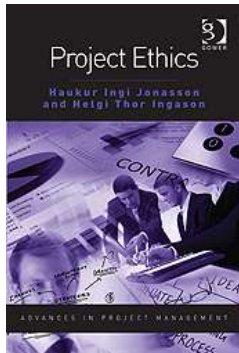


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## PM WORLD BOOK REVIEW



Book Title: ***Project Ethics***

Author: **Haukur Ingi Jonasson and Helgi Thor Ingason**

Publisher: **Gower Publishing Limited**

List Price: £28.50 Format: soft cover; 142 pages

Publication Date: 2013 ISBN: 978-1-4094-1096-6

Reviewer: ***Patty Kelley***

Review Date: May 2014

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### Introduction to the Book

Ethical issues are part of all projects and there is not enough focus on evaluating the potential impacts to project success. The authors review 4 different types of ethical theories and how the different theories apply to project management and execution.

The focus is on the importance of including ethical analysis during risk assessment of projects. As project leaders we need to ensure that we step back from looking at scope, cost, schedule and quality and include an ethical review of the potential issues that may arise during the life cycle of a project. Ethical considerations should be included when evaluating all areas of project success factors.

### Overview of Book's Structure

The book's structure is broken down into 6 areas:

- Overview of the ethics methodology and how it applies to project management
- Two chapters cover outcome-oriented ethical theories – Virtue and Utility
- Two chapters cover process-oriented theories – Duty and Rights
- One chapter providing a review of conventional risk management vs new thinking that includes ethical components and how it applies to different types of projects

### Highlights: What's New in this Book

The focus on ethics as part of the primary role of the project leader and the need to consider all four types of ethical theories when creating the risk management plan for a project. The authors provide a Project Ethics Tool (PET) to assist with analyzing and managing all aspects of the project across contracting, designing, planning, executing

and handing the project over to the owner. The view is to look at risk holistically not isolated to the traditional scope, cost and schedule components.

### **Highlights: What I liked!**

Ethics is an area that is often overlooked but with more projects having an international focus ethics becomes a key factor in the success of projects. As a result, I really like the authors focus on the different aspects of ethics and how project leaders must analyze the ethical components that may arise on a project.

### **Shortfalls: What was Missing!**

The surveys used as part of the research were focused on the Icelandic IPMA-certified project leaders' feedback so even though the results are relevant, a broader international sampling of project leaders may have shown different results. Ethical issues vary by country and influence how project leaders manage projects, so a future book focusing on additional international markets may result in different survey outcomes.

### **Who might benefit from the Book**

Project leaders managing any type of project but especially large complex projects with a diverse stakeholder group would benefit from this book. By adding the ethical analysis to the risk assessment management plan, the project leader will consider the broader implication of the project.

### **Conclusion**

With many projects being global in nature, the project leader must consider the political, social, economic, and ethical impacts of the project. Focusing solely on the standard scope, cost and schedule components could result in a project failing to meet the real need of the stakeholders with more long-term negative impacts.

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For more about this book, go to <http://www.gowerpublishing.com/isbn/9781409410966>

*Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – [www.pmidallas.org](http://www.pmidallas.org)). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@peworldjournal.net](mailto:editor@peworldjournal.net).*

## About the Reviewer



### **Patty Kelley**

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Patty Kelley is a Project Management Institute certified project manager since 2005, employed at AT&T for 17 years working in a variety of areas including Information Technology Management, Project Process Auditing, Product Development, Project Management and, currently, Network Operations Strategic Program Management. Ms. Kelley has a Bachelors Degree in Management and Masters Degree in Engineering and Technology Management from Dallas Baptist University.