Building Professional in Project Management. TM

MENA Chapter

Professional and Social Responsibility

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Professional Responsibility

– **Professional Responsibility will focus on the following tasks:**

1. Ensuring integrity and professionalism
2. Balancing stakeholders needs.
3. Contributing Managing knowledge base
4. Enhancing individual competence
5. Interacting with team and stakeholders in a professional and co-operative manner.
6. Specific knowledge areas and skills proper applications.

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Professional Responsibility continue

- As a project manager, you will be in many unique situations
  - Different organizations
  - Different countries
  - You will be in contact with others from different cultures and backgrounds
  - If you work as a contract project manager, you will be exposed to many different organizations that each have their own cultures and ways of doing things.
- You should always strive to act in a professional, non offensive manner in these situations.

Ensuring Integrity

- Professional Responsibilities is to ensure integrity of the project manager process, product, and your own personal conduct
- Accurately applying your knowledge of theses processes to your next project will ensure integrity of the process.
- A product that has integrity is; complete and sound or fit for use.

Personal Integrity

- **Personal integrity means sticking to an ethical code**

Personal Gain

Truthfulness and integrity involve not only information regarding your own background and experience, but regarding the project circumstances as well. For example, let's say you're a project manager working on contract. Part of your compensation consists of a bonus based on total project billing. If you can finish before anticipated time. Should you stretch the work to meet the original contracted amount so that your personal bonus comes in at the full amount I Think you know the answer is of course not.

Personal Integrity continue

- **Your personal gain should never be a consideration when billing a customer or completing a project.**
- **Compromising the project for the sake of your personal gain shows a lack of integrity**

Conflict of Interests

- **A conflict of interest is when your personal interests are put above the interest of the project or when you use your influence to cause others to make decisions in your favor without regard for the project outcome. For Example:**
  - **Association and Affiliations**
  - **Vendor gifts**
  - **Stakeholder Influence**

Conflict of Interests continue

– Associations and Affiliation

Conflicts of interest may include your associations or affiliations. If you are a member of bidding committee and one of your relatives win the contract without you telling anybody the relation, that is clearly a conflict of interest.

– Vendor gifts

Don't accept gifts that might be construed as a conflict of interest. If your organization does not have a policy regarding vendor gifts, set limits for yourself depending on the situation, the history of gift acceptance by the organization in the past, and the complexity of the project. It's always better to decline a gift you're unsure about than to accept it and later lose your credibility, your reputation.

Stakeholder Influence

- Stakeholders are usually folks with a good deal of authority and an important position in the company. Make certain you are not own personal interest above the interest of the project when you're dealing with powerful stakeholders. They may have the ability to promote you or reward you in other ways. That's not a bad thing, but if you let that get in the way of the project or let a stakeholder twist your arm with promises like this, you're getting mighty close to a conflict of interest. Always weigh your decisions with the objectives of the project and the organization in mind, not your own personal gain.
- Keep in mind that you may not always be on the receiving end of the spectrum. You should not offer in appropriate gifts or services or use confidential information you have at your disposal to assist others as this also could be considered a conflict of interest.

Acting Professionally

- While you are not responsible for the actions of others, you are responsible for your own actions and reactions. Part of acting professionally involves controlling yourself and your reactions in questionable situations.
- As a professional, your concern for the project and the organization should taken precedence over your concern for your own feelings.
- Maintain your professional demeanor and don't succumb to shouting matches or ego competitions with others.

Team Members

- As a project manager, you have a good deal of influence over your project team members. When you see project team members acting out of turn or with less than desirable customer service attitudes, you should coach and influence those team members to conform to the standard of conduct expected by you and your organization. Your team members should act professionally. It's your job as the project leader to ensure they do.
- Always remember that you lead by example. Your team members are watching. If you are driven by high personal ethics and a strong desire to produce excellent customer service, those who work for you will likely follow your lead.

Applying Professional Knowledge

Professional knowledge involves knowledge of project management practices as well as specific industry or technical knowledge required to complete an assignment.

Applying Professional Knowledge continue

- **Honesty Is the Best Policy**
  - Don't mislead others regarding your experience. It is required that you honestly report your qualifications, your experience, and your past performance of services to potential employers, customers, PMI, and others.
  - Be honest about what you do know and what you don't know
  - Emphasize the knowledge you do have and how you've used it in your specific industry and don't try to fudge it with processes and techniques you've never used. Potential clients and employers would much rather work with you and provide training where you might need it than think they've get someone fully experienced with the project or industry techniques needed for this project when they don't.

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Applying Professional Knowledge continue

- **Industry Knowledge**

  It is important to stay abreast of industry trends and knowledge in your field and have a general understanding of the specifics of your business. Again, you can join industry associations, take educational classes, and so on to stay on top of breaking trends and technology in your industry.

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Applying Professional Knowledge continue

- Truthful Reporting
  - As a project manager, you are responsible for truthfully reporting all information in your possession to stakeholders, customers, the project sponsor, and the public. Always be up front regarding the project's progress.
  - Tell the truth regarding project status ever when things don't look good. Stakeholders will likely go to great lengths to help you solve problems or brainstorm solutions. Sometimes, though, the call needs to be made to kill the project. This decision is usually made by the stakeholders based on your recommendation and predictions of future project activities.

Applying Professional Knowledge continue

- Don't skew the reporting to prevent stakeholders from making this decision when it is the best solution based on the circumstances.
- Truthful reporting is required when working with the public as well
- I recommend you get approval from the organization regarding public announcements prior to reporting the facts. Many organizations have public relations department that will handle this situation for you

Complying with Laws and Regulations

- **As professional you're required to follow all applicable laws, rules and regulations that apply to your industry, organization, or project. You should also follow an ethical standards and principles that may govern your industry or the state or country you're working in**

Respecting Confidential Information

- You should not disclose sensitive or confidential information or use it in any way for personal gain.
- Often when you work under contract, you'll be required to sign a nondisclosure agreement. This agreement simply says that you will not share information regarding the project or the organization with anyone, including the organization's competitions or use the information for your personal gain.
- If you work for a governmental agency, you may have access to personal tax records or other sensitive material. It would be highly unethical and maybe even illegal to look up the account information of individuals not associated with the project at hand just to satisfy your own curiosity.

Respecting Confidential Information
continue

1. Company Data

– you should not use personal information or an organization's trade secrets for personal gain, sometimes the organization has legitimate need to share information with vendors, governmental agencies, or others. You will need to determine which vendors or organizations are allowed to see sensitive company data.

– Most organizations require vendors or other organizations to sign nondisclosure agreements when giving out Sensitive Company data. It's your responsibility to ensure that the proper nondisclosure agreements are signed prior to releasing the data. This function is often handled by the procurement department.

Respecting Confidential Information
continue

2. Intellectual Property

Intellectual property is things developed by an organization that have commercial value but are not tangible. Intellectual property includes copyrighted material such as

– Books
– software
– artistic works
– Ideas or processes that are patented
– Industrial process
– Business process
– Manufacturing process that was developed by the organization for a specific purpose.

Balancing Stakeholders' Interest

- Projects are undertaken at the request of customers, project sponsors, executive managers, and others. Stakeholders are those who have something to gain or lose by implementing the project. As such, stakeholders have different interests and needs, and one of your jobs is to balance the needs of the stakeholders.
- Customer satisfaction is probably the primary goal you're striving for in any project
- Satisfied customers tell others about your success and will most likely use your services in the future.

Balancing Stakeholders' Interest
continue

- Competing Needs
  - Stakeholders come from all areas of the organization and include your customer as well.
  - They have competing needs and interests.
  - One stake holder's concern might take the from of system security issues
  - another stakeholder is concerned about ease of use.
  - Have situations where stakeholder needs compete with each other, You'll have to decide between them and set priorities.

Balancing Stakeholders' Interest

continue

- Sometimes you'll be able to accommodate their needs, and sometimes you'll have to choose among them. You will need to examine the needs against the project objectives and them use your negotiation and communication skills to convince the stakeholders of priorities.
- Individual stakeholders may or may not have good working relationships with other stakeholders.
- Office politics will come into play. I advise you to stay from the politics game, to know your stakeholders.
- To understand their business processes and needs in order to make decision about stakeholder requirements.

Dealing with Issues and Problems

- Problems will occur on your project – its part of the process. Dealing with problems and risks and using conflict resolution techniques in handling problems is important. Balancing stakeholder needs comes into play here also.
- You'll have to determine alternatives that will meet the key requirements of the project without jeopardizing the competing needs of other stakeholders. Once you're into the Executing process of the project, your responsibility is to resolve issues and determine alternative solutions to problems as they occur without changing the original objective of the project. Enlist the help of your project team members and stakeholders during these times. Use some of the techniques like brainstorming and the Delphi technique to find solutions.
- Another problem you might find with stakeholders is trying to make them understand your decision or the technical nature of a problem. This is where communication skills help you immensely. It's up to you to keep the explanation at a level they can understand without loading them down with technical jargon and specifications. Keep your explanations simple.

Dealing with Issues and Problems continue

- Balancing Constraints
  - Your toughest issues will almost always center on the triple constraints: Time, cost or quality. Because of the every nature of the constraints, one of these is the primary driver and one is the least important. Keep a close eye on stakeholders who want to switch the priority of the constraints for their own purposes.

Respecting Differences In Diverse Cultures

- **Diversity training is important some of the Things you should now about working in other countries and about working with People who have backgrounds and belief systems that are different than yours.**

Global Competition

More and more company companies compete in the global marketplace. A heightened awareness of cultural influences and customary Practices of the country where you're temporarily residing.

Culture Shock

- Working in a foreign country can bring about an experience called culture. You might find yourself disoriented when things don't go as you expected. This is known as culture shock.
- One of the ways you can avoid this is to read about the country you going to work in before getting there. The Internet is a great resource for information like this.
- When in doubt about a customer or what you should do in a given situation, ask your hosts or a trusted contact from the company you will be working with to help you out.
- People are generally helpful and will respect you more for asking what's expected rather than acting as though you know what to do when you clearly do not.

Respecting your Neighbors

Spend time building relationships with others before you get to business. Once an atmosphere of mutual trust and cooperation is established, all aspects of project planning and management including negotiating and problem solving are much easier to navigate.

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Training

- Sometimes you may find yourself working with teams of people from different countries or cultures. Some team members might be from one country and some from another. The best way to assure that cultural or ethical differences do not hinder your project is to provide training for all team members.
- Team-building activities are a method of building mutual trust and respect and of bonding team members with differing backgrounds. Choose activities that are nonoffensive and where everyone can participate.
- Diversity training makes people aware of differences between cultures and ethic groups, and it helps them to gain respect and trust for those on their team. Provide training regarding the project objectives and the company cultures as well. Project objectives are why you are all together . They cut across cultural bounds and keep everyone focused on the project and tasks at hand.

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Perceiving Experiences

- All of us see the world through our own experiences and therefore what you perceive about a situation might be very different from what others believe due to cultural differences.
- This is especially true when you are working with someone from another country. Always give others the benefit of the doubt and ask for clarification if you think there is a problem.

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Question 1

- **Near the end of your last project, additional requirements were demanded by a group of stakeholders when they learned they would be affected by your project. This became a problem because you had not included the time or cost in the project management plan for these requirements. What is the BEST thing you can do to prevent such a problem on future projects?**

  A. Review the WBS dictionary more thoroughly, looking for incomplete descriptions.

  B. Review the project charter more thoroughly, examining the business case for "holes".

  C. Do a more thorough job of contract planning.

  D. Pay more attention to stakeholder management.

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Question D

- Choices A and B are good ideas, but they do not solve the problem presented in the question. The WBS (choice A) and the project charter (choice B) do not identify stakeholders. Choice C is a procurement function.

Question 2

- The software development project is not going well. There are over 30 stakeholders, and no one can agree on the project objectives. One stakeholder believes the project can achieve a 30% improvement while another believes a 50% improvement is possible. What is the BEST course of action?
  - A. Move forward with the project and look for more information later to settle the issue.
  - B. Average the numbers and use that as an objective.
  - C. Perform a feasibility analysis.
  - D. Ask the sponsor to make the final decision.

Question C

- This type of issue must be settled early in the project, because the content and extent of the entire project management plan depends on the deliverables and objectives. The best way to resolve the issue is choice C, which is a problem solving method. The other choices are really smoothing or forcing.

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Question 3

- A project team has completed, and the customer has accepted, the completed project scope. However, the lessons learned required by the project management office have not been completed. What is the status of the project?
  - A. The project is incomplete because the project needs to be re-planned.
  - B. The project is incomplete until all project and product deliverables are complete and accepted.
  - C. The project is complete because the customer has accepted the deliverables.
  - D. The project is complete because the project has reached the due date.

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Question B

- Re-planning (choice A) is uncalled by the situation described. A project is complete when all work, including all project management work, is complete and the product of the project, not just deliverables, accepted. The lessons learned are project management deliverables, so choice C cannot be correct. Proper work must be done, not just a date passed, for a project to be complete, so choice D cannot be best..

Question 4

- You are in the middle of a new product development for your publicly traded company when you discover that the previous project manager made a U.S. $3,000,000 payment that was not approved in accordance with your company policies. Luckily, the project cost performance index (CPI) is 1.2. what should you do?

A. Contact your manager
B. Put the payment in an escrow account.
C. Bury the cost in the largest cost center available.
D. Ignore the payment.

Question A

- **Project managers must deal with potentially unethical situations like the situation described. Choices B and C hide it. Choice D ignores it. Only choice A deals with it.**

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Question 5

- **During a meeting with some of project stakeholders, the project manager is asked to add work to the project scope. The project manager had access to correspondence about the project before the project charter was signed and remembers that the project sponsor specifically denial funding for the scope mentioned by these stakeholders. The BEST thing for the project manager to do would be to:**

  A. Let the sponsor know of the stakeholder's request.

  B. Evaluate the impact of adding the scope.

  C. Tell the stakeholders the scope cannot be added.

  D. Add the work if there is time available in the project schedule.

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Question C

- **Based on the information presented, there is no reason to try to convince the sponsor to add the work (choice B and D). Though one could let the sponsor know (choice A) the best choice would be to say no. An even better choice would be to find the root cause of the problem, but that choice is not listed here.**

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