# Ethical Issues in Information Technology Project Management

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**Abstract:** *Ethical issues involve diverse professions in which Information Technology project management (ITPM) is not an exception. ITPM professionals are obligated to perform a variety of tasks conscientiously and ethically because their decisions affect the performance and functionality of their product outcome, which in turn affect the welfare and wellbeing of the society. ITPM, like any other profession, is faced with a lot of ethical dilemmas which calls for decisions and judgments to be made by professionals during the course of the execution of their responsibilities. This paper focuses on the ethical codes of IT project management as it discusses the roles such codes can play as professionalism strategy, ethical position, and practical approach, in order to resolve some fundamental ethical dilemma in the profession. A code of ethics that is strictly practiced and adhered to is especially necessary to educate and inspire IT professionals and the society at large to achieve ethical behavior that cannot be compromised nor be faulted.*

**Keywords:** *IT project Management, Ethics, Project Management Body of Knowledge, Ethical Dilemma*

## I. INTRODUCTION

Information Technology Project Management (ITPM) involves the management of all Information Technology (IT) related projects such as those that include hardware, software and networks [1]. It incorporates IT management and project management components in the delivery of projects [2]. Projects are generally characterized as being unique and temporal according to [3] & [4];and the management of projects will last as long as the duration of the projects.

ITPM, like any other field, is result oriented and particularly driven by the need to arrive at the intended goal for which a project is birthed.Arriving at the intended goal along with satisfying the interest of the organization involved (probably in staying within budget and time) and other stakeholders, form the basis for which the work done will be adjudged successful or not successful[5].

Ensuring the success of any project done, therefore, requires that a project manager gives it all it takes in terms of expenses (cost), activities to be carried out and seeking collaborations where

necessary.This pursuit however, comes with the constraintsof the involved organization's major concern, that is, the triple constraint of budget, time and quality which he/she may not likely forgot [4].

Pursuing these goals of ensuring project success and satisfying all involved stakeholders while maintaining the acceptable professional practices in deciding actions to take and those not to take towards delivering the goals, brings about the question of ethics. This situation therefore portrays ethical dilemma in the determination of right and wrong actions that can be taken while trying to ensure the attainment of goals.

Ethics as seen by Resnik (2011) cited in [6]p. 33 is the "norm for conduct that distinguishes between acceptable and unacceptable behaviour".It is also aguide and justification for a decision that is deemed morally right or morally wrong[1].Professional or business ethics,which are reflected in the codes of conduct, usually guides when there are dilemmas or judgment calls to be made in the course of bearing a professional responsibility [7].

Therefore, Ethicsin line with the codes of conduct of a profession, is expected to guide the decisions of professionals so that they will act in accordance with that which is befitting to the profession, which they belong. In essence, they will be serving/treating their clients with utmost respect and due consideration for their interest and, as well, bringing credit both to themselves and their profession[1].

Despite the benefits attached to abiding by the codes of conduct of professionals, that is, being professional in the rendering of services, it seems as if the codes are effective in writing but not quite so in practice. Professionals are at times finding it difficult to maintain ethical behaviours in their pursuit of goals and end results.

ITPM, like any other profession, is faced with a lot of ethical dilemmas which calls for decisions and judgments to be made by professionals during the course of the execution of their responsibilities[1]. How ethically correct and appropriate some of the decisions are and the guides to follow to maintain ethical behaviours will be the subject of this discourse. This study, in a nutshell, will identify the ethical concerns of ITPM professionals and highlight guiding principles that are helpful.

### A. Statement of Problem

Maintaining an acceptable behavioural standard in the conduct of professional activities remains the expectation of any professional body of her members. This standard is expressed in the codes of conduct given. These codes of conduct serve as guides in observing ethical practices in service delivery. The Project Management Institute (PMI), for instance, exalts four main values in her codes; honesty, responsibility, respect and fairness.

However, in the 'hustle and bustle' of pursuing goals and aiming at meeting deadlines and remaining within budget, IT project managers are tempted, and at times give in, to setting aside their moral convictions driven by their professional codes of conduct. Hence, they get themselves involved in unethical practices that can ruin their career and profession.

### B. Aim and Objectives

The aim of this research work is to identify the various ethical concerns that litter the ITPM profession and suggest guidelines that can help resolve them.

The specific objectives are to:

  i.  Identify the various ethical concerns in ITPM profession,
  ii. Suggest guidelines to help with handling the ethical concerns, and
  iii. Highlight the profession's code of ethics and professional conduct.

### C. Methodology

A search for literatures was conducted using key words such as: Ethics, Project Management, IT Project Management and/or combination of the words, in Project Management journals, Information Technology journals and related journals. The result of the search was critically examined to identify relevant literatures.Identification of relevant literatures was done through the examination of the literature topic and a skimming of the abstract to determine their applicability to the subject of this discourse. Identified literatures were then properly reviewed and juxtaposed for the extraction of valuable content to satisfy the objectives of this study.

### D. Significance of the Study

Identifying the ethical dilemmas will help emphasize the fact that there are ethical dilemmas that IT project management professionals have to deal with. Beyond this emphasis, it will also present guidelines that they can equip themselves with so that they can be able to make ethical decisions when situations such as or similar to those that will be highlighted come their ways.

## II. LITERATURE REVIEW

### A. Information Technology (IT) Projects

According to the Project Management Body of Knowledge (PMBoK)[4] & [8]p. 5, a project can be regarded as "a temporary endeavor undertaken to create a unique product, service or result". "IT projects involve using hardware, software, and networks to create a product, service, or result" [1].

Projects according to Li (2007) as cited in [3], have the following characteristics: Urgency; that is it is time-limited (definite beginning and end), Uniqueness; every project is different from another and Uncertainty; situations out of the control of the manager can arise; these situations threaten the success of the project. Projects (IT projects inclusive) are usually bound by scope/quality, time and cost the triple constraint [9].

An IT project therefore, defines a temporary endeavor undertaken to deliver an IT product, IT service or IT result/solution to an identified problem. It is also characterized by other characteristics of projects such as, uniqueness, urgency and uncertainty, except that its focus and eventual outcome is IT related.

### B. Information Technology (IT) Project Management

PMBoK [8], p. 6 defines Project Management as "the application of knowledge, skills, tools and techniques to project activities to meet the project requirements". Project management follows a consciously defined pattern in delivering the requirements specified by a client. Project management, which is majorly the work of a project manager, requires a proper understanding of the desired project outcome, a design to show the steps that will be taken and what/who will be needed to achieve the outcome, and a proper monitoring and controlling to ensure compliance with the steps that will deliver the desired outcome.

It is obvious that the definition of IT project is not too divergent from that of a project except for the IT orientation, so also is the definition of IT project management not far from the general project management. It is simply the application of knowledge, skills, tools and techniques to IT project activities in order to meet the established requirements.

[3], p. 1 visualizes IT project management as "a series ofactivities in which cost, personnel, progress, quality, risk,file, etc. are analyzed, managed and controlled so that ITprojects can be completed in terms of the budget, scheduledprogress and quality". He therefore sees IT project management as the organization of all the outlined activities to deliver IT projects within the defined budget, time and to the agreed quality.

### C. Ethics in IT Project Management

Ethics in the execution of projects can be defined as "the moral deliberation and the self-actualization processes that professional project management should require" [5], while [10] viewed ethics as having four aspects: value oriented; virtues and vices; specific rules; autonomy, rights and obligations.Value oriented deals with focusing on doing that which is of utmost importance in life. Virtues and vices deal with behaviours that will portray a project manager in a good light (virtues) and that which will not (vices). Specific rules refer to laid down regulations on that which is right and that which is wrong (usually codes of conduct). Autonomy, rights and obligations summarize important aspects for consideration; the project manager is at liberty to decide what to do (autonomy), the rights of stakeholders and persons that he should not breach (rights) are laid down for him and it is mandatory for him to fulfill his responsibilities (obligation).

Every profession is expected to maintain sound ethical behaviours if it must retain her patronizes, keep trust and respectand satisfy the client. The maintenance of sound ethics in any profession ensures that customers or the general public are not taken for granted or merely used as a means to an end. It guides the conduct of service delivery in ensuring that utmost respect and regard for customers are maintained while delivering the right value for the price paid.

IT project management as a profession is plagued with ethical dilemmas[11]. These ethical dilemmas are results of ethical decisions to be made based on gray areas of judgement. A project manager in making these decisions needs to consult his/her moral compass in line with what is stipulated in the profession's code of conduct. However, when the expected action to be taken, based on context and situation, is not expressly stipulated, it becomes extremely difficult for a project manager to determine the ethical decision to make, hence a dilemma.Though making a decision that is ethically right is legally and morally acceptable to all in the community, it is however, not so straight forward for project managers to make them. Making decisions that are ethical in the conduct of professional responsibilities are distinct in the sense that they have material and psychological consequences on others and they can result in the violation of the rights of others[7].

### III. IT PROJECT MANAGEMENT ETHICAL DILEMMA

The high stakes such as high risks, high rewards and high business potentials attached to projects bring pressure upon project managers to cut corners and do whatever it takes to see the project through to completion without due consideration for the ethical implications of these [11], [7]. Based on their assessment, the lack of due consideration for ethics could also be fueled by the possibility of not identifying or quickly noticing what has been done wrongly.

[12], suggests in their work that the standards of the profession (project management) and the profit-maximizing norms of the organization, employer of project managers are usually at a conflict. Schwalbe, in writing concerning ethics in project management, identified the possibility of ethical dilemma arising but asked these questions "If project managers can make more money by taking bribes, should they?" and "Should project managers accept subpar work to meet a deadline?" The responses are the same, No! [1],which however, underlines the ethical dilemma situations present in the profession of project managers.

### A. Ethical Concerns and Dilemma

Ethical concerns and dilemma come to play when there is a decision to be made which does not necessarily have clear cut right or wrong [11] that is, gray areas of decision making which require the project managers to make judgements out of that which he considers wrong or right.[10], describes project management as a pretty straightforward process for activity execution. However, the ethical dilemma surfaces when a project manager has to balance all of these: meeting the objectives of the project, satisfying the stakeholders involved, managing risk, ensuring the deliverables are in order, and the impact the project has on the larger society.According to him, "everyone wants to be a good person and to do the right thing [but] what the right thing is can quickly become obscure and twisted in today's complicated race for profits, power and projects" [10].

Usually when there are ethical dilemmas in the workplace or on the field of work, there are no simple answers to resolving them, but when professionals familiarize themselves with the different ethical theories and organizational ethical guidelines (where they exist), they will be better informed to make decisions that are ethical [13].

### B. Ethical Concerns and Dilemma in Project Management

A project manager in order to come on top during a bidding process could come up with unrealistic estimates of time and cost that may get the attention of clients who are seeking to get the project done in a given time frame and under a specific budget; manipulating time and cost estimates [11] or deliberately presenting wrong estimations [6]. During the course of a project such as that described above, it becomes clear that the estimations were unrealistic. However, to keep to the 'promise', the project manager may have to compromise on some standards thereby accepting subpar activities/products as stated in [1]. Also, a project manager on the other hand

could inflate the estimates in order to make more profit from the project.

[14], highlighted a number of ethical dilemmas that project managers experience in their day to day execution of their responsibilities. According to him, the ethical issues facing project managers are within the boundaries of money, sharing of information and taking advantage of customers' trust or naivety. A highlight of the ethical issues is given below.The focus of companies tends to be on making profit at the expense of satisfying customers with the most value. This therefore calls for answers to these questions:

  i. Should the project manager's duty be to make use of the client's money in the most efficient way or just make profit for his employers (the company that has hired him)?

  ii. Should a project manager suggest projects that are probably irrelevant to the client in order to make more money for his employer and himself?

  iii. Should a project manager present all the available avenues (with relative degrees of reliability) to proffering a solution to a problem or should he present the most expensive so as to maximize profit?

  iv. When a project manager notices signs of possible failure/irrelevance upon the delivery of a project, should he just seek to complete the work and get paid or should he discuss alternatives/solutions that can help salvage the situation?

[15], identified three categories of ethical dilemmas experienced by project managers; transparency in project performance, relationship with stakeholders and optimization of the project. Of these categories, transparency in project performance seems to take the fore front, especially when it is not progressing as expected. His research highlighted some reasons that could be responsible for project managers' lack of transparency. Some of the reasons are: the project manager's belief that he will be able to balance cost through reduced functionality, fear of project termination, fear of losing bonus or other incentives and face-loss by admitting planning mistakes.

Another ethical concern for project managers to be wary of is the use of the knowledge of working with a previous client to help a competitor (who is now his current client) come up with a product or service that will outshine that of his previous client.

## C. *Ethical Dilemma Scenarios in Project Management*

[13], gave three vignettes in his research work that were also made reference to in[10] and [12]. The vignettes, which cut across the different phases of project work, are short narrations of scenarios that portray the ethical dilemmas and difficulties project managers can have in decision making. Below are synopses of the vignettes.

**Scenario 1:** This first scenario falls under ethical dilemmas that can come the way of project managers during the planning phase of a project.During the start of a project, there is a senior systems analyst position to be filled and the project manager has identified a suitable candidate with the relevant qualification and experience. He is ready to make the candidate an attractive job offer but the Human Resource (HR) department objects to this, stating that the candidate is not in the target group of the company. The project manager is then told to hire someone within the company's target group.

The project manager reviews the candidates' applications and identifies two candidates; one is a fresh graduate without experience and the other has 10 years of experience but mediocre performance ratings. These concerns are taken to the HR department but her initial position was maintained. Therefore, the manager has to make one of the two candidates the same attractive offer.Based on the responses of respondents to this scenario in an empirical study carried out by [12], the likely question that will come to mind is this: Should the project manager give in to the request of the HR department since he is the one responsible for the project delivery and he should be at liberty to select the person he is comfortable working with? However, looking at it from the perspective of the HR department as well, one may say that the department has the mandate of the organization to include all sets of people (maybe race or ethnic group) and as far as we can tell this may just be a way of trying to include an already neglected group.

**Scenario 2:** This scenario falls under the ethical dilemmas that can come to fore during the execution phase.A formal review of a project by a client is to be done in four weeks' time from now but the project manager has been noticing a fall in meeting the schedule of the project. This fall has made him become anxious and so he takes his concern to the senior members of the project team but his concern birthed a heated discussion. He therefore decides not to inform the client or the senior management about the lag with the hope that the project will get back on schedule by the time the review is due.

[12], in their empirical study exposed other aspects concerning this scenario. The question truly is: can it be said that the project manager has done well in not reporting his observation? The project manager hopes that the project will get back on schedule before the review in four weeks' time. He probably may be able to achieve this if he puts strategies in place to ensure this, therefore, why get the client disturbed or make them even lose confidence in your ability to handle the job. Also, he may not be able to control the factors that are causing the lag therefore why keep it

to yourself and allow the client to discover this when he visits. This could make the client feel that the project manager is dishonest.

**Scenario 3:** This scenario represents ethical dilemmas that project managers can go through during the conclusion/termination of a project.The successful completion of a project presentation/delivery was marked at a luncheon by a group from the client company and project team members. After the lunch, the client calls the project manager aside and requests for a cash settlement for facilitating the project and to maintain a good business relationship for future mutual benefits. The project manager tactfully avoids giving a concluding response but later made the request known to the vice president who does not want to get involved but instructs the project manager to handle the situation after stating that the client is important to them. The project manager then contacts the client and hands over a huge sum of money to him from the balance in the project account.

Almost all the respondents in the empirical study of [12] disapproved of the decision of the project manager as the action, by their assessment, is illegal, criminal and unethical. Not doing it could mean being victimized by and losing the trust of top level managers, since he, most likely, will make them lose the mutual business relationship. However, this is not a concern to some of the respondents in their study, since they will resign anyway because they cannot work for a company that condones such practices.The decision here seem to be straight forward, the project manager should not do that which the vice president suggests. Why? It is unethical, criminal and illegal moreover, the project manager will be wrapped up in investigations if or when the company gets into one. However, [12] suggests that we should not be too quick to judge this single act alone since many similar practices happen in the business world but they are only coated in the skin of consultancy fees, facilitation, or donations to non-legitimate trusts.

### D. Summary of the Scenarios Presented Above

The three scenarios paint vivid pictures about the various ethical dilemmas project managers go through. However, the right or wrong decision to take in the different scenarios cannot be stated without necessarily being under the same conditions because certain factors may be hidden from us if we only consider the scenarios.

With reference to the empirical study carried out by [12] where project management students and project management professionals were used as respondents, someone with only ethical teachings without the experience of being under these conditions will see things differently from someone who has the experience coupled with the ethical teachings.The better approach therefore, in taking an ethical decision is to equip the project managers with an understanding of ethical values, guidelines and codes of conduct which, if they get familiar with, will enable them make ethical decisions when confronted with situations of ethical dilemma.

## IV. OUTCOMES /RESULTS AND DISCUSSIONS

### A. Highlights of the Ethical Concerns

In order to satisfy objective one of this research work, the highlighted ethical concerns are summarized in the list given below:

i. Presentation of unrealistic estimatesor inflated cost estimates during bidding processes.

ii. Focusing on making money for employers rather than giving clients value for their money.

iii. Suggesting irrelevant projects to clients only with the intention of making more money for employers and project managers.

iv. Failing to present all possible solutions to a problem especially when they include the ones with low profit margin for project managers.

v. Dishonesty in giving updates concerning a project especially when it is not going on as expected.

vi. Using the previous knowledge of working with a client to help another client (who is a competitor to the former client) to come up with products or service that will outshine that of the former client.

vii. Over estimation of one's ability to perform a job.

### B. Discussion: Satisfying Objective Two

The suggested guidelines to help in handling the ethical concerns which is satisfaction for objective two is discussed below.

### a) Guidelines for Ethical Concerns:

The goal of any project manager is to ensure stakeholders' satisfaction and a repeat patronization with trying to ensure the project is delivered within budget, timeline and to the defined quality expectation. Despite the legitimacy of these pursuits, a project manager must ensure that he carries out his function with due consideration for ethics.

A project manager should not be driven by the thought pattern of 'the end justifying the means' that is, outcome oriented ethics as given by [10], because it may not necessarily have respect for due process. The thought pattern simply says; if the expectation is for me to deliver this project with the defined budget, not exceeding the stated timeline, then whatever I do to achieve this goal is irrelevant as long as I achieve the goal.

The thought pattern stated above, simply throws caution to the wind and approves of 'cutting corners' in order to achieve the result. 'Cutting corners'

accepts the use of substandard products for the work or hiring cheap labour of inexperienced workers just to save cost. It also will approve of bribing its way through an inspection or approval check in order to save time during the implementation process.

### C. Project Manager's Paradigm Shift

Fig 1 and Fig 2 as adapted from the diagram given by Mishra and his colleagues, give a brief description of the present paradigm shift that exists in the world of project managers.
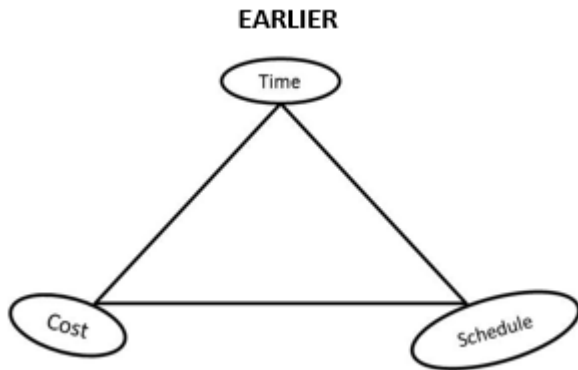


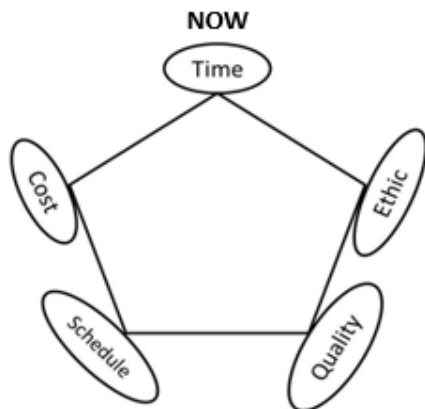Fig 1: Project Manager's Earlier Disposition, [7]



Fig 2: Project Manager's Current Disposition,[7]

Earlier, their major concern has been to meet budget expectations (cost), deliver results within timeline (time) and manage well, the schedule of activities (could also be referred to as the scope of work) in order to ascertain the delivery of results within the given timeline. This is done without due consideration for the ethical perspective of how the project is executed and how the process and the final output affects the society at largeas depicted in Fig. 1. In trying to ensure the project delivery is without going beyond the budget (cost), delivering results within timeline (time) and managing the schedule of activities to ensure delivery within timeline, the project managers are to be concerned about the quality being delivered because meeting the constraint of time, cost and scope (working according to the schedule of activities) does not necessarily guarantee that the outcome of the project will be of

an acceptable quality standardas can be seen in Fig.2. More importantly, ethical concerns should be addressed consciously on the process taken to deliver the requirement of the project and the effect the project and its output will have on the society in achieving the set goals.

### D. Project Manager's Thinking Pattern

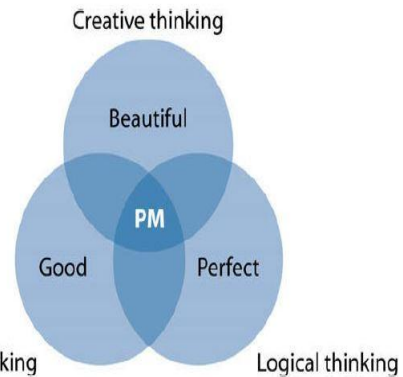Fig. 3 on the other hand, views project managers from the perspective of their thought patterns.



Fig 3: Project Manager's thinking Pattern, [10]

[10], p. 743 sees three major thought processes (critical, logical and ethical thinking) that should be attributed to an ethical project manager. He further stated that "the core skills area where creativity, logical thinking, and ethical awareness meet and interrelate the foundation of outstanding project management abilities"

The project work to be delivered should be out of a creative mind (reflected in aesthetics; beauty), making it appealing to stakeholders and admirers. The project manager should be perfect in his approach, projecting a logical process for the achievement of goals and the delivery of outcomes.Beyond these (creative and logical thinking), a project manager must think of morality in the execution of his work (ethics). How good and acceptable (ethical thinking) is the beautiful and perfect product? Judging how good and acceptable a product is, goes beyond mere physical observations. It includes judging how ethical the process of delivering the good and acceptable product is.

The submissions as reflected in Fig 1, Fig 2 and Fig 3, highlight the need for project managers to always consider the ethical angle of whatever project they are executing. The effect of the process and the product on the society and the picture a project manager's behavior will paint concerning the profession should be significant reasons for thinking ethically and approaching projects in an ethical manner.

### V. PROFESSIONALISM AS GUIDE FOR ETHICAL BEHAVIOUR

It remains true that project managers are faced with varying ethical dilemmas in making decisions and at

times, it could be difficult to differentiate between a project manager's optimism and exaggeration in the estimation of cost and time. However, it is expected that project managers, to the best of their abilities, conduct themselves in a manner that can be regarded as professional. They are saddled with responsibilities and they have obligations to fulfill,and the focus should be, therefore, on delivering on all fronts, while adhering to certain values.[11], in his write up highlighted some of the values expected of a professional project manager. Below is an outline of the highlight:

   i.   A project manager is expected to maintain a high standard of integrity in the management process, delivery of the product (outcome of the project) and his personal conduct.

   ii.   Any form of conflict of interest on the part of the project manager should be reported to the client and other stakeholders rather than covered up.

   iii.   The relationship of project managers with their clients should be a professional one, filled with honesty and transparency (both when processes are going on well and otherwise).

   iv.   Any information a project manager is privileged to have should be kept confidential, except in cases when it has to be shared with project team members. However, discretion should also govern the disclosure.

   v.   A project manager should be ready to take responsibility for his actions and that of his team members that are under his supervision.He must, therefore, ensure appropriate supervision of the work done in order not to permit subpar inputs and outputs.

   vi.   The rights of the project team members should be respected and protected.

   vii.   A project manager should understand the cultural background of the environment he is to work and determine how to relate with the people with respect to their culture.

In summary, a project management professional is expected to abide by the code of conduct guiding the practices of project managers.

### A. Biblical Guidelines for Ethical Behaviour

From a Biblical foundation, which is the moral basis for that which can be truly adjudged as wrong or right, IT professionals are expected to conduct themselves ethically without any trace of defrauding clients or victimizingthem because of their naivety and trusting nature. I Thessalonians chapter 4 verse 6 says "that no man go beyond and defraud his brother in any matter: because that the Lord is the avenger of all such …" (KJV).The Bible equally enjoins that there be fairness in our relationship with others as He does not appreciate nepotism or partiality. "A false

balance is abomination to the Lord: but a just weight is his delight", "Divers weights are an abomination unto the Lord; and a false balance is not good" (Prov 11: 1; Prov 20:23, KJV). "If ye fulfill the royal law according to the scripture, Thou shalt love thy neighbour as thyself, ye do well:" (James 2:8, KJV).

In a nutshell, the Bible proposes that we love our neighbours and even the so called enemies (those that would not do that which is right unto us). "But I say unto you, Love your enemies bless them that curse you, do good to them which despitefully use you, and persecute you" (Matth 5: 44, KJV). This is to say that those that will not behave ethically to us should not be paid back in their own coins but rather we should show to them, in action, the ethical behaviour they are meant to emulate.

Since, we are to do unto others that which we would want done unto us. IT project managers, therefore, are to put themselves in the shoes of their clients and other involved stakeholders and consider how they would love to be treated, then treat them in like manner.

### B. Highlights of the Guidelines for Ethical Concerns

In satisfying objective two of this research work, the guidelines to consider in handling ethical concerns are presented below:

   i.   There is a need for paradigm shift from just pursuing the delivery of outcome of the project without due consideration for ethics to consciously weighing actions ethically.

   ii.   Project managers should not just think about delivering creatively and logically but also be concerned about the morality of the work that is being done.

   iii.   Professional standards should be upheld in the execution of project works so as to ensure good perception of the profession and the professional from the clients.

   iv.   Project management professionals should abide by the code of ethics and professional conduct guiding the profession.

   v.   A Christian professional, beyond all other forms of ethical guidelines, has a binding moral expectation, which is prescribed in the Bible. The moral guideline of the Bible in the delivery of services should be followed.

## VI. CODE OF ETHICS: SATISFYING OBJECTIVE THREE

### A. Project Management Institute (PMI) Code of Ethics and Professional Conduct

The code of ethics and professional conduct presented in this research work serves dual purposes; it serves as a guideline for professional in the conduct of their work and it also serves as a fulfillment for objective three.According to PMI, project managers are required to abide by a code of ethics in the execution of their responsibilities. The code can be

summarized under; Responsibility, Respect, Fairness and Honesty. Given below is an excerpt of the codes[8]:

### B. Responsibility
Responsibility is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

- We make decisions and take actions based on the best interests of society, public safety, and the environment.
- We accept only those assignments that are consistent with our background, experience, skills, and qualifications.
- We fulfill the commitments that we undertake – we do what we say we will do.
- We inform ourselves and uphold the policies, rules, regulations and laws that govern our work, professional, and volunteer activities.
- We report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.

### C. Respect
Respect is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources.

- We inform ourselves about the norms and customs of others and avoid engaging in behaviors they might consider disrespectful.
- We listen to others' points of view, seeking to understand them.
- We approach directly those persons with whom we have a conflict or disagreement.
- We negotiate in good faith.
- We do not exercise the power of our expertise or position to influence the decisions or actions of others in order to benefit personally at their expense.
- We do not act in an abusive manner toward others.

### D. Fairness
Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favoritism.

- We demonstrate transparency in our decision-making process.
- We constantly reexamine our impartiality and objectivity, taking corrective action as appropriate.

- We provide equal access to information to those who are authorized to have that information.
- We proactively and fully disclose any real or potential conflicts of interest to the appropriate stakeholders.
- We do not hire or fire, reward or punish, or award or deny contracts based on personal considerations, including but not limited to, favoritism, nepotism, or bribery.
- We do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.

### E. Honesty
Honesty is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

- We earnestly seek to understand the truth.
- We are truthful in our communications and in our conduct.
- We provide accurate information in a timely manner.
- We make commitments and promises, implied or explicit, in good faith.
- We do not engage in dishonest behavior with the intention of personal gain or at the expense of another.

## VII. BENEFITS OF BEHAVING ETHICALLY
There are resultant benefits,which follow ethical behaviours. One of such is maintaining the respect and trust clients have for the profession.Another is that the project manager and the society impacted by the project will both benefit. The project managers will make good names for themselves while the society will enjoy the dividends of having a product of high quality resulting from a project that has been conducted ethically. After all they are responsible to the clients, co-workers (project team members) and the society at large.When project managers conduct themselves ethically, on the long run, it would save them from situations that would require legal interventions, which could escalate into 'bearing the full wrath of the law'. It is believe that project managers who conductthemselves ethically will be able to sleep well at night because they will be at peace.

## VIII. CONCLUSION
To be ethically right in the conduct of projects calls for project managers not to be only conscious of meeting deadlines, staying within budget and satisfying stakeholders but also ensuring that proper ethical standards expected of them are maintained and adhered to strictly. Little wonder the Project Management Institute sees the words 'ethics' and 'professional' as being synonymous.

The combined duty of a project manager demands responsibility to clients, project team members and the society at large; respect for all concerned stakeholders; fairness in the conduct of the project and consideration for others; and honesty in relating with clients and all involved parties should be the watch word. It is therefore without doubt that project managers must seek to maintain professional conducts and ethical behaviours as they carry out their professional obligations to all sundry for every ones benefits.

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