

Project Management: Planning, Execution, Evaluation and Control

Dr. Sanjib Chowdhury

Vinod Gupta School of Management

IIT Kharagpur

Week- 08

Lecture- 37

Welcome to the course Project Management Planning, we will be discussing about Project Closer Activities and Project Post Implementation Evolution. So, the concept that will be covered in this lecture are what are the types of project closure, there may be different types of project closure. So, in the what are the wrap up closure activities, then post implementation evolution of the project. So, these are the things we will be discussing in this lecture and in subsequent lecture we will be talking about retrospectives. Now, all of you know this project life cycle, every project has a beginning and an end. So, during this course we have we have gone through all the phases, we have discussed about defining phase, planning phase, executing phase.

Now, we will be talking about the closing phase that is the delivery phase last phases of the project closure. So, what are the different activities main activities, we all know we have discussed in the very beginning that is the transfer or the delivery of the project. So, we have to do transfer of prior to that transfer of lot of documents, then release of your own resources like manpower, materials, equipment, machineries and to the other side. Then you have to train customers, then you have to evaluate the project how did it perform, then capturing lessons learnt, all this things we will be discussing in the subsequent slides.

So, what are the project closure and review deliverables, what are these that there are mainly 3 deliverables for the during the project closure. What are these project closure deliverable? First thing is your you have to wrap up you're all the closure activities, you have to hand over the deliverables to the customers or the clients and you have to for that you have to do the documentation and this for a big project the delivery project delivery is not a in one day job, it goes on for several days or months and all. So, and there are lot of documentation mechanical completion, then the commissioning all those things are there. So, those are the one of the main activities, then you have to transfer the facilities, then you have to close down the that your activities in the sense like you're all the closure check closure activities, you have to make a generally a checklist is made and that with that checklist you close down each and every activity. So, that there is no overlooking of activities or missing out any activities, then you have to pay the vendors supplier their bills and that goes on for because some of the bills you will be getting after the after the

completions of the project and it takes time for clearing the hundreds of vendors and all their payments and all.

Then you have to create a report project report and what are the contents there are many contents are there that like you're the what went well, what are the lessons captured all those things are there. So, this is the wrap up activities, then the another is the performance evolution you have to evaluate the performance of the team project team how did it how did it work and then you have to measure the performance of the individual's members of the team, then also the project managers performance evolution these are to be done. Then the retrospective what are these retrospective is the lessons learned during the during and immediately after the completions of the project. So, so that those lessons can be used for the future projects and it will make your project management system better. So, these are the main three deliverables we will further deliberate on the each of these aspects.

So, next what are the types of project closure? There are different types of project closure one is the say normal closure of the project these are the prevalent like if you know that you have a schedule you have budget and all the projects are most of the projects are generally completed according to the that plan your plan and it is a normal closure norm a closure without any we extraordinary issues. Then the next is the called premature closure some of the project you sacrifice some of the scopes you do not do it and try to try to complete the project especially the you will find that in the product development and all the you have already seen in the earlier modules initial modules we have discussed about pressure to market you know. So, you have to develop the product very fast there is pressure for from the market to introduce in the introduce in the market because if you if you are delayed by 6 months for introducing a new product your market shares will come down by 35 percent. So, no one wants to lose the market share. So, you sacrifice some of the scope specified scope you cut it down and you bring the product in the market that is called premature completions of the project.

Then there is perpetual project like some projects are there that never ends you know it goes on goes on continuing and the it the scope keeps on adding you know this is generally the project whose scope of the work was very loosely prepared is not very firm. So, this projects constant add on are add on are there and pro project also goes on indefinitely. Then there are failed project failed projects are easy to identify and failed projects generally we the members and all the feel something some stigma in it, but you should know why the reasons for the failure. Failure may be not due to the project team failure may be the company's policy has changed or failure may be due to the market has changed market demand has changed. Suppose the you know those combat helicopters reconnaissance helicopters and all some of those have been replaced by the drone.

So, when drones came and all technology improved and all. So, those were not necessary. So, those you may have infused a lot of investment even then it may be considered as a sunk cost because new technology you get superior performance. So, with cheaper cost similarly you will find there are new technology when comes in and all the new project new CEO come he comes with his pet project the projects of the earlier CEO goes to the oblivion. So, these are the failed projects examples.

Then there is may be the change priority of the organization. Suppose the organizations once now from more of strategic project then the operational project. So, operational project some of the low value project may be shunt and they may go for the strategic project. Similarly say 2008 to 10 that financial crisis the most of the projects of the company changed from the money making the revenue generation to cost saving projects. So, these are different types of project closure.

Now next we will be discussing the implementing project close down. So, how do you close down the projects the what are the steps these are the steps we generally follow. One is the pre-delivery acceptance from the client before you hand over your deliverables there are pre-delivery acceptance and their lot of discussion transfer of documentations you know training of their personnel. So, all those things go on that has to be completed first. Then wind up resources and release to new uses when you are coming from the execution phase to the closing phase what happens like your job your activity are coming down.

So, you have to release your equipment machineries materials manpower to the they otherwise they will be idle here they have to be either send to the other sites or the new projects and all and reassign the project team members. This project team members also either they will go back to their home port or they will be placed to the new projects or other projects where their skill sets are required. So, these are the big jobs for the project closure team and the PMO in consultations with the program management office. Then another big step is the close accounts and pay pending bills. So, all the vendors suppliers their bills are to be cleared unless you clear that your project wind up is also not possible.

So, this is and this things goes on for long after several months after the project is completed. Then deliver the project to the customer the final project has to be hand over to the customers the client will take over and they will start operating the project operating the project as their operational needs. So, these has to be done then the create the final report the how the project was done this final report will be a treasure for the for the organization and they can refer it for the future projects and all they may take help from this knowledge

captured for the for the future projects. These are the some of the main closure activities you go stepwise. So, as I told you a big or the large project there are hundreds and thousands of activities are there for project closure.

So, it is it is good that large companies and it is a good idea you prepare a list you know closure list and try to take every point in it. Usually the large companies prepare such a list based on their past experience of similar types of project. So, suppose this these are the an illustrative example like say team then vendor what are the jobs for the teams has to be completed. What are the jobs related to vendors and subcontractor contractors to be completed customers and users to be done then equipment and facilities there maybe you develop as per the need of the project such questionnaire? And whether it has like has a schedule for reducing projects have been developed and accepted.

This similarly vendor have performance reviews for all vendors been conducted yes or not you have to complete it yes or no you do it. So, this is a good practice to follow and this questionnaires may be hundreds of questions will be there. this is another this is a similar one and what is the project closure checklist what are the status and the comments. So, these are just for your illustration. Next, we will be talking about post implementation project performance evaluations like what you do now you have to evaluate the performance of the project team then the performance of the team members then the performance of the project managers this has to be done.

So, project team for the project team what you measure what are the performance measure for the project team any idea in the project team you measure the projects main performance what are those time that is schedule cost that is budget and the specification that is performance whether the project team did it like cost time performance whether the project was completed in time or not whether the project was completed within budget or not whether the specification performance quality of the project was done as per the specifications or not. So, these are the 3 main criteria you do it, but there are some deficiencies in it this is not all you know only these 3 there these does not mean whether the customer was satisfied or not in earlier modules we have talked about the customer satisfaction then in spite of doing all these things your customer may not be satisfied you have to contain that. So, customer satisfaction has to be made that has to be also looked into and that is the bottom line then what you do team members performance evolution the team members because how do you do it is also done you know differ depending on the structure of the project. For example, there may be the structure of the project may be functional structure or matrix structure or project I structure even in matrix structure there may be weak matrix balanced matrix heavy matrix the heavy project-oriented matrix. So, different structures your team members a performance evolution also methodology will differ suppose it is a functional structure or a weak project structure in that what happens in that in that the

responsibility is on the functional manager functional manager will fill up for a for the performance evolutions of the team members and he may or may not solicit project managers opinion generally they solicit project managers opinion.

But for balanced matrix project managers and the functional manager jointly fill it up in consultations with each other the say that is done and project matrix or projectized matrix or their project managers is the sole responsibility for filling up those performance assessment. Generally, it is found in the organization this performance assessment is a is a two-part activity one part is you assess the strength weakness capability of the of the member of the employee and that that you inform them for them for their development future development and further development. And another part is with the pay review you know salary review and all that is linked with that. Generally, it is found that project managers do the performance assessment that is the capability and the strength weakness of the of the team member of the employee and the functional manager does the that salary review part you know the that part. Generally, it goes like that that is that is for the as we talk about is about the team members performance evolution and it is done depending on the structure of the project structure and who and generally project manager we say we the functional managers are the responsible for this.

So, next is the project managers performance evolution who does the project managers performance evolution generally the project sponsor or the senior management who is looking after those project. So, they generally do the project managers performance evolution and they generally look out whether the project was a success or a failure and what are the performance of the project whether the project was done in time within the cost parameters and within the specified performance level generally they do it. But nowadays it is a scope of this is widening like it is not confined only the sponsor they now a day they may seek opinion from the vendors, suppliers from the team members from the peers that is the other functional manager. So, they get a 360-degree views for evaluating project manager performance evolution this is the trend ok. Now, reasons for poor quality project performance evolution what are the reasons? So, the reasons are as I told you team for team members performance that team members for a projects are having the dual reporting like matrix system that is the that the team members have to have to report to the project manager as well as their home port functional manager respective functional manager and this dual reporting sometime is always you know increases the stress and also conflict might arise.

So, this is a reasons for the poor-quality project performance evolution another is the team's performance as I told you it is a measured only with respect to time cost and scope of the work. So, this is not enough I have in this elaborated it at the beginning in the last slide we have talked about it. So, these are the reasons for the poor-quality project performance

evolutions. Now, next this is a sample team evolution and feedback survey. So, now a days many companies you know they find out how was the team the feedback about the team how the team was working the team whether had a hand a share had sense of common purpose and each member was willing to work towards the achieving project objectives or respect was shown for other positions of view differences of a person here were encouraged or and freely expressed or not all interactions among team members team members occurred in a comfortable or supportive atmosphere or not these are the things.

Nowadays some companies have taken the feedback survey to improve the whole project systems better ok. To summarize what we have discussed in this lecture here. So, we have talked about the project closer and review of deliverables. It is we have mentioned that there are different types of project closer such as normal closer, premature closer, perpetual closer, failed project and the change priority closer. Further we have also discussed the implementations of project close down activities such as pre-delivery acceptance from client wind up resources and release to new uses reassign project team members close accounts and pay pending bills deliver the project to the customer and create final report.

So, we have further mentioned the importance of closer checklist and post implementation project performance evolution for team member project team and project manager. So, these are the references you can go through and further enrich yourself for the regarding the project closer activities. Now thank you very much for attending today's lecture.