

WESTMINSTER

INTERNATIONAL UNIVERSITY IN TASHKENT

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# **Project Management**

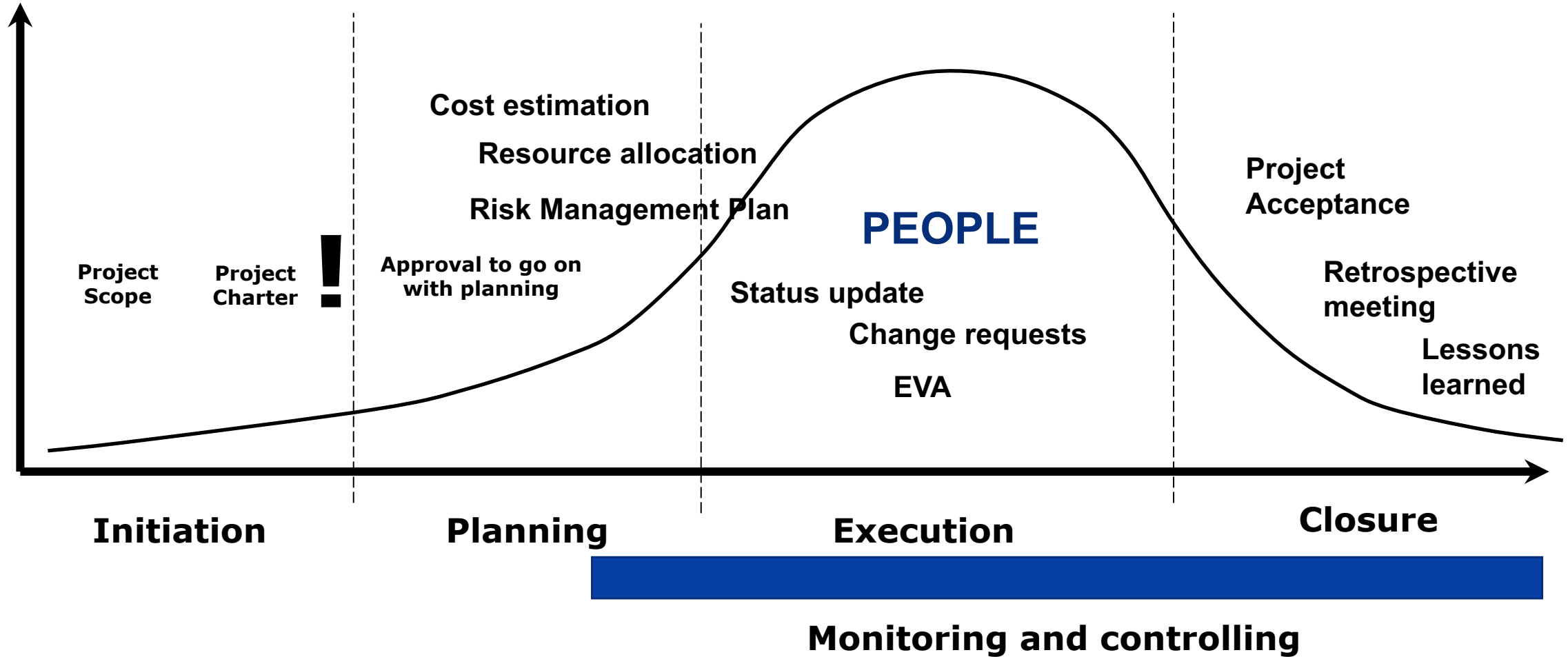
## **Lecture 12 Project Closure**

**by**

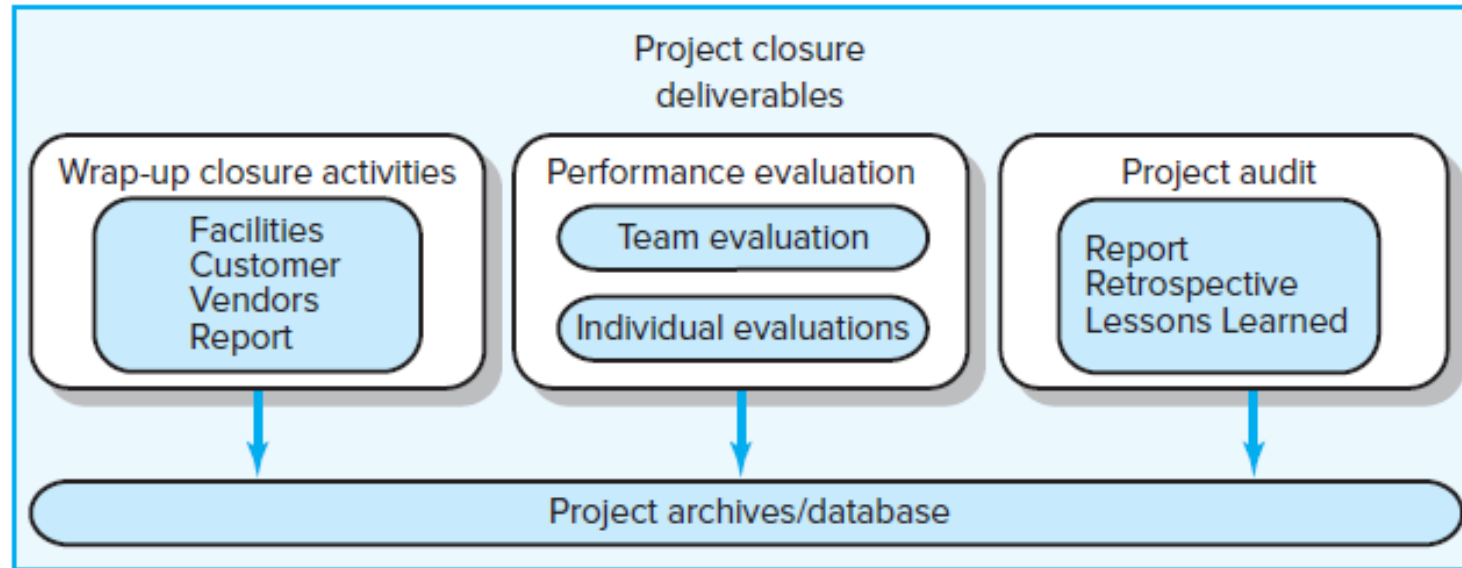
**Ulugbek Islamov**

- Project Closure Deliverables
- Wrap-up closure activities
- Project Audit
- Project Retrospective
- Types of closure
- Project Success Dimensions

# Project Closure



# Project Closure Deliverables



Larson, E., & Gray, C. (2018). Project Management: The Managerial Process 7e. McGraw Hill, page 516

*Wrapping up the project.* To close out a project, key tasks include obtaining customer approval and acceptance.

Additional tasks involve closing accounts, settling bills, redistributing resources and staff, securing new roles for the project team, shutting down facilities, and drafting a final report.

Checklists are vital to ensure all tasks are completed.

In larger organizations, the project office, in collaboration with the project manager, handles most closure activities. The final report is typically compiled by a designated project office member using inputs from all stakeholders. In smaller organizations, these responsibilities usually fall to the project manager and their team.

“Implementing the closure process includes several wrap-up activities. Many organizations develop lengthy lists for closing projects as they gain experience.

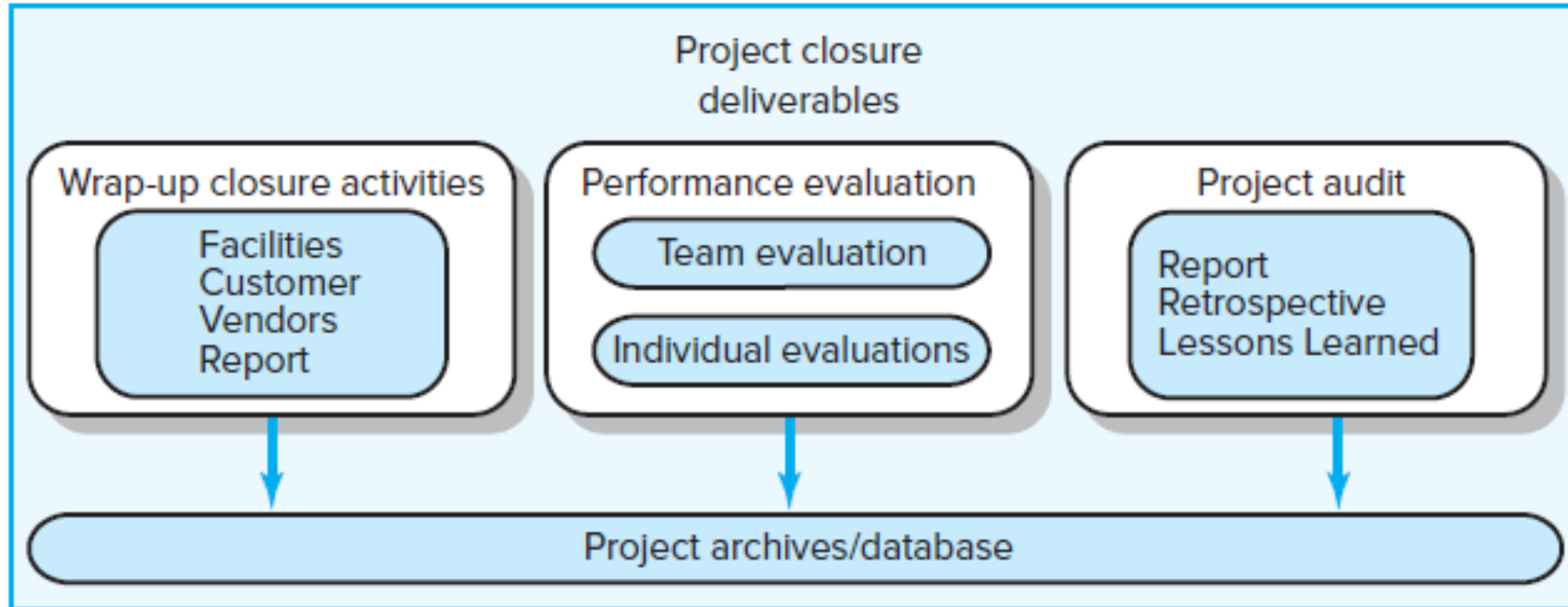
These are very helpful and ensure nothing is overlooked. Implementing closedown includes the following six major activities:

1. Getting delivery acceptance from the customer.
2. Shutting down resources and releasing to new uses.
3. Reassigning project team members.
4. Closing accounts and seeing all bills are paid.
5. Delivering the project to the customer.
6. Creating a final report.”

# Getting Delivery Acceptance

- Securing customer acceptance of the delivery is a crucial step in project closure.
- While some projects are simple to deliver, others are more complex.
- To avoid surprises, it's important to have a clearly defined scope and an effective change management process, with active customer participation.
- User involvement is key for successful acceptance.

	Task	Completed? Yes/No
	<i>Team</i>	
1	Has a schedule for reducing project staff been developed and accepted?	
2	Has staff been released or notified of new assignments?	
3	Have performance reviews for team members been conducted?	
4	Has staff been offered outplacement services and career counseling activities?	
	<i>Vendors/contractors</i>	
5	Have performance reviews for all vendors been conducted?	
6	Have project accounts been finalized and all billing closed?	
	<i>Customer/Users</i>	
7	Has the customer signed-off on the delivered product?	
8	Has an in-depth project review and evaluation interview with the customer been conducted?	
9	Have the users been interviewed to assess their satisfaction with the deliverables? With the project team? With vendors? With training? With support? With maintenance?	
	<i>Equipment and facilities</i>	
10	Have project resources been transferred to other projects?	
11	Have rental or lease equipment agreements been closed out?	
12	Has the date for the closure review been set and stakeholders notified?	
	<i>Attach comments or links on any tasks you feel need explanation.</i>	



*Project audit.* Audits are post-project reviews of how successful the project was. They include causal analysis and thorough retrospectives which identify lessons learned. These post-project reviews should be held with the team and key stakeholders to catch any missing issues or gaps.

1. **Comprehensive Scope:** Project audits evaluate more than just performance and forecasts; they investigate the project's initial selection, reassess its alignment with organizational priorities, and examine its fit within the organizational culture.
2. **Team and Management Assessment:** Audits scrutinize whether the project team is functioning effectively and is properly staffed, ensuring the team's compatibility with the project's demands.
3. **External and Future Considerations:** During project audits, external factors like technological changes, government regulations, and market competition are reviewed for their potential impact on the project's direction and significance. These audits also focus on insights for managing future projects and can be conducted both during and after a project's completion.

**Postproject audits** typically provide greater detail and depth compared to in process audits. While focusing on enhancing the management of future projects, these audits adopt a more long-term perspective than in-process evaluations.

Although they do examine project performance, postproject audits provide a wider perspective on the project's contribution to the organization, such as verifying if the strategic benefits anticipated were indeed realized.

Audit reports primarily aim to enhance the management of future projects by succinctly capturing necessary changes and lessons learned from current or completed projects, serving as a training tool for project managers of upcoming projects. Audit reports need to be tailored to the specific project and organizational environment.

## **1. Classification**

The classification of projects by characteristics allows prospective readers and project managers to be selective in the use of the report content. Typical classification categories include the following:

- Project type—e.g., development, marketing, systems, construction.
- Size—monetary.
- Number of staff.
- Technology level—low, medium, high, new.
- Strategic or support.
- Other classifications relevant to the organization should be included.

## **2. Analysis**

The analysis section includes succinct, factual review statements of the project. For example,

- Project mission and objectives.
- Procedures and systems used.
- Organization resources used.
- Outcomes achieved

### **3. Recommendations**

Usually audit recommendations represent major corrective actions that should take place. Audit recommendations are often technical in nature and focus on solutions to problems that surfaced.

For example, to avoid rework, the report of a construction project recommended shifting to a more resilient building material. In other cases, recommendations may include terminating or sustaining vendor or contractor relationships.

**4. Lessons Learned** These do not have to be in the form of recommendations.

**Lessons learned** serve as reminders of mistakes easily avoided and actions easily taken to ensure success.

In practice, new project teams reviewing audits of past projects similar to the one they are about to start have found audit reports very useful.

**The term retrospective** has emerged in recent years to denote specific efforts at identifying lessons learned on projects.

Traditional audit process focuses too much on project success and evaluation which interferes with the surfacing and transferal of important lessons learned.

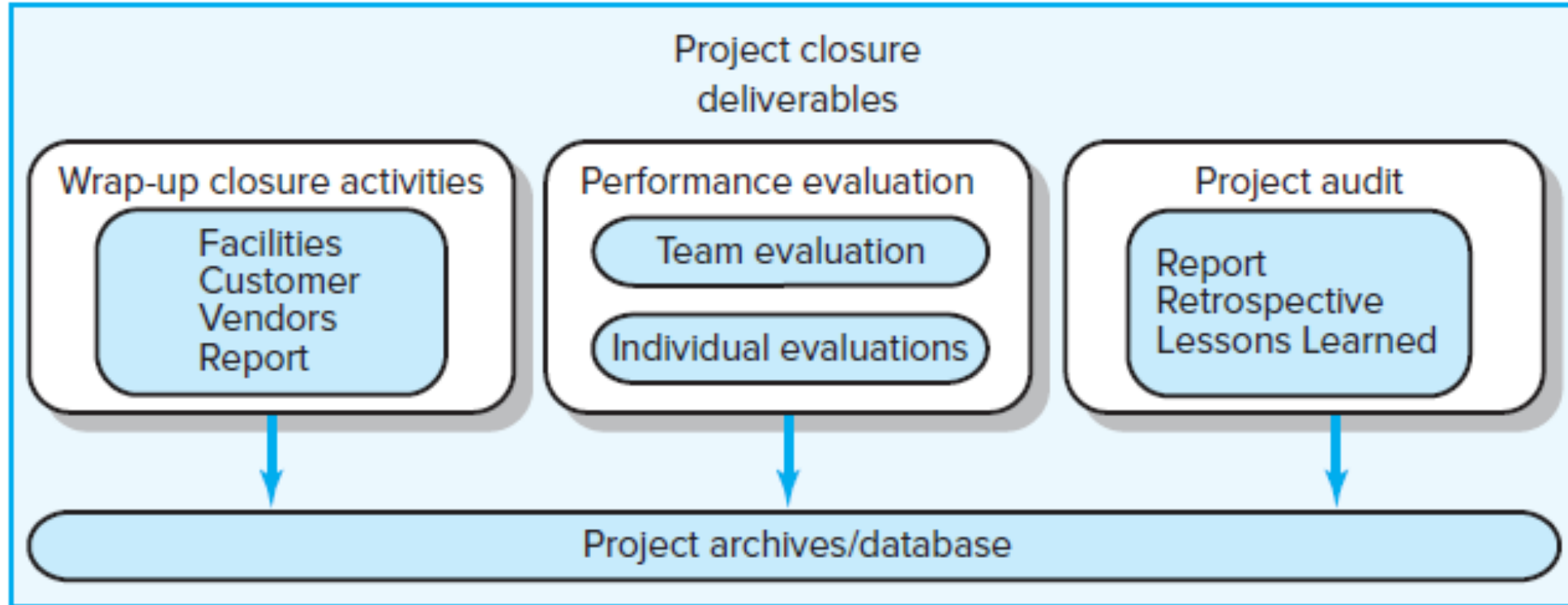
Typically, an independent, trained facilitator acts as a guide who leads the project team through an analysis of project activities that went well, what needs improvements, and development of follow-up action plan with goals and accountability.

**The facilitator** may come from the project office or be an external consultant. Wherever this individual comes from, it is critical that she or he be perceived as being independent and unbiased.

In retrospective methodology, the facilitator uses several questionnaires to conduct post-project audits. These surveys focus not only on project operations, but also on how the organization's culture impacted project success and failures.

The facilitator visits one-on-one with project team members, project manager, and other stakeholders to dive deeper into cause-effect impacts.

# Project Closure Deliverables



Evaluation of performance and management of the project. Evaluation includes team, individual team members, and project manager performance. Vendors and the customer may provide external input. Evaluation of the major players provides important information for the future.

The goals of project closure are to complete the project and to improve performance of future projects.

- Wrap-up activities put the project “to bed” and include completing the final project deliverable, closing accounts, finding new opportunities for project staff, closing facilities, and creating the final report.
- Project audits assess the overall success of the project.
- Retrospectives are used to identify lessons learned and improve future performance. Individual and team evaluations assess performance and opportunities for improvement. A project should not be considered closed until all three activities have been completed.
- The culture of the organization and the project team will play a major factor in the efficacy of these activities.

## ***Normal***

The most common circumstance for project closure is simply a completed or many development projects, the end involves handing off the final design to production and the creation of a new product or service line.

## ***Premature***

For a few projects, the project may be completed early with some parts of the project eliminated. For example, in a new product development project, a marketing manager may insist on production models before testing: Give the new product to me now, the way it is. Early entry into the market will mean big profits! Too frequently, the benefits are illusory, dangerous, and carry large risks.

## ***Perpetual***

Some projects never seem to end. The major characteristic of this kind of project is constant “add-ons,” suggesting a poorly conceived project scope. At some point the review group should recommend methods for bringing final closure to this type of project or the initiation of another project.

## ***Failed Project***

Failed projects are usually easy to identify and easy for a review group to close down. Many projects will fail because of circumstances beyond the control of the project team.

## ***Changed Priority***

Organizations’ priorities often change and strategy shifts directions. Projects in process may need to be altered or canceled.

Project success dimensions can be categorized into:

1. **Internal factors** (time-cost-performance);
2. **Customer related** (satisfaction, actual utilization and benefits);
3. **Organizational related** (financial, market, benefits).

Any  
Questions

De Wit, Anton. (1988). Measurement of project success. *International journal of project management* 6, 164-170.

Larson, E., & Gray, C. (2018). *Project Management: The Managerial Process* 7e. McGraw Hill, page 514-542