cycle. The evaluation has already been conducted, and praise or censure has been delivered. The PM sometimes ignores the closeout process entirely. Rather than deal with closure, the PM may let the project administrator handle things. Project team members may well have similar feelings and reactions and may seek new jobs or affiliations before the project actually end, thereby dragging out some final tasks interminably.

Special *closure managers* are sometimes useful in completing the long and involved process of shutting down a project. In such cases, the PM is transferred to another project or reassigned to a functional "home." The closure manager does not have to deal with substantive project tasks and therefore may be a person familiar with the administrative requirements of closure and the environment within which the project will be operating (if it continues to live). If personnel performance evaluations are required, and they usually are, they must be prepared by the PM or whoever supervised the work of each individual team member, not by a specially appointed closure manager.

If technical knowledge is required during the closure process, a member of the project team may be upgraded and assigned responsibility for the shutdown. This "promotion" is often a motivator and will provide development experience for the team member. The primary duties of the closure manager are encompassed in the following nine general tasks:

1. Ensure completion of the work, including tasks performed by subcontractors.
2. Notify the client of project completion, and ensure that delivery (and installation) is accomplished. Acceptance of the project must be acknowledged by the client.
3. Ensure that documentation is complete, including a terminal evaluation of the project deliverables and preparation of the project's final report, including any lessons learned from the administration and management of the project.
4. Clear for final billings, and oversee preparation of the final invoices sent to the client.
5. Redistribute personnel, materials, equipment, and any other resources to the appropriate places.
6. Clear project with legal counsel or consultant. File for patents if appropriate. Record and archive all "nondisclosure" documents.
7. Determine what records (manuals, reports, and other paperwork) to keep. Ensure that such documents are stored in the proper places and that responsibility for document retention is turned over to the parent organization's archivist.
8. Ascertain any product support requirements (e.g., spares, service), decide how such support will be delivered, and assign responsibility.
9. Oversee the closing of the project's books.
It is likely that tasks 1 to 3 will be handled by the regular PM immediately before the project closure process is started. If the closure manager must handle these tasks, technical support will almost certainly be needed. Of course, many of the tasks on this list will be quite simple if the project is not large, but even with small- or medium-sized projects, the PM should make sure that all items are covered. For routine projects, for example, maintenance, simplified checklists are helpful. Item 5 on this list deserves some amplification. The PM can do a great deal to reduce the problems of closure by dealing with these issues well before the actual closure process begins. Arrangements for the distribution and disposal of property and equipment belonging to the project should be included in the charter and/or in the contract with the client. Obviously, this does not stop all arguments, but it does soften the conflicts. Dealing with project personnel is more difficult.

6.2.5 Completing a final report; doing lessons learned analysis-

Final report- Good project management systems have a memory, the Organization Process Assets. A key element of this memory is the Project Final Report. The elements that should be covered in the final report are listed below. The precise organization of the final report is not a matter of great concern; the content is. Some are organized chronologically, while others feature sections on the technical and administrative aspects of the project. Some are written in a narrative style, and some contain copies of all project reports strung together with short commentaries. What matters is that several subjects should be addressed, one way or another, in the final report.
1. Project Performance A key element of the report is a comparison of what the project achieved (the terminal evaluation) with what the project tried to achieve (the project proposal).

This comparison may be quite extensive and should include explanations of all significant deviations of actual from plan. A final earned value discussion can also be helpful. Because the final report is not a formal evaluation, it can reflect the best judgment of the PM on why the triumphs and failures occurred. This comparison should be followed with a set of recommendations for future projects dealing with like or similar technical matters.
2. Administrative Performance The substantive side of the project usually gets a great deal of attention, while the administrative side is often ignored until administrative problems occur. There is also a strong tendency on the part of almost everyone to treat the "pencil pushers" with grudging tolerance, at best. The administration of a project cannot solve technical problems, but it can enable good technology to be implemented (or prevent it). Administrative practices should be reviewed, and those that worked particularly well or poorly should be highlighted. It is important, when possible, to report the reasons why some specific practice was effective or ineffective. If poor administration is to be avoided and good practices adopted, it is necessary to understand why some things work well and others do not in the environment of a particular organization. This becomes the basis for the recommendations that accompany the discussion.
3. Organizational Structure Each of the organizational forms used for projects has its own unique set of advantages and disadvantages. The final report should include comments on the ways the structure aided or impeded the progress of the project. If it appears that a modification to the accepted form of project organization—or a change to a different basic organizational form—might be helpful for project management, such a recommendation should be made. Obviously, recommendations should be accompanied by detailed explanations and rationales.
4. Project and Administrative Teams On occasion, individuals who are competent and likable as individuals do not perform well as members of a team when a high level of interpersonal communication and cooperation is required. A confidential section of the final report may be directed to a senior personnel officer of the parent organization, recommending that such individuals not be assigned to future projects. Similarly, the PM may recommend that individuals or groups who are particularly effective when operating as a team be kept together on future projects or when reassigned to the firm's regular operations.
5. Techniques of Project Management The outcome of the project is so dependent on the skill with which the forecasting, planning, budgeting, scheduling, resource allocation, risk management, and control are handled that attention must be given to checking on the way these tasks were accomplished. If the forecasts, budgets, and schedules were not reasonably accurate, recommendations for improved methods should be made. The techniques used for planning, control, and risk management should also be subject to scrutiny.

The final report provides a summary of the project performance. It can include information such as:

-Summary level description of the project or phase.

-Scope objectives, the criteria used to evaluate the scope, and evidence that the completion criteria were met.

-Quality objectives, the criteria used to evaluate the project and product quality, the verification and actual milestone delivery dates, and reasons for variances.
-Cost objectives, including the acceptable cost range, actual costs, and reasons for any variances.
-Summary of the validation information for the final product, service, or result.
-Schedule objectives including whether results achieved the benefits that the project was undertaken to address. If the benefits are not met at the close of the project, indicate the degree to which they were achieved and estimate for future benefits realization.
-Summary of how the final product, service, or result achieved the business needs identified in the business plan. If the business needs are not met at the close of the project, indicate the degree to which they were achieved and estimate for when the business needs will be met in the future.
-Summary of any risks or issues encountered on the project and how they were addressed.

The fundamental purpose of the final report is to improve future projects, hence its value in Postproject control. It is ultimately focused on the project itself and on the process by which the project was conducted. Data on the project and its outcomes are available in the many interim reports, audits, and evaluations conducted during the project's life.

Lessons learned analysis- The purpose of identifying and documenting lessons learned is to capitalize on the knowledge and experience gained on the project to improve performance on future projects. The project organization should establish a knowledge base system that includes an easily accessible repository that encourages project managers and teams to retrieve lessons learned and information from previous projects. The system should organize information so that it is easily retrievable by category or subject of lesson learned or by key words. The project team should not wait until the end of the project to capture and document lessons learned; it should be done on an ongoing basis throughout the planning and performing phases of the project. This can also help to improve performance during the remainder of performing the project. A system should be established to capture these learning moments and to maintain a list of lessons learned during performance of the project. With such a system, some items will not be forgotten. Otherwise, if the project was for a long duration—for example, several years—some key people involved in situations that might have provided good lessons learned early in the project may no longer be associated with the project when the project moves into the closing phase, and therefore might not be available to share their experience. Information regarding lessons learned and associated recommendations from internal Postproject evaluation meetings and from feedback from the customer or sponsor should also be incorporated into the organization's lessons learned knowledge base. An important consideration regarding lessons learned is to ensure that they are documented, communicated, and used by project managers and teams on future projects. One way to do this might be to require it to be an agenda item at the initial kickoff meeting for a new project. Lessons learned can also be a good topic for any internal project management training that is conducted by the project organization

The lessons learned register can include the category and description of the situation. The lessons learned register may also include the impact, recommendations, and proposed actions associated with the situation. The lessons learned register may record challenges, problems,

realized risks and opportunities, or other content as appropriate. The lessons learned register is created as an output of this process early in the project. Thereafter it is used as an input and updated as an output in many processes throughout the project. The persons or teams involved in the work are also involved in capturing the lessons learned. Knowledge can be documented using videos, pictures, audios, or other suitable means that ensure the efficiency of the lessons captured. At the end of a project or phase, the information is transferred to an organizational process asset called a lessons learned repository. Lessons learned and knowledge gained throughout the projects are transferred to the lessons learned repository for use by future projects.

6.2.6 Acknowledging successes and failures-

The final activity undertaken on any project is a review of its overall success and failure by an independent resource. Success is determined by how well it performed against the defined objectives and conformed to the management processes outlined in the planning phase.

To determine performance, a number of questions are posed. For example:

- Did it result in the benefits defined in the Business Case?
- Did it achieve the objectives outlined in the Project Charter?
- Did it operate within the scope of the Project Charter?
- Did the deliverables meet the criteria defined in the Quality Plan?
- Was it delivered within the schedule outlined in the Project Plan?
- Was it delivered within the budget outlined in the Financial Plan?

To determine conformance, a review is undertaken of the level of conformity of the project activities to the management processes outlined in the Quality Plan. The above results, key achievements and lessons learnt are documented within a Post Implementation Review report and presented to the Project Sponsor for approval.

6.2.7 Project management templates and other resources

Templates - A partially complete document in a predefined format that provides a defined structure for collecting, organizing, and presenting information and data. For the four stages of project cycle, following templates are used:-

A) Project Initiation Templates-These Project Initiation Templates provide all of the project initiation documents needed to start up a project by giving you templates to create a business case, perform a feasibility study, define the project scope, recruit staff and create a project office.

1. Project Proposal Templates- A project proposal is a document that is used to convince a sponsor that a project needs to be kicked-off to solve a particular business problem or opportunity. It describes in depth, how the project is going to be commenced so that the sponsor understands what is involved early. This Project Proposal helps to: Set the project vision, Define the requirements, Describe the deliverables, List success criteria, Specify the deadlines, Get authorization. This Project Proposal template includes: Detailed instructions, Tables and charts, Practical examples, Useful tips and hints, A professional layout.
2. Feasibility Study Templates - A Project Feasibility Study is an exercise that involves documenting each of the potential solutions to a particular business problem or opportunity. Feasibility Studies can be undertaken by any type of business, project or team and they are a

critical part of the Project Life Cycle. The process of completing a Feasibility Study is by defining the business problem / opportunity, the alternative solutions available and the recommended solution for implementation. It helps to: Research the business problem or opportunity, Document the business requirements for a solution, Identify all of the alternative solutions available, Review each solution to determine its feasibility, List any risks and issues with each solution, Choose a preferred solution for implementation, Document the results in a feasibility report. This template includes: A diagram describing feasibility assessments, Procedures which help you to assess feasibility, Tables to help you write up the feasibility outcome, A best practice process to achieve the best feasibility results.

3. Project Charter Templates - A Project Charter outlines the purpose of the project, the way the project will be structured and how it will be successfully implemented. It describes the project vision, objectives, scope and deliverables, as well as the Stakeholders, roles and responsibilities. The Project Charter is also known as a "Terms of Reference" or "Project Definition Report". It helps to define the scope of project i.e it defines the parameters within which the project must be delivered. This Project Charter template will help you to: Identify the project vision and objectives, Define the complete scope of the project, List all of the critical project deliverables, State the customers and project stakeholders, List the key roles and their responsibilities, Create an organizational structure for the project, Document the overall implementation plan, List any risks, issues and assumptions.
4. Project Job Description Templates - A Project Job Description defines the objectives and responsibilities of a particular role on a project. Completing a Job Description Template ensures the skills; experience and qualifications needed to fulfill the role are clearly defined. A Job Description may also be referred to as a "Position Description". The Project Manager Job Description template lists all of the responsibilities of a Project Manager role within a project. It also defines how targets are going to be measured and how the performance of the role will be assessed. This template helps to: Define the real purpose of the role, List the key responsibilities of the role, Define who this role will be reporting to, Create a detailed Organizational Chart, List the skills and experience needed, Define any relevant qualifications, Set out the key performance criteria, Identify the salary and working conditions. This template includes: A complete worked example of a Job Description, Instructions for every section within the document, A sample list of skills and experience needed, An Organization Chart diagram, Examples of key performance criteria, Lots of helpful hints and practical tips.
5. Project Office Checklist- A Project Management Office is the physical premises within which project staff (e.g. the Project Manager and support staff) reside. The Project Office also contains the communications infrastructure and technologies required to support the project. By using this 'Project Office Checklist', it will ensure to have all of the tools needed to operate your Project Office. This Project Office checklist helps to: Identify the right location for your PMO team, Ensure that you have the correct infrastructure, Procure the right PMO equipment and tools, Define the PMO roles and responsibilities, Put in place suitable standards and processes, Implement relevant project management templates, Offer Project Management Office services to projects.
6. Project Review Form - Initiation Phase- The first time in the project life cycle that a project review is undertaken is at the end of the first project phase, called "Initiation". During this project review, a decision is made as to whether or not the team has met the objectives and is approved to proceed to the next project phase, being the "Planning" phase. Performing a

project management review at the end of each phase is critical to the success of the project, because it allows the Project Sponsor to control the progress of the project and make sure that it passes through each Project Phase smoothly. This Project Review Form is completed at the end of the Initiation project phase to tell the sponsor whether the project has achieved its objectives to date. The form helps you to document the results of your Project Review, by stating whether the: Project is currently delivering to schedule, Budget allocated was sufficient at this point, Deliverables have been produced and approved, Risks have been controlled and mitigated, Issues were identified and resolved, Changes were properly managed, Project is on track. The form helps you to: Document the results of your Project Review, Clearly communicate the progress of your project to your sponsor, List any risks or issues which have impacted the project, Show sponsor the deliverables produced to date, Seek approval to proceed to the next phase.

B) Planning Phase Templates-

1. Project Plan Template - A Project Plan sets out the phases, activities and tasks needed to deliver a project. The timeframes required to deliver the project, along with the resources and milestones are also shown in the Project Plan. This Project Plan Template will help to quickly and easily create a Project Plan for the project. This Project Plan template is used to: Identify all of the phases, activities and tasks, Sum up the effort needed to complete those tasks, Document all of the project inter-dependencies, List the planning assumptions and constraints, Create a detailed project planning schedule. This Project Plan Template will help to: Define the project scope & milestones, Identify the Work Breakdown Structure, Set and agree the target delivery dates, Monitor and control the allocation of resource, Report on the progress of the project, to the sponsor.
2. Resource Plan Template - A Resource Plan summarizes the level of resources needed to complete a project. A properly documented Resource Plan will specify the exact quantities of labor, equipment and materials needed to complete the project. This Resource Planning template is used to identify the: Types of labor required for the project, Roles and key responsibilities for each labor type, Number of people required to fill each role, Items of equipment to be used and their purposes, Types and quantities of equipment needed, Total amount of materials needed. This Resource Plan template will help to: Plan the dates for using or consuming these resources, Identify the amount of resource required per project activity, Create a detailed resource utilization schedule.
3. Financial Plan Template - A Financial Plan identifies the Project Finance (i.e. money) needed to meet specific objectives. The Financial Plan defines all of the various types of expenses that a project will incur (labor, equipment, materials and administration costs) along with an estimation of the value of each expense. The Financial Plan also summarizes the total expense to be incurred across the project and this total expense becomes the project budget. As part of the Financial Planning exercise, a schedule is provided which states the amount of money needed during each stage of the project. This Financial Plan template is used to identify the: Types of labour costs to be incurred during the project, Items of equipment needed to deliver the project, Various materials needed by the project, Unit costs for labor, equipment and materials, Other costs types such as administration, Amount of contingency needed. The Financial Plan template helps to create a budget by: Calculating the total cost involved in completing the project, Identifying the total cost of each project activity, Creating a schedule of expenses.

4. Risk Plan Template - A Risk Plan helps you to foresee risks, identify actions to prevent them from occurring and reduce their impact should they eventuate. The Risk Management Plan is created as part of the Risk Planning process. It lists of all foreseeable risks, their ranking and priority, the preventative and contingent actions, along with a process for tracking them. This Risk Planning template will help to: Identify risks within your project, Categorize and prioritize each risk, Determine the likelihood of the risks occurring, Identify the impact on the project if risk does occur. This Risk Plan template is used to: Identify preventative actions to prevent the risk from occurring, List contingent actions to reduce the impact, should the risk occur, Schedule these actions within an acceptable timeframe, Monitor the status of each risk throughout the project
5. Quality Plan Template - A Quality Plan helps you schedule all of the tasks needed to make sure that your project meets the needs of your customer. It comprises two parts; the Quality Assurance Plan lists the independent reviews needed and the Quality Control Plan lists the internal reviews needed to meet your quality targets. This Quality Plan is used to set quality targets by: Identifying the customer's requirements, Listing the project deliverables to be produced, Setting quality criteria for these deliverables, Defining quality standards for the deliverables, Gaining your customers agreement with the targets set. This Quality Plan helps to monitor and control quality by: Identifying the quality control tasks needed to control quality, Creating a Quality Control Plan, by scheduling the control activities, Listing the quality assurance activities required to assure quality, Building a Quality Assurance Plan, by creating an activity schedule.
6. Acceptance Plan Template - An Acceptance Plan (also known as an "Acceptance Test Plan") is a schedule of tasks that are required to gain the customers acceptance that what you have produced is satisfactory. It is more than just a task list though. An Acceptance Plan is in fact an agreement between you and the customer, stating the acceptance tasks that will be undertaken at the end of the project to get their final approval. The Acceptance Plan includes a list of the deliverables, the acceptance test activities, the criteria and standards to be met, and the plan for their completion. This Acceptance Plan template helps to gain acceptance, by: Creating a full list of all project deliverables, Listing the criteria for gaining customer acceptance, Putting in place, acceptance standards to be met. This template is used to create an Acceptance Plan by: Identifying the acceptance test methods, Allocating acceptance test resources, Scheduling acceptance reviews with your customer, Gaining your final acceptance of your deliverables.
7. Communication Plan Template - A Communication Plan (or Communications Plan) describes how you intend to communicate the right messages to the right people at the right time. Within a Communication Plan, the communication goals, stakeholders and strategies, activities and timeframes are described. A Communication Plan helps you keep everyone informed so that you can communicate a consistent message to your target audience. The template helps to build Communication Plans by: Listing your communications stakeholders, Defining each stakeholders communication needs, Identifying the required communications events, Determining the method and frequency of each event, Allocating resource to communications events, Building a communication event schedule. This Communication Plan template helps for: Monitoring the communications events completed, Gaining feedback on communications events, Improving communications processes.
8. Procurement Plan Template - A Procurement Plan defines the products and services that you will obtain from external suppliers. A good Procurement Plan will go one step further by

describing the process you will go through to appoint those suppliers contractually. This Procurement Plan helps to: Define your procurement requirements, Identify all of the items you need to procure, Create a sound financial justification for procuring them. It is used to: List all of the tasks involved in procuring your products, Schedule those tasks by allocating timeframes and resources, Create a robust project procurement process for your business

9. Statement of Work Template - A Statement of Work or SOW, defines 'what it is that you need' from an external supplier. It is a statement of the work to be completed by a supplier. The Statement of Work also describes the materials and equipment to be provided, within a defined timeframe. This Statement of Work template helps by: Defining the type of supplier that you wish to appoint, Describing the materials and equipment you need, Specifying the deliverables to be provided by the supplier, Stating your terms and conditions for payment. This Statement of Work template includes: Instructions to help you create it quickly, Practical examples, to show you how to do it, re-completed tables, to save you time, Real-life examples.
10. Supplier Contract Template - A Supplier Contract or "Supply Contract" is an agreement between a business and an external supplier for the delivery of a defined set of products and services. A Supplier Contract is a legal agreement and is used as the basis upon which to measure the supplier's performance. In addition to listing the items to be supplied, the Supply Contract states the timeframes, responsibilities, pricing and payment clauses needed to administer the relationship. This template helps to document a supply contract that specifies the: Deliverables to be provided by the supplier, Training, documentation and support to be provided, Responsibilities of both parties, Performance criteria and review process, Pricing schedule and invoicing process, Contractual terms and conditions. This template is unique, as it: Includes all of the critical sections of a Supplier Contract, Tells you how to complete each section, step-by-step, Has lots of practical real-life examples, Provides pre-completed tables and content to save you time.
11. Project Review Form - Planning Phase- During this project management review, the reviewer completes a Phase Review Form describing the progress of the project to date and recommending whether or not it should continue to the next project phase. If approved, the next project phase can be commenced. This Project Phase Review Form states whether the: Project is under schedule and within budget, Deliverables have been produced and approved, Risks have been controlled and mitigated, Issues have been resolved, Project is on track. The Phase Review Form helps to: Document the results of your Project Reviews, Clearly communicate the progress of your project to your sponsor, List any risks or issues which have impacted the project, Show your sponsor the deliverables produced to date, Seek approval to proceed to the next project phase.

C) Execution Phase- These Project Execution Templates provides with all of the documents required to monitor and control the Project Execution phase within a project. It will also help to manage risk, changes, quality, costs, time and issues more effectively than before.

1. Time Management Process Template - Project Time Management is all about recording the time spent by people on a project. To record time spent, the team implement a Project Time Management Process (or "Time Process"). This time process involves recording the time spent on tasks, using Timesheets. The time process helps the manager know which tasks has been worked on, when and for how long. This Project Time Management process will help to: Put in place a process for recording time within projects, Use Timesheets to monitor the time spent by staff, Identify and resolve time management issues, Keep your Project Plan up-

to-date at all times. This Project Time Management process is unique as it: Lists the key steps taken to manage time within a project, Includes a process diagram, showing when those steps are taken, Describes each of the roles and responsibilities involved, Is pre-completed and ready to use on projects now.

2. Cost Management Process Template - A Cost Management process helps you control expenses within an organization. This project cost management process helps to: Identify each of the costs within your project, Ensure that expenses are approved before purchasing, Keep a central record of all costs incurred, Control the overall cost of your project. This template will also enable to: Determine whether your expenses were adequately budgeted, Monitor and control instances of over-spending, Gain special approvals for extra-ordinary expenses, Schedule expense payments and invoice approvals, Keep your project and financial plans up-to-date.
3. Deliverables Register- The Deliverables Register, also known as a Quality Log or Project Log, helps to record the current quality of deliverables within the team. By recording the current status of each deliverables produced by the team, one can monitor and control the actual levels of quality achieved. This register is a core tool used in Total Quality Management, as it allows keeping an eye on the quality achieved and implementing quality improvement actions as needed. The Deliverables Register allows to record: The current status of your teams deliverables, All of the Quality Targets to be achieved, Quality Standards and Quality Criteria to be met. It will help to monitor deliverable quality by listing the: Quality Assurance Reviews undertaken, Quality Control Reviews completed, Outcomes of all reviews and quality actions taken, Current status of quality within your project
4. Change Management Process Template - A Change Process, or Change Management Process, is a set of procedures that help teams to control change effectively. A large number of projects fail due to 'scope creep'. To control the scope of your project, you need to undertake a strict Change Management Process. This process ensures that changes to the project scope, deliverables, timescales or resources are formally defined, evaluated and approved prior to implementation. By using this Change Process, one can: Identify requests for change, Confirm the feasibility of each change, Control the way that change is undertaken, Manage the approval of change. This Change Process is unique, as it: Provides a template for managing change, Fully describes every step in the change process, Includes a change process diagram, showing you the steps, Defines the responsibilities of change managers, Describes the change review and approval process.
5. Change Register- Controlling project change is a difficult task. To ensure that changes are monitored through to completion, a Change Register is maintained. This allows the Project Manager to identify any outstanding changes and to measure the actual impact of each change once implemented. A Change Log helps to record the: Nature of the change being requested, Impact of the change should it be approved, Change approval details, and status of the approval, Change implementation schedule and date, Current status of all changes. This change log is used to: Record changes within the project, Monitor the change status and its project impact, Record the status of all change approvals, Identify and report on any change management issues, Control the amount of change required to meet your objectives.
6. Risk Management Process Template - This template enables to identify, quantify and manage risks within the project. It also be able to identify mitigating actions required to reduce the likelihood of each risk occurring. The roles and responsibilities for managing risk are also described in this compact and useful template.

7. Risk Form- A Risk Form, or Risk Assessment Form, helps to document and raise risks to an organization. The Risk Form includes all of the content needed to help you describe the risk in depth, as well as rank its likelihood and impact. This Risk Form enables you to identify actions that prevent the risk from occurring, as well as actions that minimize the impact should it eventuate. A Risk Form can be completed by any member of the team, and is usually reviewed by management. This Risk Form helps to manage risks by recording the: Part of the business or project that has identified the risk, Nature of the risk and who is likely to be affected, Likelihood of the risk occurring, Impact of the risk should it eventuate. This Risk Form is used to: List preventative actions for reducing its likelihood, Identify contingent actions to reduce its impact, Review and approve actions taken to mitigate them, Monitor and control risks as they occur.
8. Risk Register- The process of tracking risks can often be laborious and complicated. By using this Risk Register, it is a simple tool for recording the risks identified and the current status of the preventative and contingent actions assigned. This register makes Risk Management easy. The Risk Register will help you to record the following information: Type of risk, who raised it and how it could affect your business, Likelihood of the risk occurring and its potential impact, Risk Priority, based on its affect on the business, Actions taken to prevent the risk from happening, Contingency actions taken in case it does eventuate
9. Issue Management Process Template - An Issue Process, or Issue Management Process, is a set of procedures that helps to manage issues as they occur. Whether anyone is part of a project or operational team, issues will occur on a regular basis affecting the ability to meet the team goals. That's when an Issue Process is invaluable. An Issue Process helps you record each issue and identify the actions needed to resolve it. As part of the Issue Process, an approval step is included to ensure that the right actions are taken, at the right time. This Issue Management Process will help to: Identify and record issues clearly, Use Issue Forms to document issues properly, Determine the impact of each issue, Prioritize issues and report on their status, Review all issues and decide on a course of action, Take the steps needed to resolve issues quickly. By using this Issue Management Process, its easy to: Assign actions to staff to resolve issues, Monitor the outcome of the actions taken, Assign roles and responsibilities for managing issues, Report on the status of issues to management
10. Issue Form- Issue Form is used to raise project management issues. This project management Issue Form helps to: Identify issues throughout the project life cycle, Complete a detailed description of each issue, Assess the impact that issues are having on the project, Recommend the actions needed to resolve issues, Gain management approval for these actions. This Issue Form is used to: Monitor and control all issues within the project, Report business critical issues to senior management, Ensure your project is not delayed by issues which arise, Resolve issues more quickly and easily than before.
11. Issue Log/Register- Tracking the resolution of project issues is a core part of the Project Managers role. To do this efficiently, one needs to log all issues raised in an Issues Register. This register records the details of the person who raised the issue, the impact on the project at the time it was raised and the status of the actions taken to resolve it. By using an Issues Register effectively, one can substantially reduce the effect of issues on the project. The Issue Register or Issues Log helps to track the: Priority of each issue raised, Impact that the issue is having on the project, Actions taken to resolve the issue, Outcome of the actions taken. This Issue Log is used to: Monitor and control the issue status, Report high priority issues to management, Ensure that every issue is resolved quickly and efficiently.

12. Procurement Management Process Template - A Procurement Management Process, or Procurement Process, is a method by which items are purchased from external suppliers. The procurement management process involves managing the ordering, receipt, review and approval of items from suppliers. A procurement process also specifies how the supplier relationships will be managed, to ensure a high level of service is received. In essence, the procurement process helps "to get what you have paid for". Most Project Managers at some point need to procure goods and services from external suppliers. To do this efficiently, a Procurement Management Process is identified. This process defines in detail the procedures for ordering, delivering and approving goods and services from suppliers. Furthermore, it describes how supplier performance will be managed against the supplier contract. This procurement process will also helps to: Identify the goods and services to procure, Complete Purchase Orders and issue to suppliers, Agree on delivery timeframes and methods, Receive goods and services from suppliers, Review and accept the items procured, Approve supplier payments. This Procurement Management Process will enables to: Identify supplier contract milestones, Review supplier performance against contract, Identify and resolve supplier performance issues, Communicate the status to management
13. Purchase Order Form- A Purchase Order Form should be used to request products and services from suppliers. Rather than calling them to request for purchase, send them a Purchase Order Form. Purchase Order describes what is required; when it is required and how much expected to pay for it. By using this Purchase Order Template, it is ensured to receive exactly what is ordered, at the right time and the right price. This Purchase Order Form helps to identify the: Purchase details and requested delivery date, Delivery details for the items purchased, Billing and supplier information, Quantity and unit price of each item, Total price of the purchase. This Purchase Order Form is used for: Monitor the delivery of goods and services from suppliers, Put in place an approval process to control project expenditure, Ensure that suppliers deliver exactly what was requested, Report the status of your procurement to management.
14. Procurement Register- To control the progress of Purchase Orders in a stress-free manner, one should log all Purchase Orders within a Procurement Register. This register records the full product and supplier details of each order as well as the delivery and payment status. This Procurement Register records the following types of information: Purchase Order number and purchasing date, Name and description of all items purchased, Quantity and unit price of purchased items, Details of the suppliers and orders made, Payment status and payment details. This Procurement Register is used for : Monitor and control all purchased made within the project, Report the total expenditure from all suppliers, Quickly identify any procurement issues, Track all outstanding payments.
15. Acceptance Management Process Template - An Acceptance Management Process is a series of steps that is taken to complete User Acceptance Testing. When a project is nearly complete, one of the final steps is to perform User Acceptance Testing with the customer. As part of the User Acceptance Testing process, the customer will be asked to review the project deliverables and confirm that they are "fit for purpose". The process of gaining customer acceptance for each deliverable is extremely important to the success of the project. To ensure that customer acceptance is formally managed, an Acceptance Management Process is undertaken. This process will help to determine when a deliverable is ready for acceptance, test the level of completion and gain formal acceptance from the customer. This Acceptance Process helps to: Perform proper *user acceptance testing*, Use acceptance forms to document

the results, Request your customer's final acceptance, Communicate the acceptance testing results. This acceptance process is unique because it: Steps you through the entire acceptance management process, Lists all of the procedures for user acceptance testing, Includes each of the acceptance roles and responsibilities, Describes in depth how to gain acceptance from your customer, Is pre-completed to save you time and effort.

16. Acceptance Form- To gain customer acceptance that a deliverable is 100% complete, one needs to use an Acceptance Form. This form allows the project team to prove through acceptance testing, that the deliverable meets the acceptance criteria originally set out by the customer. This Acceptance Form helps to gain agreement from your customer that the project deliverables meet their exact requirements. This Acceptance Form helps by: Identifying when acceptance tests need to be undertaken, Planning each acceptance test and deciding on the participants, Completing each acceptance test with your customer, Determining whether the results meet your *acceptance criteria*, Deciding whether the results are up to standard, Gaining your customers final sign-off. The Acceptance Form also helps to record the: Deliverables for which acceptance is being sought, Acceptance criteria and acceptance standards, Results of the acceptance testing, Formal customer signoff
17. Acceptance Register- Projects often result in the production of hundreds of deliverables for a customer. To ensure that customer acceptance is gained for each project deliverable, one needs keep an Acceptance Register up-to-date. This register allows the Project Manager to monitor acceptance testing activities to make sure that every deliverable is accepted on time. The Acceptance Register or *acceptance log* helps to: List the deliverables which need acceptance tests, Identify when each deliverable is ready to be tested, Schedule each test and involve your customers when needed, Monitor the status of each acceptance test and identify when complete. This Acceptance Register is used to: Log the results of each acceptance test, Flag issues, where the criteria and standards have not been met, Identify the corrective actions used to improve your deliverables, Gain your customer's acceptance for each deliverable finally completed.
18. Communications Management Process Template - A Communication Process, or Communications Management Process, is a set of steps that are taken every time formal communications are undertaken in an organization. A Communications Process is undertaken as part of Communications Management and helps to ensure that the stakeholders are kept regularly informed. Having clear and regular communication is critical to the success of any project. By using this Communications Management Process, PM can ensure that the staff will always identify the message content, audience, timing and format prior to seeking the approval to release important communications within your project. The Communication Process will helps to: Identify the messages that need to be sent, Determine your target audience for communication, Decide on your message format and timing, Draft your message and gain approval where required, Communicate your message, through communications events, Gather feedback and improve your communication processes. This Communication Process is used to : Clearly identify your project stakeholders, Identify your stakeholders communications needs, Run any type of communications event to send out your message, Ensure the right people receive the right information at the right time.
19. Project Status Report- A Project Status Report is a type of *Project Report* used by teams to communicate the status of a project. The Project Report is distributed regularly and it tells stakeholders whether the project is on track. The Project Report specifies whether the project is ahead of schedule, under budget and is adequately resourced. The Project Report is one of

key tools used to ensure success. The most important regular communications event within the project is the release of the Project Status Report. This report helps to document the status of the project schedule, expenses, deliverables, risks, issues and changes to ensure that all key project stakeholders are kept properly informed throughout the project. This Project Report is used to communicate the status of the: Project Schedule-Is it on time? When is it likely to finish? Project Budget-Are your expenses within budget? Project Staffing-How much effort has been used to date? Project Deliverables-Have they met the quality targets set? Project Risks-Will any risks likely affect the project? Project Issues-Are any issues impacting the project? This Project Report helps to: Clearly document the overall status of the project, Keep stakeholders regularly informed of the projects progress, Raise risks and issues with stakeholders and seek their assistance, Keep your team well informed of the progress made to date, Ensure that all project successes are clearly communicated.

20. Communications Register- Keeping an eye on project communications can often be like watching bees in a beehive. They are fast moving, dynamic and very difficult to control. To ensure that communications within your project are structured and coordinated, PM should log the status of all key messages within a Communications Register. This will help to keep track of each critical message dispatched and allow to record feedback to improve communication in the future. This communication log is used to record the: Current status of all communications events within your project, Details of the events held and the feedback gained afterwards, Date, name and approver of each communications event, Type of event held and the key messages given. This communication log will help to: Communicate with your project team and stakeholders, Ensure that your Communications Plan is properly implemented, Distribute the right information to the right people at the right time, Keep all stakeholders properly informed.
21. Project Review Form - Execution Phase - A *Project Management Review* is an exercise undertaken at the end of each Project Phase to identify the current status of the project. The Project Review identifies the deliverables which have been produced to date and determines whether or not the project has met the objectives set. The outcome of the Project Management Review is documented on a project *Phase Review Form* and this states whether the project is currently on track, within schedule and under budget. At the end of the Execution Phase, PM needs to review the performance of the project to date. This form is used to assess the current status of the Project Schedule, Expenses, Staffing, Deliverables, Risks and Issues of the project. This Project Phase Review Form helps to document the results of your Project Management Review, by stating whether the: Project is currently delivering to schedule, Budget allocated was sufficient at this point, Deliverables have been produced and approved, Risks have been controlled and mitigated, Issues were identified and resolved, Changes were properly managed, Project is on track. The Project Phase Review Form helps to: Document the results of your Project Management Review, Clearly communicate the progress of your project to your sponsor, List any risks or issues which have impacted the project, Show your sponsor the deliverables produced to date, Seek approval to proceed to the next phase.

D) Project Closure Templates- These Project Closure templates helps to take the steps needed to close the project quickly and efficiently. The Project Closure Report will help to handover the deliverables and documentation to the customer, terminate supplier contracts and release resources back to the business. The Post Implementation Review will help to determine the level of project success and identify lessons learned for future projects.

1. Project Closure Report- A *Project Closure Report* describes how PM intends to close the projects. The Project Closure Report confirms that the objectives have been met, the deliverables have been handed over to the customer and that project closure can commence. Every Project Manager needs to complete a Project Closure Report to gain agreement from their Sponsor that the project is ready for closure. Once the Project Closure Report has been approved, the Manager can proceed with the actions needed to close the project swiftly. Closing a project is not as easy as it seems. PM need to first ensure that the project closure criteria have been fully satisfied and that there are no outstanding items remaining. He then needs to identify a release plan for the project deliverables, documentation, supplier contracts and resources. Finally, he will want to initiate a communication plan to inform all project stakeholders that the project has now been closed. Each of these activities and many more are described in this Project Closure Report, ready for immediate download. Using this Project Closure Report PM can perform Project Closure by: Identifying the project completion criteria, Listing any outstanding activities or deliverables, Creating a plan for passing deliverables to your customer, Planning the handover of project documentation, Closing supplier contracts and agreements, Releasing projects resources to the business, Communicating the closure of the project. This Project Closure Report is unique because it: Includes pre-formatted sections and tables, Lists all of the key activities needed to close a project, Contains step-by-step instructions to help you complete it, Has lots of practical examples, tips and hints, Is pre-completed to save you time and effort
2. Post Implementation Review- A Post Implementation Review, or *Post Project Review*, is performed after a project is complete. The purpose of a Post Implementation Review is to determine whether the project was successful and identify any lessons learned. A Post Implementation Review also looks at whether the project produced the required deliverables within the agreed timeframe. The overall achievements are also documented in the Post Implementation Review report. Following the closure of any project, PM should always review its overall success by undertaking a Post Implementation Review. This review helps him to determine whether the project delivered the business benefits, met the customer's requirements and remained within scope and budget. It will also help to determine whether the project conformed to the management processes identified, such as Change Management and Quality Management. This comprehensive template will help you undertake a Post Implementation Review quickly and efficiently. This template helps to perform a Post Implementation Review by: Measuring the benefits and objectives, Deciding whether the project was within scope, Assessing the final deliverables produced, Reviewing the project against schedule, Comparing the expenditure against budget, Stating the final outcome of the project. The Post Implementation Review template also helps to: Identify the key project achievements and milestones, Document any lessons learned for future projects, Communicate its success to stakeholders.

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Module-6 Project Leadership & Ethics, Closing of Project **(Question Bank)**

1. List and briefly describe the ways projects may be terminated. What are some non technical reasons for project termination?
2. Why an independent termination manager, usually not from the project team is appointed to terminate a project.

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