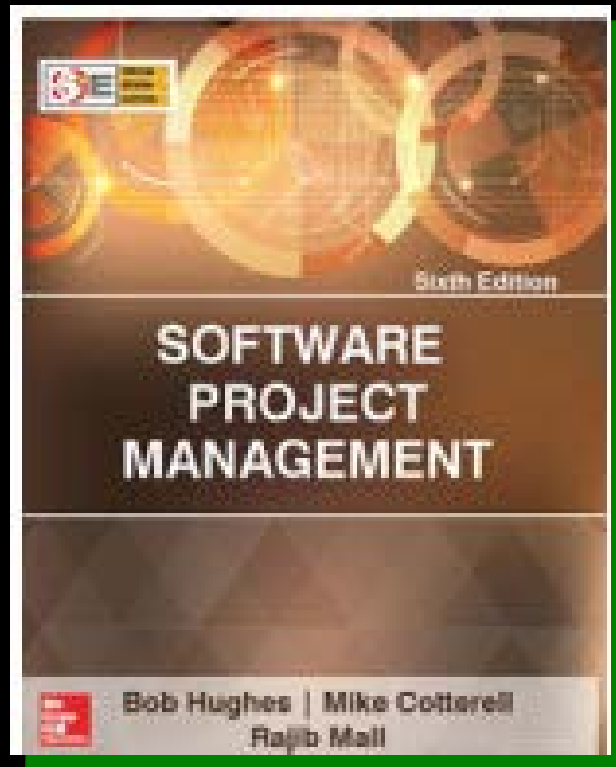# Software Project Management
Sixth Edition

Chapter 14

Project Closeout

Project Closeout

- Every project must come to an end sometime or other

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

- Project closeout activities:

  - administrative closure

  - Contract closure

Types of Project Closure

- Two main types:

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

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

Premature Termination

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

    - *Lack of resources*

    - *Changed business need of the customer*

    - *perceived benefits accruing from the project no longer remain valid*

    - *Changes to the regulatory policies*

    - *Key technologies used in the project becoming obsolete during project execution*

    - *Risks have become unacceptably high:*

Why are projects not properly closed?

- Often projects are not properly closed:
    - *Lack of interest by the project team*
    - *Underestimation of how fast know-how can get lost and how much implicit knowledge exists with the team members*
    - *Emotional factors*
    - *Indecision regarding project closure:*

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Problems of Improper project closure

- *Time and cost overrun:*

  - project as a cost centre runs up expenditure

- *Locks up valuable human and other resources*

  - Redeployment of project personnel and other resources gets delayed

- *Stress on the project personnel:*

Issues associated with project termination

- Two fold:
    - Emotional
    - Intellectual

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

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

- Closure decision has to be effectively communicated to all stakeholders.

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Project Closure Process

- Getting client acceptance

- Archiving project deliverables

- Preserving project know-how

- Performing a financial closure

- Performing postImplementation project review

- Preparing postimplementation review report

- Releasing staff

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Post-implementation project review

- Conduct project survey.

- Collect objective information.

- Hold a debriefing meeting.

- Prepare post-implementation review report.

- Publish the report.

Project survey

- *Project performance*

- *Administrative performance*

- *Organizational structure*

- *Team performance*

- *Techniques of project management*

- *Risk management:*

Project Closeout Report

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

- Project description: Information about the project, to give context

- What worked well

- The factors that impeded the performance of the project

- A prescription for other projects to follow