31272 Project Management and the Professional

Lecture 2: Professional Foundations and Ethics
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Please group yourself on Canvas

For the tutorial work, you need to be in a group of 6 students.
All students in a group need to be in the same tutorial.
If you can not form a group, your tutor will assign you to a group at the first tutorial.
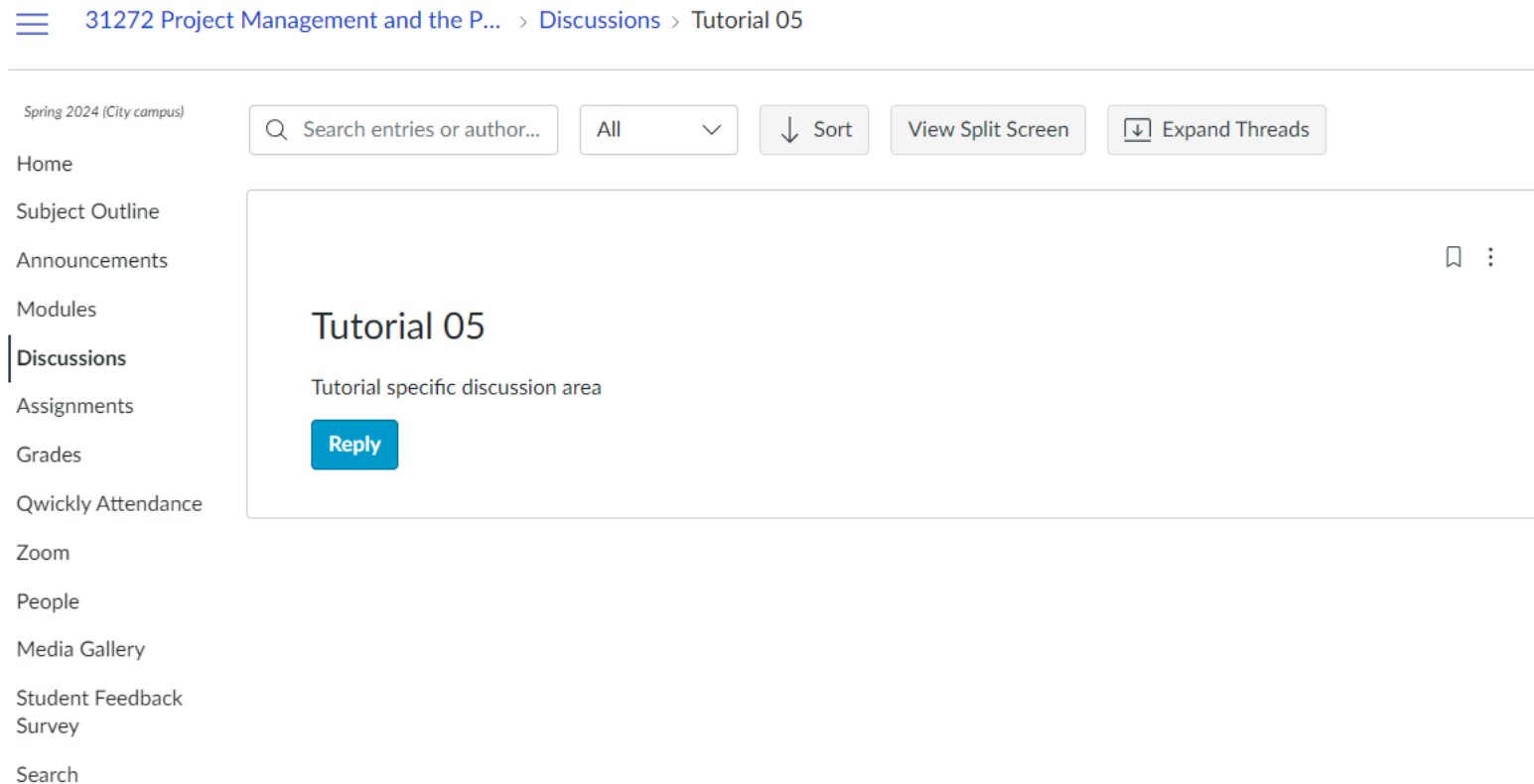
Tutorials have their own canvas discussion area

For example, if you are in tutorial 5, you will be able to see the tutorial 5 specific information

Topics for today

▶ Professionalism and Codes of Ethics

▶ Ethical Foundations

▶ Ethical Principles

From last week...

A Project is …

A temporary endeavor undertaken to accomplish a unique purpose.

Project Management is …

The application of knowledge, skills, tools, and techniques to project activities in order to **meet project requirements**
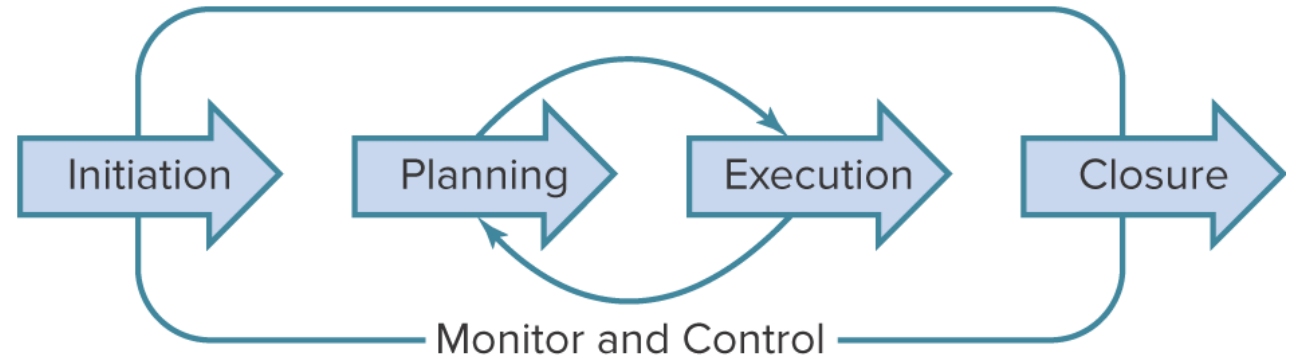
Pearson (2022)
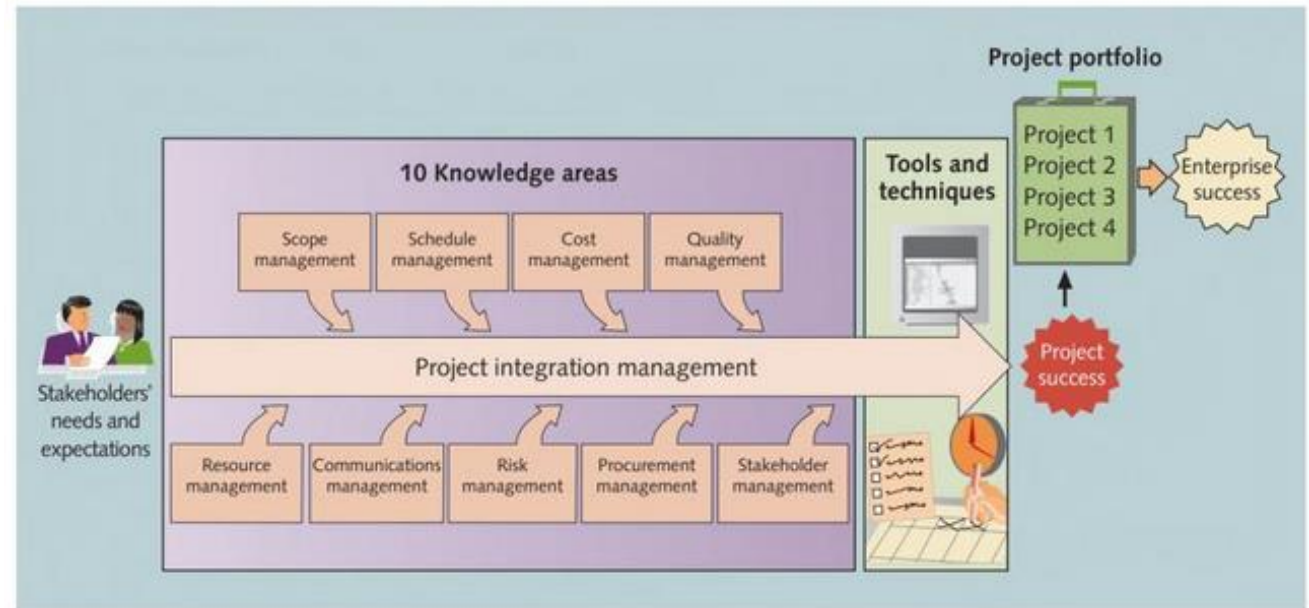
Schwalbe (2018)

Being a Project Management Professional
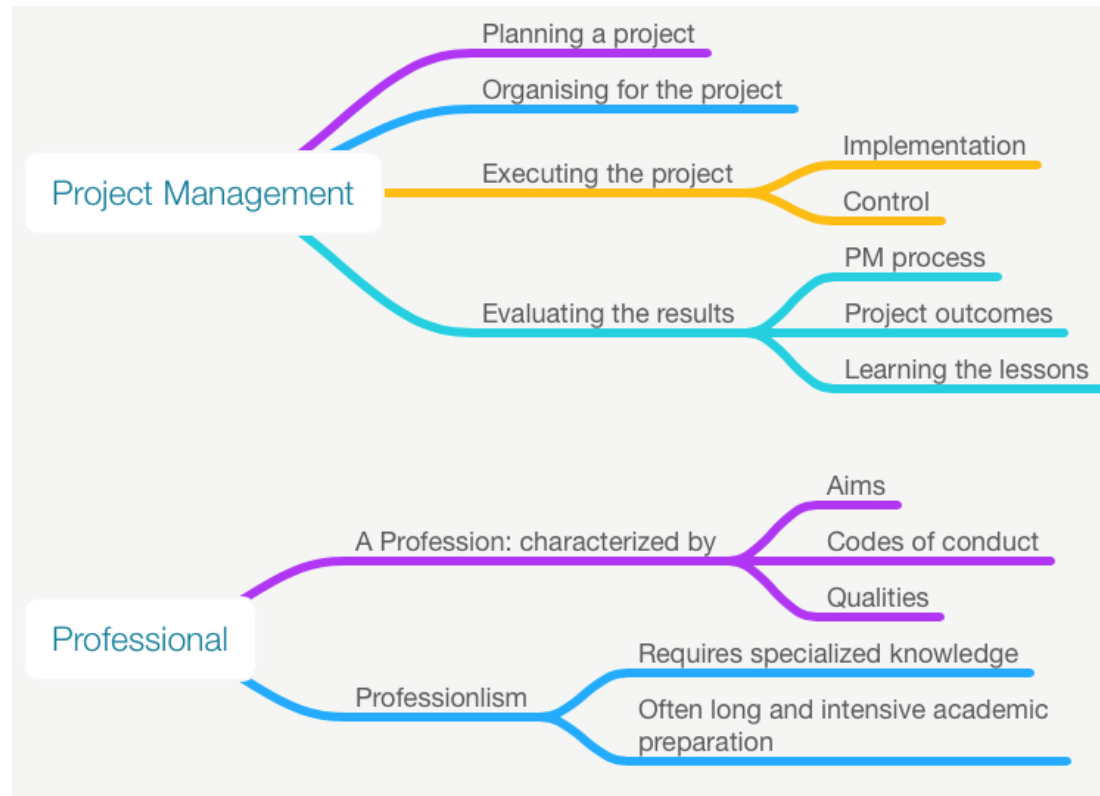
- Expert in a field – advantage over the lay person
- Work potentially affects public at large

Professional Services

Professional services are characterised as:

"the application of skill to the performance of a particular task or the rendering of advice; the skill springs from a body of knowledge accumulated by intellectual effort that is the product of formal training; and the performance of the tasks or the rendering of the advice is accompanied by ethical undertakings usually enunciated by a representative body of practitioners."

(Partlett, 1985)

Professional Code of Ethics

1. Symbolize profession
2. Protect group interests
3. Detail member etiquette
4. Inspire good conduct
5. Educate members
6. Discipline members

7. Foster external relations
8. Detail principles
9. Express ideals
10. Put forth rules
11. Offer guidelines
12. Codify rights

Professional Code of Ethics

- Medicine – Hippocratic Oath – AMA
- Law – The Bar – Australian Law Society (ALS)
- Accountancy – CPA – Institute of Charted Accountants
- Engineering – Institute of Engineers Australia (IEA)
- Architecture – Royal Australian Institute of Architects

Professional Code of Ethics

PMI - Project Management Institute (owners of PMBoK)
https://www.pmi.org/codeofethics

ACS – Australian Computer Society

https://www.acs.org.au/content/dam/acs/CodeOfProfessionalEthics_Mar_2023.pdf

Ethics: Definitions

Ethics

▶ Beliefs regarding right and wrong behaviour

▶ Involve moral, legal and social issues

▶ The attempt to determine some general basis for choosing and judging moral actions

Ethical behaviour

▶ Behaviour that conforms to generally accepted social norms

Ethics: Project Management

Some Characteristics:

- Determining good from bad

- Judgment

- Behaviour

- Ethical situations

- Determining the appropriate response

Ethics in project management can therefore be defined as:

"…exercising objective judgment, after considering all options, on what is the right decision and response when dealing with ethical situations." (Kliem 2012)

Ethics: Influences

Parents

Family

Boss / Peers / Friends

School / University

Books / Magazines

Government / Law

Culture

Social Media

➔ *Virtues & Vices*

➔ *Value System*
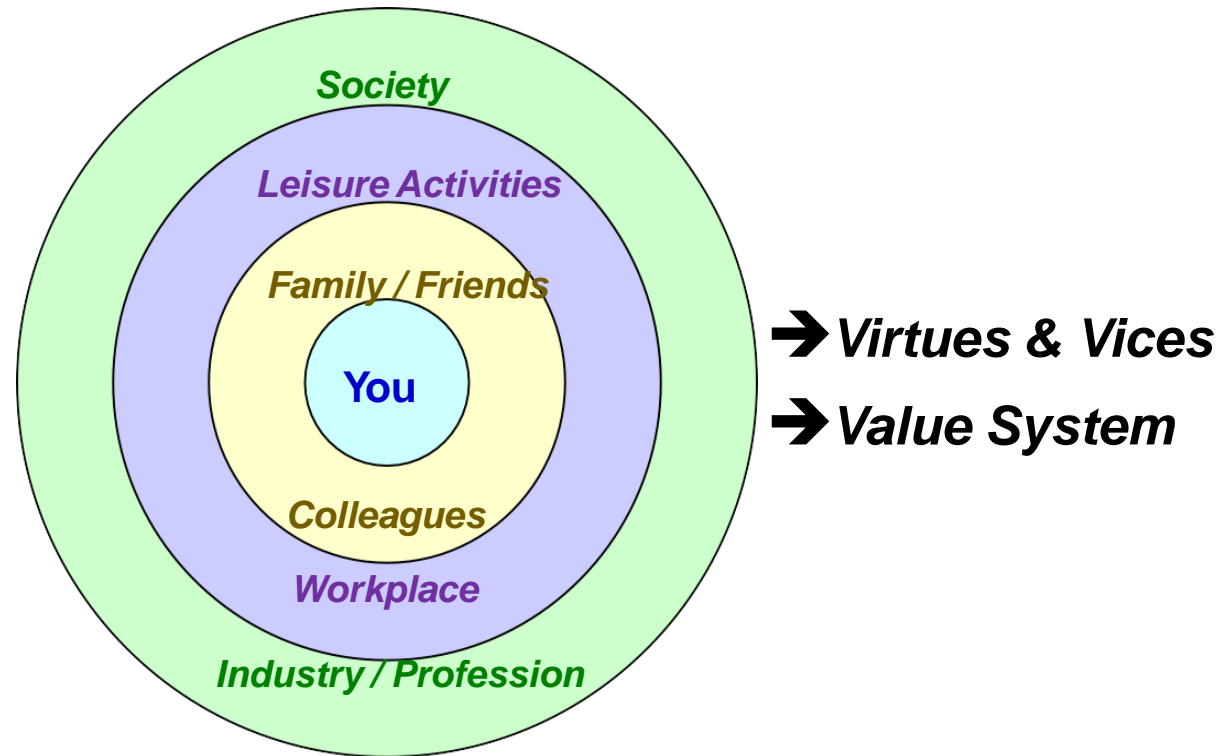
Ethics, Values and Decision Making

Decision-making based on the values we hold

How our decision auto-pilot works

Ethical Principles

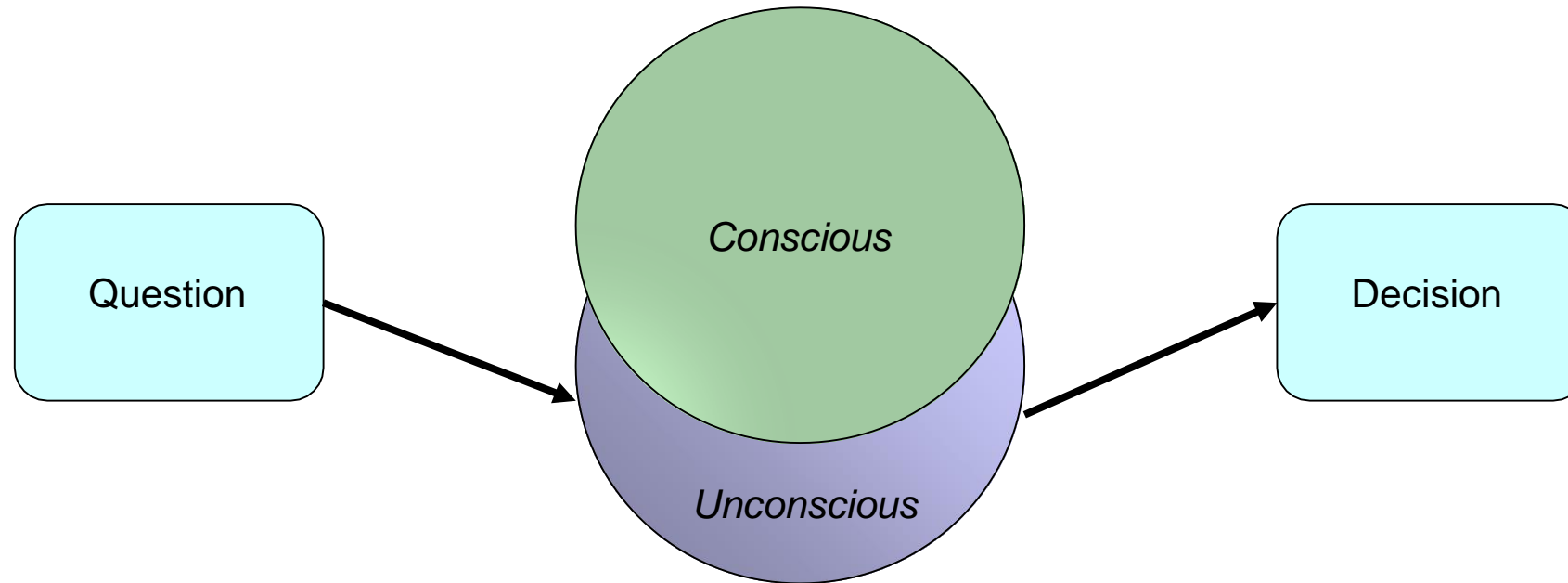| View	Description
Deontology	Right and wrong is dependent on meeting a duty and independent of consequences
Consequentialism	Right/wrong determined by comparative assessment of each act's consequences (inc. *Utilitarianism* – greatest good for greatest number)
Relativism	There is <u>no</u> single ethical truth, everything is contingency-based (whatever a culture thinks is right or wrong for its members)
Universalism (absolutism)	There <u>is</u> a single truth - implies a single perspective as to what is right and wrong
Virtue ethics	Focuses on the person who acts - and character traits of the actor as expressed by their actions
Justice ethics	Duty to treat all parties fairly and to distribute risks and benefits equitably (and following rules derived from these principles)
Ethical pluralism	Society comprises diverse pressure groups with divergent social interests. Stakeholder conflict is normal/accepted.

Trolley problem

https://shikharsachdev.com/trolley-problem/

https://xkcd.com/1455/
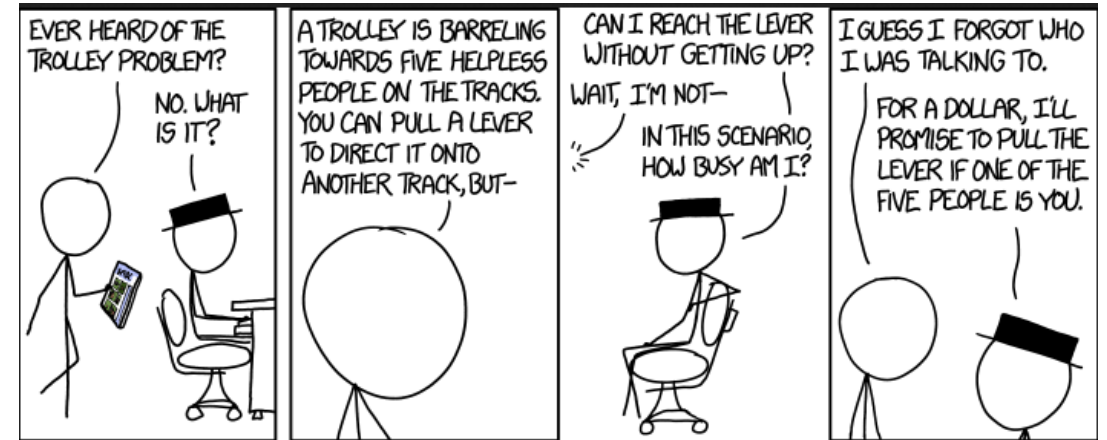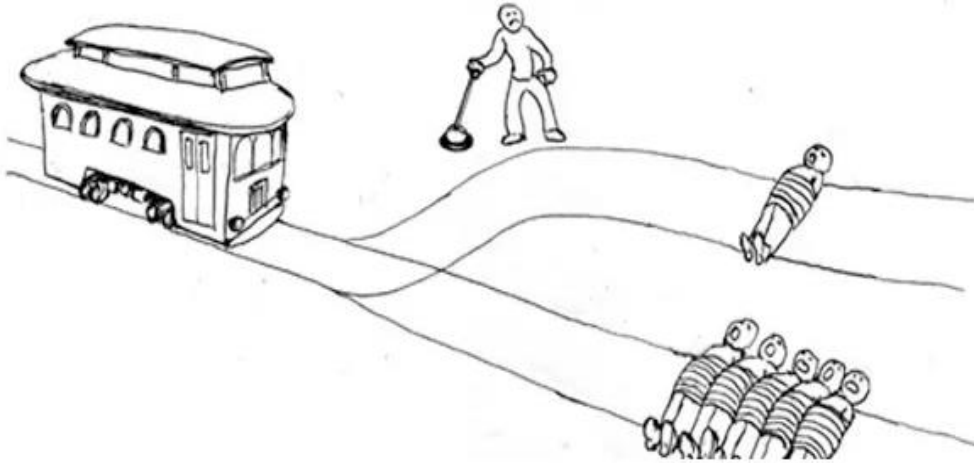
Ethical examples

- Monitoring Teens on Social Media. ...

- Ghosting. ...

- Intentionally Misinterpreting Data. ...

- Selling a Car Without Disclosing All Known Negative Details. ...

- Cheat on Your Significant Other. ...

- Should You Lie to a Sick Loved One? ...

- To Share or Not to Share Political Leanings. ...

- Whether to Report an Accident.

https://www.happierhuman.com/ethical-dilemma-examples/

Ethical Principles

Ethical views are founded in individual belief, tend to be deeply held and do not change easily or frequently.

An issue is *not* likely to be an ethical issue if the individual views which define it are:

- Primarily concerned with convenience
- Founded on opinion, not beliefs
- Casually modified or frequently changed

Common Ethical Concerns in PM

Deliberate underperformance

Seeking most lucrative solution (not one making most sense)

Phoney estimating (not willing to show reasoning)

Violating confidentiality

Misinformation, disinformation, falsification and misreporting

Never willing to stop or put a project on hold

Exaggerating expertise, overselling and low-balling

Personal interactions/benefits and/or conflicts-of-interest

Blended billing rates and financial reporting

Inappropriate mark-up on subcontractors

Using project management as a sales force

What Can You Do About It?

A seven-step approach to tackle ethical issues:

▶ **Get the facts**

▶ Identify the stakeholders and their position

▶ Consider the consequences of your decision

▶ Weigh-up various guidelines and principles

▶ Develop and evaluate options

▶ Review your decision

▶ Evaluate the results of your decision

What Can You Do About It?

Some general rules of thumb to consider/apply:

➢ The "Mum" Test

➢ The Media Test

➢ The Smell Test

➢ The "Other Persons' Shoes" Test

➢ The Market Test

What Can You Do About It?

Having an ethical framework helps provide answers to questions such as:

▶ What should I (we) do?

▶ What goals should I (we) pursue?

▶ What laws should we have?

▶ What collective behaviour should we pursue?

Ethics and the Law

Ethics must consider how an individual decision can affect human choice, action and potential

➢ *Personal* beliefs and values

Law determines principles and regulations in a community set by some authority and enforced by judicial decision

➢ *Society* rules for accepted behaviour

▶ **Ethical versus Legal**

▶ Legal and Ethical

▶ Ethical but Not Legal

▶ Legal but Not Ethical

▶ Not Ethical and Not Legal

These are not the same!

Ethics and the Law

Ethical Issues

- Growth of knowledge
- Competition
- Personal privacy
- Protecting the vulnerable
- Free speech
- Openness
- Fair dealing / fair use
- Equal opportunity

Legal Issues

- Information ownership
- Monopolies
- Data tracking / access
- Harassment
- Libel
- Espionage
- Copyright / patent / IP
- Discrimination

Ethics Principles

Why might ethics be important?

- Growth in project complexity (more automation)
- Capturing vast amounts of data
- Reliance on technology to reflect reality
- Law reform lags technology evolution

Decisions/actions you must consider

- Harm minimisation
- Rights and Duties
  - Right to know
  - Right to privacy
  - Right to property
  - Duty to meet obligations
  - Duty to follow the law

Ethics Principles

You *will* be put in ethical situations, so you need to be able to analyse and decide on the issues

Summary

One cannot be a Professional unless one has and maintains ethical principles in concordance with the societal and legal framework

If one expects ethical behaviour from the other professions, then one must maintain ethical behaviour in all systems that one is involved with

Without ethics one cannot call oneself a Professional

Your ethical stance will be tested many times in your career

Tutorial and assignment information

Specific

Measurable

Achievable

Relevant

Time-bound
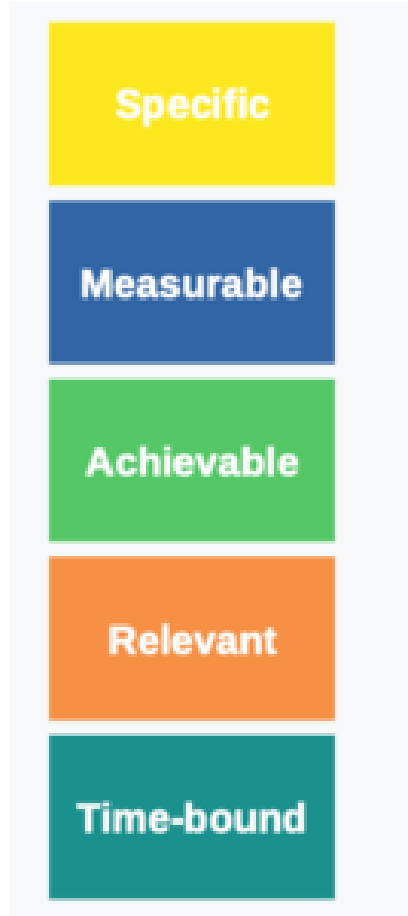
- First tutorial is on Monday the 24th of February.
- All students need to be in a group of 6 within their chosen tutorial.

- First assignment is a team charter – how are you going to work together to pass this subject? The template includes individual and team SWOT and a risk matrix.

- You can also start working on your individual ethics assignment – note it requests a SMART scope statement.