

Project Closing Process: Modular Risk Based Closure

In this paper, we will try to propose and demonstrate operationally an alternative process for closing projects. The aim is not to define the reasons for which a project should be closed or not, we will do an overview of some generic closure triggers and establish a framework to cope with these triggers in order to increase project closing efficiency, secure resource spending and ensure peoples acceptance.

As such, our journey will take us through Project Risk Management, Project Planning and Resource Management. The Modular Risk Based Closure (MRBC) lies on foundations put in place by the Project Driven Strategic Chain® (Lazar, 2007), The MAP Method (CIMAP, 2002) initiated by the work of RP Declercke at Lille Graduate School of Management's Research Center on Project Management. This is for the Systemic Approach part, which allows us to integrate the different components of our MRBC into a smooth and "agile" (the word is very trendy) set of processes.

The Modular Risk Based Closure process lie in the full integration of project closing activities into the project's Risk Management processes and define the closure as being a regular and simple risk response work-package, activated in the case of a risk or opportunity occurrence. Risk involving the termination of the project, or opportunity meaning the successful completion of the project's objectives. In both cases, we'll use the same set of activities, planned, resources and budgeted at an early project definition stage, ensuring by the way closure acceptance by the different stakeholders, including the project team, and the efficiency of the project closing activities by a formal prepared plan. This allows also to disconnect project closure from the "failure syndrome" in case of termination and facilitate the lessons learned performance appraisal processes.



Olivier Lazar is graduate MSc and MBA in Strategy, Project and Programme Management from the Lille Graduate School of Management. With more than 10 years of Project and Programme Management experience, both on the operational and consulting perspective, Oliver has developed various skills and competence in a large scope of industries, from Corporate Finance to Aerospace, from E-business to Pharmaceutical industry. After being a consultant for the implementation of Project Oriented Organizations, Olivier is actually working at Merck Serono PMO, in Geneva.

Olivier has also developed the "Project Driven Strategic Chain©" concept which covers the full organizational scope, from the Strategic Vision to the Project operational level. Developing a complete Governance approach for each organizational level and overall Strategic execution.

In parallel, Olivier is also active on the academic field, conducting research on Project Management Organizations, which should be made concrete by a PhD in Project Management at the Lille Graduate School of Management, under the supervision of Pr. Christophe Bredillet. Oliver has also been published in professional press and has presented in several conferences around the world.

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Olivier's letmotiv lies in his conviction that sharing Knowledge is one of the major factor of global performance and common development, organizational and personal.