

# PROJECT MANAGEMENT

## FOR

# SOFTWARE ENGINEERS

What's Project Management :-

Definition :- The planning and organization of a company's or organization's resources in order to move a specific task, event, service or product toward completion.

Short Version :- the process of managing project.

## Project Management Process

your management  
technical &  
leadership  
skills  
applied to

- Planning
- Organizing
- Controlling
- Implementing
- Leading

The activities of  
a project to meet  
the project goals.

## What's a project

A project has defined :-

- Beginning Time → End Time → Defined Scope
- Assigned Resources.

## When Is an Activity a Project :-

- ⊗ Each company or organization will have different thresholds as to what is a project versus an activity.
- ⊗ Threshold examples: (Dollars, Time etc.)
- ⊗ Criticality or focus to the business.

## What's Project Manager :-

- ⊗ Wears many hats
- ⊗ Person with the authority to manage a project
- ⊗ Responsible for the planning, control, execution & closing.
- ⊗ Central point of contact.
- ⊗ Perform issue & risk identification & remediation.

- ⊗ Creating clear & attainable project objectives.
- ⊗ Building the project requirements of the customer.
- ⊗ Bridging gap between the project team & customer.

## The Project Triangle

Scope := What customer want the system to do.

Schedule := When customer need their new system.

Cost := What can they afford or willing to spend.

## Hard & Soft Skills:-

Hard Skills:- Person's skill & set & ability to perform a certain task.

Ex: Programming, DB design.

Soft Skills:- Leadership, Speaking, interpersonal relationship

## Key Hard Skills of a Project Manager

1. Industry Business Requirements
2. Company procedure & process
3. Technical

Soft Skills:=

1. <u>Communication</u> (speak/write)
2. Leadership
3. Customer Service (client satisfaction)

## Attributes (ATTITUDE) of Project Manager :-

Ownership := "This is mine, as a PM any problem is my problem related to project".

Integrity := Quality of being honest.

Effective Communicator, (People person) (Stay Focused)

Process Oriented = (how a meeting is done; How things are done) (How write requirements, How software tested.)

What is a Project Team:-

- ① Hard & Soft skill of each person.
- ② Attitude of each person.
- ③ Critical role & chemistry between people.



So a project team

→ Don't usually work together

→ May be from different geographies/organisat

+ve characteristics characteristics :-

- ⇒ +ve attitude → Highly motivated
- People oriented → Attention to Details
- Process Oriented. → Good Communicator.

## Why Projects are

### Why are Projects Challenging ? -

- Ⓐ Never done before.
- Ⓑ Various need & expectation.
- Ⓒ Communication challenges.
- Ⓓ Balancing scope, cost, schedule.
- Ⓔ Creative & innovative requirement
- Ⓕ Organizational Hurdles

⇒ Be prepared, Plan Ahead



### What Can Go Wrong

### How to fix

1. Project misaligned with business
  - Validate with stakeholders
  - Keep on validating [Are we on track.]
2. Poor communications & confusions
  - Use a project communication plan.
3. No time for Planning
  - Educate mgmt. value of planning.
4. Poor / Changing requirements
  - Solid requirement analysis.

5. Poor estimates / changing estimates → Use estimating process.

### What Makes a Successful Project :-

1. A project manager or effective leadership.
2. Senior management support / Stakeholder support.
3. Common Vision & Expectations across ACROSS  
→ business      → Senior management  
→ Stakeholders.
4. Project in line with "Business Goal's".
5. Project scope clearly defined & AGREED.

# Defining PROJECT

## Project Definition Document (PDD)

### Why Define a Project :-

- ④ Provides expected project outcomes.
- ④ Provides guidance for go/no go decisions.
- ④ Definition process will enable repeated & refined project definitions.

### How to Define a Project :-

- ④ Who - (are the users, beneficiaries, customers & impact on them)
- ④ what - (business goals & objectives this project will support)
- ④ why - (define the purpose)
- ④ value - (business value - benefits, revenue reduce costs, ROI)

Scope - what it covers OR How big it is

(ba- cover entire organization, or supply chain or vendors etc.)

Success Criteria - (How do we know We Are Done  
what Q is the criteria that will meet customer expectations.)

{ As a Project Manager it's your Job write a }  
PDD (Project Definition Document) ]

Quick & Easy PDD :- (Key Topics)

- ④ Purpose
- ④ Goals/Objectives
- ④ Success Criteria
- ④ Scope in/out
- ④ Assumptions
- ④ Recommended Approach
- ④ Business Drivers
- ④ Budget
- ④ Schedule

- ④ Return on Investment
- ④ Constraints
- ④ Risk
- ④ Stakeholders
- ④ Preliminary Schedule
- ④ Preliminary Estimates
- ④ Policies & Standard
- ④ Legal & Regulatory
- ④ Competitor Drivers

# How to Make an Quick & Easy (PDD)

- ① Create MS Word Doc
  - Title Page - Table of Contents
  - Heading for each topic
- ② Create a summary PPTx for management for each PDD deliverable.

## Key Elements of PDD :-

- ③ Every thing should be around BUSINESS NOT TECHNOLOGY.
  - Purpose (Ex: Replace current enrollment system to increase enrollments)
  - Goals & Objectives - (Ex: Improve student service Ex2: Provide better financial management)
  - Success Criteria - (Ex: All data successfully migrated & accessible to new system)  
(Ex2: New system "on line" by December 1<sup>st</sup>)
  - ⇒ In/Out Scope (In: Student enrollment finance management)  
(Out: Sales, marketing )

Assumptions: (Insufficient budget for adding IT staff)

(Must migrate legacy data)

Recommended Approach (Develop use cases)

(Custom Development)

(Initial architecture: web application) (Provide options)

→ It will be very high level approach.

Business Drivers ☒ Unsupported hardware/infrastructure

☒ Inadequate service/support to students

☒ Inadequate access to financials

Budget ☒ 3 year budget (Important for Senior Manager)

☒ Allocation: 25%, 40%, 35%

☒ \$ 5,000,000

Schedule: - Must be online by Dec 1<sup>st</sup>.

Return On Investment :- A \$ 500K investment  
will return \$ 750K in  
6 months. 50% ROI.

constraints: 1. Data migration must be performed  
during low usage months.

2. Project must begin by July 1<sup>st</sup>.

- Risk:-
- 1. Old hardware may fail
  - 2. Business continuity
- ① Budget available only this fiscal year.

Primary Schedule : Rough primary Schedule

- 1. Project Planning: Jan 1
- 2. Specific development: Feb 1
- 3. System Release 1: Apr 1

Primary Estimates:-

- 1. Consulting \$100k
- 2. Infra \$150k
- 3. Development \$200k

① Policies & Standard :- Security policy: must be PCI compliant.

① Standards: follow the university application life-cycle management.

① If none say NONE.

② Legal & Regulatory :- ADA complaint, Regulatory: None

③ ~~Competition~~ Competitor Drivers:- Other universities enable much better student enrolment experience.

Check list for Project Definition Document :-

- ④ Is it clear why this project is being undertaken?
- ④ Is project scope clear & concise?
- ④ Are the project stakeholders on-board & focused?
- ④ Is the recommended approach best option?
- ④ Are the potential risks clearly identified & responses planned?
- ④ Have all the stakeholders reviewed, agreed & approved the project to move forward.

## [ PROJECT PLANNING ]

"Plans are nothing; planning is everything".  
||

"Process of creating plan is more important than PLAN".  
||

"Planning is continuous process throughout the project life cycle hence plans are continuously updated & improved."

PDD answer "WHAT" we are going to do where project planning tells us "= HOW" we are going to do.

# Building PLAN

## ④ CORE ELEMENTS :-

- ① Validate PDD    ② Build the WBS    ③ Iterize the Accept Criteria.
- ④ WBS [Work Break Down Structure]
- ⑤ Implementation Elements :-
- ⑥ Apply resources    ⑦ Develop Estimate
- ⑧ Develop Schedule

### Step 01 - Validate PDD

① Assemble your team including the necessary subject matter experts. To develop plan.

② Validate content of PDD with team

- Might lead to action items to update plan
- May be need to revisit requirement with stakeholders
- Revisit PDD after some definite time lag. between completion of PDD & planning process.

→ Document got mature no major changes. DONE.  
Boeal loop. =



## Step 02 Build WBS [Work Breakdown Structure]

- ① Understand all of the work that needs to be done and itemize.
- ② Use the A WBS shows each work item task & sub-task that
- ③ Itemizing task can be hierarchical & iterative.
- ④ A WBS shows each work item task & sub-task that when executed will fulfill project deliverables as per PDD Document.

⑤ Check List : = Always ask " If all the tasks are completed defined by WBS will the project be complete? ".

This is check list for WBS completion. If NO update "WBS".

### Example WBS (WBS)

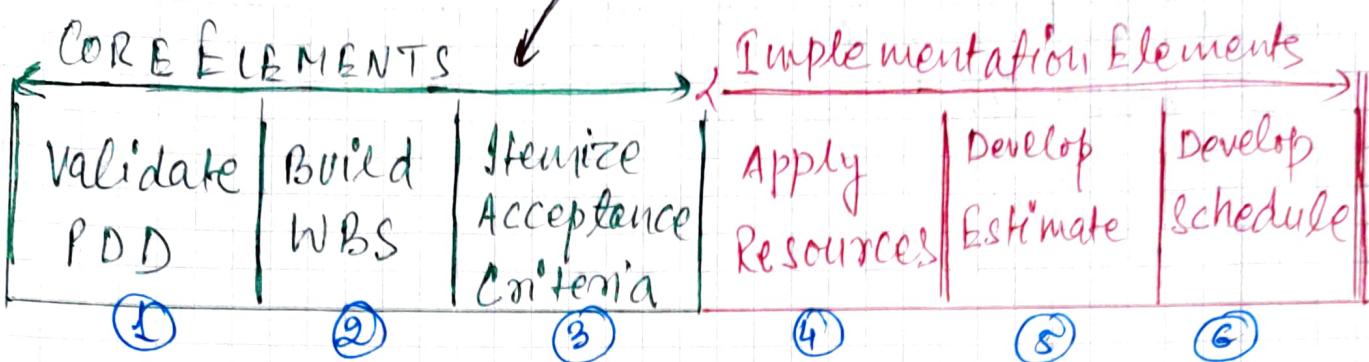
- 100.10 → Team question, which database, what feeds
- 100.20 → This is indication "BREAKDOWN" task.
- 100.40 Add/modify additional tables / fields in the data base

## Itemize Acceptance

### CRITERIA

- ④ WBS list all the activities but some time real desired outcome in terms of BUSINESS sense get lost in the details of WBS.
  - ④ Acceptance criteria should be phased more in terms of Business sense. (terms)
  - ④ List Major Mile Stone.
- Acceptance Criteria Examples
- ④ All use cases must be demonstrable
  - ④ This feature set must be in production by May 1st.
  - ④ Student can register + pay for a class.

## Recap What We Have Covered :-



④ Itemize Resources:- Resources are usually people, tools, machine but may include other items.

- ④ For each WBS entry identify
  - = Who will work on that task
  - = When they are needed
  - = What resources they need to finish task.

- ⑤ May need additional resource details:
  - Role description, Required Skills
  - Training Needs
  - Skill / Experience level

Item #	Description	Who	When
100.10	Setup new solution	MK	05-Apr
200.10	Develop master pages	<u>TBD</u>	21-Apr

We can add some ~~stiles~~ more column if required  
Skill Level, Training Required etc.

\* To Be Decide (TBD)

⑤

## Estimate the Work

Before we start to estimate work ~~we~~ we have  
Prerequisites:- (NBS complete) (Resource Assigned)

- Now for each task make an estimate of hours based on the resources assigned.
- If you have assigned generic resource (Software Engineer) that is OK we may not have all the information. Example ↴

<u>Project</u>	<u>Description</u>	<u>Who</u>	<u>When</u>	<u>Estimate Hrs</u>	<u>Confidence Score</u>
100.10	Set up new solution	MK	01-Apr	5	80%.

- How confident am I MY estimates are True & Accurate.

It's good to have confidence factor it allows you to do more analysis (what went wrong, what went Right) and make to 100% as close as possible.

⑥

## Develop A Schedule

- A project schedule will have start & end dates for each task, which lead to start & end date for complete Project.

### Prerequisites for Scheduling Process :-

④ WBS (all tasks)

④ Resource assigned      ④ Estimates for each task (in hrs)

④ Confidence factor [Help & focus to improving a particular task]

④ Task Relationships (Task A has to be completed before Task B) (Task A need certain resource which is shared)

### Schedule Example :-

PROJECT	Setup	WHO	WHEN	Estimated (Start Hrs)	(End Date)
100.10	setup New Sol.	MK	01-Apr	4	01-Apr      02-Apr

### Scheduling Tips

- Cover all the work for the project.
- Be realistic as much as possible.
- If things look Too Good take Sanity Check is that CORRECT.
- Have "BuyIn" from Team, If some one has doubt, confusion respect it, clarify make Team at same page.
- Document, Communicate Weekly to Team, Stakeholders.

## Resource Load Example

Resources	First Hrs	Week No.						% On Project
		1	2	3	4	5	6	
R1	Resources	4/1	4/8	4/15	4/22	4/29	5/6	5/13
R2	MK	28	6	-	20	-	-	9.3%
R3	JK	50	-	-	20	-	20	17.9%
R4	JR	60	-	-	40	-	40	21.4%
R5	PS	140	-	-	20	40	40	50.0%
R6	JB	10	-	-	-	-	10	-
R7	DL	5	-	-	-	-	5	-
R8	TBD	120	-	-	-	40	40	40
R9	Total Hrs/Week	6	0	100	80	115	100	10
R10	Weekly Cumul	411	6	106	186	301	401	411

Cumulative

\* TBD (To be decided)

How To Read Above Table :-

- ① Week No: It's 7 week project
- ② Row 1 Resources, Estimated Hrs by that resource on the Project. First week starts April 1st i.e (4/1) and so on.
- ③ Row 2 - Row 9 contribution of each resource per week for the project.
- ④ Row 9:- Total hours given by all the resources for each week.
- ⑤ Row 10:- Cumulative sum for hrs of Row 9.

\* 1. On Project Column Shows how much each resources will be contributing for the project.

\* It also help to identify the dependency on the each resources & help plan better.

### Checklist to Avoid Mistake

- \* Execute your project by following PLAN. (Follow Your PLAN line by line).
- \* Be sure Project Objectives are aligned with the business. (If stakeholders don't see value for BUSINSS they will loose interest).
- \* Ensure the stakeholders are on board - and keep them on board. (Keep checking)
- \* Develop realistic scope, estimates and schedules. (There will be always pressure from Management try to give option like "Cutting features, Increase Resources! Don't say NO frequently.)
- \* Secure the necessary resources.

# PROJECT CONTROL

- ⇒ Modules :- (i) Project Control Basics  
(ii) Reporting Change control  
(iii) Configuration Management Requirements Mgt.  
(iv) Risk / Issue Mgt. Procurement Mgt / Quality Mgt.  
(v) Variance Analysis  
(vi) Best Practices for Project Control.

## Project Control Basics

- Q1. Are we on budget?  
Q2. Do you think will meet schedule?  
Q3. Are we meeting customer's experience.

Will keep hearing above question from PROJECT SPONSORS, -- and many more .

To answer these questions we need project control.

{ The tools & processes employed to monitor & measure the progress of a project. }

## PROJECT SPONSORS

Stakeholders of your project:

- Ⓐ Business Leads Ⓑ Finance
- Ⓑ Executive Managements Ⓒ Customer/Users
- Ⓒ IT Management.

## Monitoring & Measuring

- Ⓐ Monitoring the project variables (where we should be)
- Ⓐ Identify corrective actions (To address issues & put things on track)
- Ⓐ Managing change control.

## Results of Good Project Control

- Ⓐ Deliver on budget Ⓑ Stay on schedule
- Ⓐ Provide consistent deliverables.
- Ⓐ Meet Quality & Performance expectations.
- Ⓐ Identify & Correct issue/risks.  
*< What More?>*
- ① Leadership ② Communication ③ People Skills
- ④ Team Management.

PROJECT PERFORMANCE :- How well we are achieving the "Project's Critical Success Factors" (CSF) ..

CSF (What's Critical Success Factor)?

"The items we are going to track to enable the stakeholders (and ourself) to easily see how the project is performing."

CSF can be [ Key deliverables, Dollar used ..etc]

Performance Metrics :- The variables we monitor & measure in order to determine Project's Performance. Example : hours, dollars, features etc.-

Key Project Control Activities :-

- 1. Communication Mgmt.
- 2. Change Mgmt.
- 3. Configuration Mgmt.
- 4. Requirement Mgmt.

## COMMUNICATION MANAGEMENT

- Communicating project information to stakeholders.

Why do Reporting:-

- Consistent & regular reporting will inform everyone on what's going on.
- In Project Management 'No News is Bad News'.  
If Stakeholders haven't heard anything from long it's BAD.
- Show team knows what they are doing. A regular report is great PR.
- Document who is responsible & accountable for project task, issues & risks.

## Communication Road Map

- ① What information need to provide (may be different for different groups like Stakeholder, customer).
- ② Format of information (can vary for different groups)
- ③ Source of data (Provide authentication to Report)
- ④ How often will provide the Report. (Frequency).

Example (P.T.O)

## Report Type :

### Description

Weekly Status } : Distributed weekly via email to the entire team, customer & stakeholders. It provides a high level activities of last week & Upcoming week. It also includes any critical issues.

Stake Holder Review } : Review monthly stakeholder as target audience in PPT format easy to read.

Project WBS } : Detail project work break down showing task, hours, milestones etc. In Excel form available on Request.

## Change Management

Change management is about: Reviewing, approving prioritizing & implementing change.

### Change Management Road Map :-

- \* Plan for changes
- \* Institute a change control process
- \* Educate stakeholders for the process
- |      ① follow Process
- |      ②

## Example Change Control Process :-

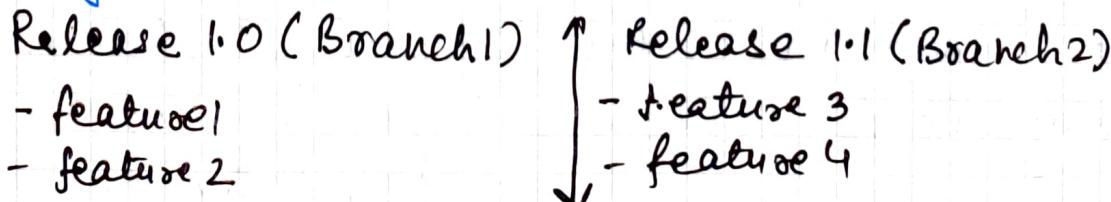
<u>Process Step</u>	<u>Description</u>
Document	- change request form with: Number, Date Who, what, when, Value & more
Evaluate	- Benefit, cost, Impact to(budget, schedule customer, stake holders - more)
Disposition	- Stake holders to agree, disagree
④	Report out as part of the "Daily Activity".

## Configuration Management

- ② Configuration management tools like [ Git, Subversion... ]
- ③ Application release & bug fixes.
- ④ Tools like (Git) may not be very good at managing non-software deliverables.

### Example :-

1. Each release contain list of features
2. Assign branch name to each release



## Requirement Management

- Requirements are collected before the project begins
- Requirements are updated & changed even during the project.

What will happen if we don't update Requirement.

- Ⓐ Engineers don't know what to do
- Ⓑ User expect something in final system, but it's not documented
- Ⓒ If requirement specification is used for testing, it will not match the system.

## Requirement Management Road Map:-

Goal: Identify, Track, Document & manage all requirements throughout the project life cycle.

→ Requirement Intake → for each Requirement  
(Review, Analyze & Prioritize) → (Approve  
Hold or Reject Requirement) → If approved  
(Update specification & develop plan to support)

If not approved (Update specification & document why it is rejected). Requirement Document  
≡ Match System.

## Risk Management:- What Are The Risks?

- ④ Personnel / Team Changes.
- ④ Budget fluctuations.
- ④ Major Scope Changes.
- ④ External Project Dependencies.
- ④ Organizational Changes.
- ④ New & Unproven Technology (I guess ~~wi~~ w.r.t Team).
- ④ Time to market factors.
- ④ Vendor or Supplier issues.
- ④ Project management issue.

## Risk Management Process:-

- ④ Incorporate list of risk into status meeting.
- ④ Review the list: Have any risk has been identified. If YES document
  - ④ Document Risk
- ④ Likelihood of Risk: [ Low, Medium or High ]
- ④ Impact of Risk: [ Low, Medium or High ]
- ④ Priority: Combine likelihood + Impact
- ④ Monitor: Them weekly (Weekly Status Report)
- ④ Action: What action will take if it does occur.

Risk Actions :- what action we can take for a particular Risk.

Action



Description

Avoid

→ Avoid risk, change the Project Plan

Accept

→ Accept the risk, no change in plan, inform management

Monitor

→ Monitor the risk (for now).

Mitigate

→ Take action(s) to reduce the impact of Risk.

Transfer

→ Transfer to another owner, inform management.

Risk Tracing Log Example

Attribute

-

Description

Risk ID

- Unique Id to track.

Name

- Short name/Phrase of Risk.

Probability

- 0% → 100%.

Source of Risk

- Budget, personnel, external factor.

Date Logged

- Date Risk was identified.

Notes Log

- List of notes additional information about issue.

Action

- Avoid, Accept, Monitor, Mitigate  
Transfer.

## Issue Management :-

- ④ Issues are events that ~~will happen~~ have occurred & that will adversely impact the project.
- ④ Risks are potential issues we are keeping eye on.

## Issue Management Process :-

- ④ Identify      ④ Document      ④ Track
- ④ Regularly Review      ④ Resolved / Re assigned
- ④ Communicate (- to [Management, Requirements Management, Configuration Management] + Risk Management)
- ④ Generally a web-based tracking system do fine.

## Procurement Management :- Managing suppliers, vendors & contracts.

Why Do Procurement Management :- Required if your project has a need for outside products & services.

Example:- Consulting company to help design your application architecture.

QUALITY MANAGEMENT :- [100% committed to Quality]

④ Ensure that the project deliverables meet quality expectations.

{ "The Best QUALITY is planned for & not inspected forward". }

QUALITY MANAGEMENT PROCESS :-

Just do what have been discussed in this module i.e -

- 1. Communication Management      2. Change Management
- 3. Configuration Management      4. Requirement Management
- 5. Risk Management      6. Issue Management
- 7. Procurement Management

# Variance Analysis :- Why worry about Project Variance ?

Because we want the earliest possible detection of performance. To answer the question "Is my project is on track"?

Variance Elements:- Money (Budget), Time (schedule)  
Mean time to repair, Average Bugs / week.

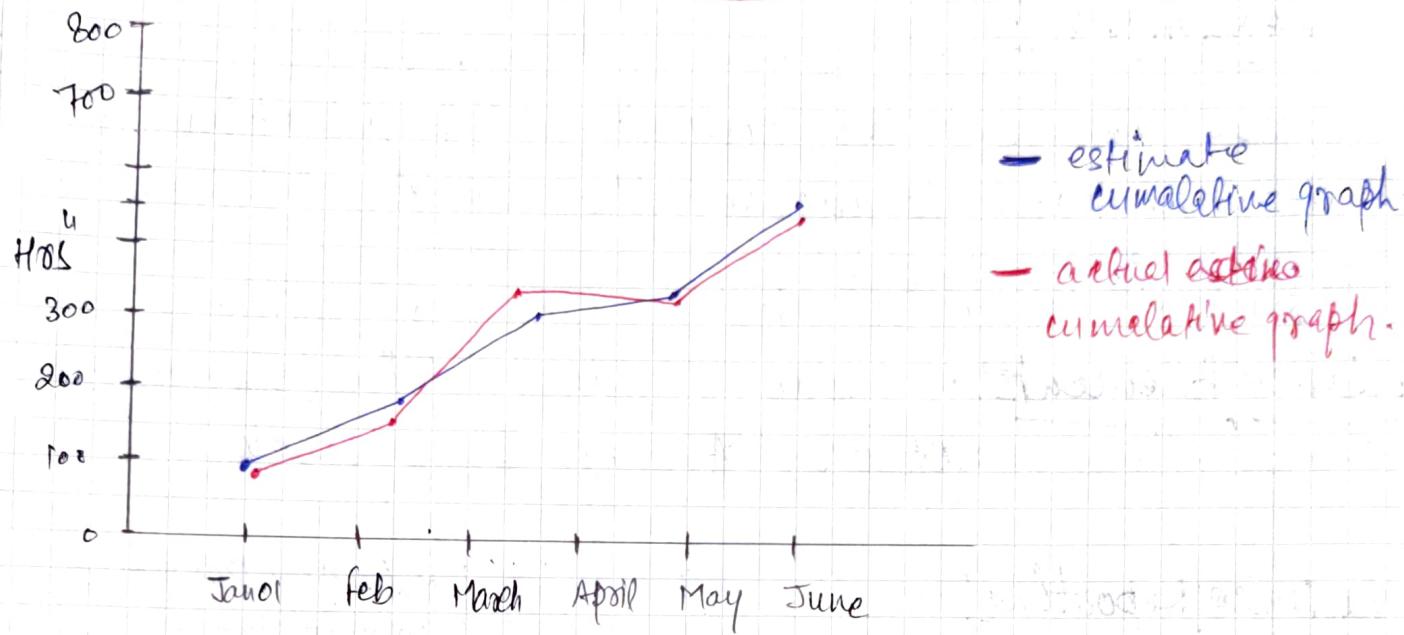
## Variance Reporting:-

Multiply previous column data. It will give % abs term]

WBS	Item Desc	Est. Hrs	Wt. Plan Value	% Comp	PV complete	Actual Hrs
100.0	Install - - -	6	2%	100%	2%	12
101.0	Require - - -	40	12%	75%	9.0%	36
102.0	Business - - -	32	10%	50%	5%	
103.0	Prototype - - -	60	18%	0%	0%	
104.0	Develop soft. - - -	120	36%	0%	0%	
105.0	Test case - - -	10	5%	0%	0%	
106.0	Test Screen - - -	24	7%	0%	0%	
107.0	Document - - -	8	9%	0%	0%	
108.0	Status report - - -	20	6%	0%	0%	
109.0	Demo 2 - - -	8	2%	0%	0%	
110.0	Deliverables	100	100%	16%	48	

② 48 Hrs I spent which is  $(48/330 \times 100) = 14.5\%$

of Budget used for 16.0%. Functionality Complete.



- estimate cumulative graph
- actuals cumulative graph.

With the help of above graph we can clearly see how our estimate vs actuals going on.

### Tips & Closure Summary

- ④ Early Detection = Prevention  
Sooner we fail more time to correct.
- ④ Right level of control with size of Project.
- ④ The level of risk the company/organization can tolerate. Greater the Risk (mostly money) greater the amount of control needed.

- ④ Allocate time for Project control.
- ④ Determine, measure & broadcast progress accurately & regularly.
- ④ Communicate & change management
- ④ Risk Issue Management
- ④ Variance Analysis. (Where are we?)

## PROJECT EXECUTION

Leadership: ④ Your ability to collect & interpret soft data helps them know just when

& how to act.

④ Capitalize on what's unique about yourself.

### Effective Communication :-

④ Effective communication is much about authenticity of the words what you speak & write. (Provide references, Do what you say). [Walk the talk].

Effective communication is "It's the right people", "Getting/Giving right information", "At the right time", "Using the right method".

④ It's better to say nothing or delay your communication until you are certain that your points/actions will be true.

④ Make the ideas/points/action simple to grasp, & act upon it.

④ Be seen interacting, take time regularly to be out on floor. (Imp. for me)

- ① Listen with your Ears, Eyes & Mind.
  - ② Ask Good questions & listen. ↗
  - ③ Think & plan your communication ahead of time.  
↳ before any personal meeting or one-2-one meeting think what counter argument can be given & prepare for that.
- ④ 5 C's checklist :- 1. Be Clear 2. Be Concise  
3. Be Courteous 4. Be Consistent 5. Be Compelling.  
before sending an email or any form of communication.

### COMMUNICATION TOOLS

Physical: I see you

- 1. Presentation
- 2. Meetings
- 3. Web-Conferencing
- 4. Stand-Ups
- 5. Walk-Arounds

- 1. Status Report
- 2. Email.
- 3. Telephone/Voice Mail
- 4. Instant Messenger
- 5. Texting
- 6. Social Media.

## Presentations

- ⊗ Have outcome in mind, before start presentation
- ⊗ Start with something surprising or intriguing (to be noticed).
- ⊗ Follow the 5 C's.

## Meetings

- ⊗ No agenda, no meeting (focus around it)
- ⊗ Know your expected outcome. Think about the counter examples/document. Prepare for that.
- ⊗ Sends Agenda prior to meeting.
- ⊗ Document actions/outcomes (I guess MoM).
  - Agreements
  - Actions
  - Timelines for action → Next meeting time.

## Web-Conferencing

Run like Meeting. follow the same norms.

## Stand-Ups

1. what have you done yesterday / what is planned for today.
2. Do you have any problem stopping you to accomplish your goal.
3. Frequency: As needed (Daily once to weekly once).

## Walk- Arounds

- ④ Casual drop in/ visits
- ④ If you can, visit/talk with:
  - Each team members everyday (I guess every day is too much may be every week).
  - Customer once a week.
- ④ Not in same geographical area use telephone for quick drop.

## Digital Status Report

- ④ Consistently status your customers/team/management.
- ④ Put your management in CC for status report.
- ④ 5C's.

## Email

- ④ Use Templates ④ Subject ④ Body: follow 5 C's.

## Telephone

1. Urgency 2. Cleaning/Leveling Personal Info because these cells are not officials/ Not recorded.
3. Make political point. 4. Pre-plan your phone call.
5. Never Do: = Never introduce new process.
6. Brief Instructions.

## Project Closure & Course Summary

Goal is to bring closure to your project for all parties involved.

### ④ Key Outcomes :-

- ④ To meet the project's success criteria & customer expectations.
- ④ Transfer responsibility & operational support of project deliverables.
- ④ Thank & acknowledge all participants.

### Project Closure Checklist

- ④ Secure client acceptance
- ④ Transition results to the owner or operator
- ④ Capture lessons learned
- ④ Conduct team performance evaluations.
- ④ Final project financial reports.
- ④ Close out any contractual & business matter
- ④ Celebrate (Thank everyone for Hard Work).