As a project manager, you understand that projects close. This can be for a litany of reasons, but most projects are hopefully completed with successful outcomes.

In this scenario, your project is shutting down and has been a success.

Issues:

- However, you were not the only project manager, and you were only responsible for ensuring development and change management of the process.

- While the client is satisfied with your portion, it has come to your attention that there are things missing from the knowledge management database and the work breakdown structure for the software.

- The system is lacking a well-defined support agreement and the client is asking if your software team will continue to deliver functionality for the next two years, or the projected lifecycle of this piece of software.

- Management has already discussed asking your team to head up a new project for a different client. You can't say no to this see below.

Use all you have learned up to this point to resolve this conflict and bring about a successful closure to the project.

QUESTION TO ANSWER: What will you do to ensure that the client maintains a high degree of satisfaction, the project successfully closes, **and** you are able to adhere to management's wishes and take on the new project?

Use research and citations to back up your assertions in this commentary.

In order for the team to take on the new project, the project must be closed successfully

and teams working on the project must create a detailed support agreement. A failure to

appropriately close out the project could result in an unending project with the team

unable to begin the new project. For this conflict in particular it is especially crucial that

communication occurs across teams for stage and handoff processes. Conducting a

review process will entail ensuring that missing items from both the knowledge management database and the work breakdown structure are addressed before the project can move forward. The final scope, change requests, budget, and schedule must be archived in the database.

Managers on the project must convene and determine how much support can be offered to the client, how support will be distributed across teams, what support for the product will look like, and how long the support will be provided to the client. In order for the team to take on the new client, team resources can not be allocated to support. Those designated with maintaining the product will need to be able to commit to the agreed upon support duration. They must also be equipped with the proper training and documentation necessary to perform product support. The decisions reached must be well-documented and shared with the client. Once all project management processes are executed as expected and the project is formally recognized as completed by all involved parties, then team resources can be released towards the new project.

References

Aziz, E. E. (2015). *Project closing: the small process group with big impact*. Project Management Institute.

https://www.pmi.org/learning/library/importance-of-closing-process-group-9949

Hi Jeremy,

I agree with your overall approach. Since the client is *asking* the team if they can provide product support, this leads me to believe that the contract language is ambiguous or no terms of support exist in the contract. In either case, a meeting with

management is required to address the issue. Management should verify when contract payment happens and how project termination is stated. Also we need to answer which party can terminate the contract and if there are penalties for early termination.

Lauren

References

Brannan, L. & Lee, W. (2007). *Contracts--from the vendor and the buyer point of views.* Project Management Institute.

https://www.pmi.org/learning/library/project-contracts-vendor-buyer-views-7254

Hi Abdullah,

Thank you for your post. I agree with aiming to quarantine the product delivery apart from the product support. A separate contract should be drafted to provide support and the project closed out. However, if the current contract does include a mention of product support then the team needs to meet with management to determine the appropriate allocation of resources. I think designating the "number two" on the team to lead product support is a shrewd choice. Perhaps the team can pull resources for support, leaving some of the current team members and the project manager available to move on to the new project.

Lauren

References

Jedd, M. (2007). Under contract. *PM Network, 21*(12), 68–74.