Professional Responsibility

Duty to the Profession

- Compliance with all organizational rules and policies.
- Comply with code of conduct.
- Advancement of the profession.
- Manage conflict of interest situations & other prohibited professional conduct.
- Balance Stakeholder interests.
- Understand the culture of foreign project locations and follow their customs and rules.
Professional Responsibility

Scope & Estimates

- Involve the stakeholders in the development of scope.
- Don’t perform project tasks until the scope is verified.
- Make scope changes through the scope management process.
- Don’t add any work without the sponsor’s approval.
- Scope verification is done at the end of each phase.
Professional Responsibility
Scope & Estimates

- All deliverables must be quantifiable.
- Develop tasks and assign resources all tasks to complete the scope.
- Review all deliverables and don’t allow incomplete or incorrect deliverables to be released.
- Prepare and publish accurate estimates – If forced to cut budget, don’t make across the board reductions. Modify scope and quality to fit reduced budget.
Professional Responsibility
Authority

- Work should not begin without a charter.
- Understand the limits of your authority as the project manager.
- Take action within your limit of authority.
- Escalate to management things that are outside the limits of your authority.
Professional Responsibility

Above All Else…

- Evaluate the event.
- Analyze the impact to cost, schedule, scope, quality, and customer satisfaction.
- Develop alternatives with the team.
- Go to management only after the above steps have been completed.
Professional Responsibility
Above All Else…

- Negotiations can involve items other than money.
- Never shortcut the defined processes.
- Poorly planned projects are most likely to be cancelled.
- Milestone reports are the appropriate level of detail for management.
Questions and Answers
Review Questions:

1. You are leading a large multinational project. You have just learned that one of your primary vendors has bribed a subcontractor located in a nation where such activity is not only common, but expected. What should you do?
   A. Resign from the project to allow the project to continue without putting yourself at risk.
   B. Report the action to all contractors and subs so all parties can gain advantage.
   C. Report the offense to the sponsor.
   D. Take no action as this is the contractor's problem and not yours.

2. You are asked to take over a project for a project manager that has taken a leave of absence. You have met with the previous project manager and reviewed all project documents. As your first week comes to an end you produce your first status report and submit it to leadership. On the following morning you discover that an old data file was used to produce the report and is not accurate. What should you do?
   A. Update the data and submit the correct report the following week.
   B. Correct the data and submit the new report with an explanation of the error.
   C. Contact management about the mistake and tell them to expect changes in the next report.
   D. Inform management that you received faulty data and thus report was not accurate.

3. You are given the opportunity to interview for your dream position. It is the opportunity to lead a large global project with several dozen resources across three continents. The project will require the team to work almost entirely virtually. Unfortunately, you do not have any experience working with virtual teams. What should you do when discussing the project with the sponsor?
   A. Because you are PMP certified inform the sponsor that you have the necessary experience.
   B. Inform the sponsor you lack the requisite experience and decline the offer.
   C. Since you have lead large international teams before convince the sponsor that you have the experience.
   D. Inform the sponsor that you have not lead virtual teams before, but highlight why you believe you are a good fit for the project.
4. You are one of five project managers who have been asked to participate in an upcoming portfolio management meeting. The purpose of the meeting is to help leadership select the best of several projects to complete. Each of the participating project managers has a vested interest in one of the particular projects and is therefore biased. The selected project will be highly visible and likely a great success. How should you and the other project managers proceed?
   A. You each should not give opinions as you are not objective
   B. As a group you should make a single Ben Franklin T that shows the pros and cons of each project
   C. You each should explain why the project you would lead would be best and provide as much supporting documentation as possible
   D. You each should recommend the project that would be best for the organization in the long run, regardless of who will run it

5. You are leading a large engineering project in a foreign country. As part of the project you are required to move several very large machine components from the dock facilities to the project location. To ensure the machinery is transported successfully, your local contact informs you that a local police fee will have to be paid for traffic coordination. What should you do?
   A. Pay the fee.
   B. Find another way to complete the project.
   C. Do not pay the fee because it is a bribe.
   D. Do not pay the fee unless it was included in the project estimate.

6. You are a functional manager who has been tasked with providing several key deliverables for a project that is strongly supported by senior management. You and the project manager strongly disagree on the tasks that need to be done, how the project should proceed, and in the project itself. The project manager is relatively new and you have significant organizational experience. What should you do?
   A. Ask to have the work reassigned.
   B. Sit down with the project manager and attempt to describe why the project should not be done.
   C. Provide the project manager with what they need.
   D. Inform your manager of your concerns and get their support.
7. You are managing a large team. One of your resources has been tasked with writing a report which they are several days late producing. 30 minutes before a meeting to discuss the report they hand you the completed report. Quickly reviewing the report, you notice several errors. What should you do?
   A. Cancel the meeting and rewrite the report
   B. Continue with the meeting as planned
   C. Allow the meeting to continue, but require the resource to discuss how they plan to deal with the errors
   D. Cancel the meeting until you can fully review the report and it can be fixed

8. You need to schedule a meeting with your team. As you review everyone’s calendar you notice that one of your resources has scheduled a meeting with a critical stakeholder who is a member of the senior leadership team. You were not aware of the meeting. What should you do?
   A. Address the concern with the resource
   B. Ignore it. It is part of their job
   C. Discuss the situation with your boss
   D. Ask to be included in the meeting

9. You are leading a large process improvement project within your organization. Once completed, it is expected the project will save the organization 20% on its fixed costs. You team has spent four weeks planning the project and has prepared detailed estimates for all deliverables. When you present the schedule and budget to senior management you are told to cut the budget by seven percent. What should you do?
   A. Reduce the budget and requested and note the changes in the risk register.
   B. Provide the accurate estimate of costs and be able to support it.
   C. Meet with the project team and work together to reduce the budget as requested.
   D. Revisit your plan projections to find additional project outcomes that justify the higher project costs.
10. You are one of six project managers leading a major program. You just completed preparing your status report for the current reporting period which shows a CPI of 0.86 and an SPI of 0.84. As you prepare for the status meeting tomorrow afternoon, you recall that another project manager on the program has had several major deliverables you knew were late, but they still are reporting they are on schedule. What should you do?
   A. Stop using EVMS and simply report on schedule and budget.
   B. Bring up the issue in private with the program manager.
   C. Meet with the other project manager to discuss the issue.
   D. Develop a risk strategy in case the other project truly is late and it impacts you.

11. You are leading a major IT project as a consulting organization. The project was originally scheduled to take 18 months and cost over U.S. $16,000,000. You are more than 70% through the project when the primary software manufacturer contacts you to inform you that several pieces of functionality your customer had requested but that were previously unavailable are now available and supported. What should you do?
   A. Continue as planned, as the customer agreed to the project without the improvements
   B. Implement the new functionality and continue with the schedule
   C. Implement the new functionality and notify the customer of any schedule and budget changes
   D. Inform the customer of the improvements and the expected impacts to the schedule and budget should they desire to proceed

12. You have a meeting scheduled for the next day with a contractor to complete the negotiations to have them deliver a major component of your project when you discover your project is likely to be cancelled. What should you do?
   A. Postpone the negotiations
   B. Use the meeting to inform the contractor is likely to be cancelled
   C. Cut the meeting short
   D. Only negotiate the key elements
13. You are taking over a project for a large manufacturing organization. The project was originally scheduled to take 22 months and is currently 14 months into the schedule. The previous project manager consistently reported the project as both on time and on budget. However, after a careful review of the project documentation and interviews with the project team you have discovered the project is significantly over budget and behind schedule. In fact the project is not likely to cost twice the original budget and will likely take 36 months to complete. What should you do?
   A. Decline to accept the project
   B. Move forward with the original schedule and report the missed targets
   C. Meet with the team to restructure the project to meet the project deadline
   D. Report your assessment to the project sponsor

14. You are reviewing the implementation plan for a major project you are leading. As you review the documentation you discover a key error that will prevent you from meeting a key milestone. What should you do?
   A. Change the milestone date
   B. Develop alternatives to meet the milestone date
   C. Discuss with the team the importance of hitting milestones at the next team meeting
   D. Inform the sponsor of the missed milestone

15. You work as a project manager for an IT consulting organization. Your boss has promised you a percentage of a major contract bonus if you achieve specific contractually based performance incentives. As you complete second to last major deliverable your team informs you of a situation that will prevent you from achieving the performance incentive. What should you do?
   A. Continue the project as planned
   B. Alter the project schedule to achieve the incentive
   C. Inform your manager that you will not achieve the target
   D. Negotiate with the client to achieve the bonus and provide the desired result
16. You work as a project manager for an IT consulting organization. Your boss has promised you a percentage of a major contract bonus if you achieve specific contractually based performance incentives. You are on target to achieve the incentive target, but your team has discovered that meeting the letter of the contract will not meet the customer's functional requirements. What should you do?
   A. Continue the project as planned  
   B. Inform your boss  
   C. Inform the customer of the situation and work out a mutually agreeable solution  
   D. Add as much functionality as you can while maintaining the incentive

17. You work as a contract project manager and have been provided with a significant amount of data from your various clients that is proprietary. The daughter of your next door neighbor contacts you for help on her masters' thesis that would require you to share some of the proprietary data for academic research purposes only. What should you do?
   A. Refuse to share the information  
   B. Contact your clients and seek permission to disclose the information  
   C. Share the information, but ask the student to not disclose any client names  
   D. Release the information without any direct client references

18. Which of the following is not a responsibility of the project manager?
   A. Provide accurate and truthful representations of cost estimates.  
   B. Maintain all customer confidentialities.  
   C. Determine the legality of company project management procedures  
   D. Ensure that a conflict of interest does not compromise the legitimate interest of the customer.

19. You are leading a U.S. $9,600,000 software development project when you discover that the firm providing your project with several key resources is struggling to maintain resources due to a labor dispute. Yours is one of five projects within your organization that is using the same firm for development resources. What should you do?
   A. Negotiate with the firm to ensure your project maintains proper resourcing  
   B. Cancel the contract with the firm  
   C. Inform the other project managers about the labor issue  
   D. Contact the firm and advise it you will cancel the contract if it does not settle the labor dispute.
20. You are managing a large team. One of your resources has been tasked with writing a report which they are several days late producing. 30 minutes before a meeting to discuss the report they hand you the completed report. Quickly reviewing the report, you notice several errors. How could this situation have been prevented?
   
   A. Postpone the meeting earlier when you did not receive the report  
   B. Coach and mentor the employee  
   C. Require more frequent updates from the employee  
   D. Ensure the employee was properly trained to do the job

21. You are leading a road construction project. The effort requires your company to pour more than 24 miles of eight lane highway. You have completed more than 80% of the project and are now reviewing the latest quality test results. The tests show 40% of the poured concrete does not meet your company's quality standard, but is only slightly below standard. You are certain the concrete will function as is, and do not believe the slight variance is significant. What should you do?
   
   A. Ensure the remaining concrete meets the standards  
   B. Report the lesser quality level and try to find a solution  
   C. List in the next report that the concrete "meets the quality needs"  
   D. Ask management to change the quality standard to the achieved level
Answer Key:

1. C
There are many nations in the world where bribery is very commonplace. According to PMI, this does not make it acceptable to do. Even though the activity was done by a contractor with a sub you are still responsible.

2. B
It is critical that management always has confidence in the information you provide. As part of this you can never be perceived as hiding or minimizing anything. Therefore, the correct answer requires you to notify management immediately with a corrected report and an explanation.

3. D
Being ethical does not require you to give up a great opportunity such as this. The sponsor wanted to interview for based upon something they saw on your resume or heard about you. So long as you are honest about your experience and do not attempt to deceive the sponsor there is no reason to not attempt to get the job. Maybe the sponsor values something you possess more than experience leading virtual teams.

4. D
Nothing ever said the right answer would be the easy answer. In fact, in many cases the right answer is very hard. You professional responsibility is to make the best recommendation you can regardless of self interest.

5. A
In this case, you should pay the fee because it is a proper payment to a government organization.

6. C
Sometimes the simple answer is best. In this case, you are not the project manager. It is your job to provide the deliverables as the project has already been approved by senior management. You must do this first. After that you can try to change people's mind about the project.

7. D
As a project manager, it is critical that you value people's time. As part of this you must make sure documents are properly reviewed and corrected before going forward.
8. A
   This is only a potential issue. The first thing you need to do is find out if it is a real issue. Proper resolution of this issue requires good communication. You need to go talk to the resource.

9. B
   As a project manager, you are ethically bound to provide accurate estimates and supporting detail. You should not change numbers simply to please management as you are very unlikely to hit those revised numbers.

10. C
    You should first confront the other project manager in private to get an explanation rather than creating a public issue without justification.

11. D
    You have two obligations in this case. Firstly, you should never add scope without the customer’s approval. This is goldplating and is bad. Secondly, you must inform the customer that the improvements are available. Other than that you must continue as planned.

12. A
    You are ethically obligated to not waste your contractor’s time and be above board with information you have. Therefore, you should at the least postpone the negotiations.

13. D
    You already have expectations that are being missed. The best answer would be to evaluate the situation and bring alternatives to the sponsor. However, that is not one of the choices. The best of the given choices is to inform the sponsor.

14. B
    Remember, you always develop options before you do anything else. Only then do you go to management. In this case developing alternatives is one of the choices so take it!

15. A
    Contract incentives are provide as a means to achieve goals that are beyond the requirements. Missing an incentive does not mean you are not delivering. The best option is to continue the project as planned.
16. C
In this case, your first responsibility is to ensure the product you develop meets the customer’s needs. The contract puts you at odds with this goal. You could easily meet the contract specifications and receive the bonus without meeting the customer’s real needs. Therefore, you should inform them of the situation and negotiate a mutually agreeable solution.

17. B
Many companies are willing to share their information for academic purposes so long as they receive a derivative works. However, you may only disclose such information with the client’s permission.

18. C
As a project manager, unless previously agreed upon, it is not your role to determine the legality of any organizational procedure as you likely lack the specific training required.

19. C
Your first responsibility is to do what is in the best interest of your company. Therefore, you should inform the other project managers and work together with the contractor to resolve the situation.

20. A
This question is very tricky and requires you to read the choices carefully. The objective is to pick the choice that has the highest probability of preventing the problem situation, a meeting with a poorly prepared report. The only option that does that is postponing the meeting more quickly. All the other choices might solve the problem, but there are no guarantees.

21. B
Reporting the lesser quality level and trying to find an answer is the closest solution to a perfect world. All other choices fail to meet your ethical obligations.