

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.

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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>