



A Doctoral Research Proposal

Submitted to

Institute of Project Management Professional

Title: Ethical Practices of Project Management Professionals in Ghana

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Background

Project is defined as a temporary endeavour undertaken to create a unique product or service, temporary means that the project has a definite ending point, and unique means that the product or service differs in some distinguishing way from all similar products or services (PMI, 1996, as cited in Ackah, 2016). A project can be defined as an activity with a specific goal occupying a specific period of time (Wild, 2002 as cited in Asare et al, 2017). A project is a finite activity, not only in time, but also in the use of resources. Examples of projects include construction of a bridge, highway, power plant, repair and maintenance of an oil refinery or an air plane; design, development and marketing of a new product, research and development work, etc. (Asare et al, 2017). Project management encompasses the concepts of management and leadership. Although leadership and management research have made distinctions between the two concepts, the project management profession has integrated the two concepts, and project management refers to the leadership and management needed to lead and manage a project. A project manager leads people and manages work processes. There is nothing more important to the success of a project than the people who make up the project team (Newton, 2015). These activities vary from project to project depending on the nature of the project. For example, a cultural or social project or civil project such as the construction of a residential building, hospital, road and bridges or industrial projects are different in their characteristics. In our scope we will focus on industrial projects (El-Reedy, 2016)

A significant number of individuals from a variety of professions are becoming more involved in project management practices and they are learning to employ project management techniques to achieve the desired results. The professionals seeing to use project management in their workplace include engineers, architects, physicians, and nurses to name a few. The level of interest and emphasis in project management may be realized by the growth of professional associations. The Project Management Institute, headquartered in the United States, has experienced rapid growth in the past 5 years to now total more than 230,000 members. The International Project Management Association, headquartered in Switzerland, has 40 member associations with a total membership exceeding 100,000 individuals. The Japanese Project Management Forum, headquartered in



Tokyo, has about 5,000 members (Cleland & Ireland, 2007 as cited in Asare et al, 2017). The Institute of Project Management Professionals, headquartered in Ghana also has over 200 members with few years of being in existence and is growing. (Asare et al, 2017)

There are many different definitions of ethics. Ethics refers to a systematic study of the norms and values that guide how humans should live their lives (Desjardins, 2006 as cited in Kliem, 2012). Ethics is the activity of understanding moral values, resolving moral issues, and justifying moral judgments. It is also the discipline or area of study resulting from that activity (Schinzinger and Martin, 2000 as cited in Kliem, 2012). Ethics is a branch of philosophy dealing with values that relate to the nature of human conduct and values associated with that conduct. (Twoney and Jennings, 2008 as cited in Kliem, 2012). “The study of ethics generally consists of examination of right, wrong, good, evil, virtue, duty, obligation, rights, justice, fairness, and so on, in human relationships with each other and other living things. (Cuilla, 1998 as cited in Kliem, 2012). Ethics involves judgments about the rightness or wrongness of human behavior (Johnson, 2007 as cited in Kliem, 2012). From the perspective of a project manager, ethics 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). Ethical determinations are applied through the use of formal theories, approaches, and codes of conduct, such as codes that are developed for professions.

Effective program management depends on effective project management, which itself depends on a cadre of professionals including not only project managers, but also an array of technical specialties and disciplines within the project and program management profession, such as requirements development, cost and schedule estimation, and risk management (NAPA, 2015). Government’s policies are often translated into programs and projects. The projects are therefore seen as vehicles through which government’s policies and programs are achieved. The impact of government’s policies and programs are directly linked to the effective implementation of those projects under the program. Almost three decades ago that in Africa, for example, translating national development plans into operational programs and investment projects is not the difficulty, but the main crux of the matter lies in the effective implementation of those programs and projects.



Ghana is not an exception. Since independence there have been many examples of failed public and private sector projects in Ghana. The situation in Ghana is not the best and this was amply expressed by the former Deputy Minister of Finance and Economic Planning, Professor Gyan Baffour, in his opening remarks at a ceremony for project managers, organized by the African Development Bank (AfDB, 2006), in Accra, Ghana. He indicated that Project Implementation Performance in the country has declined in all sectors of the economy and that it has led to the country incurring significant costs. He stressed that the situation calls for improvement and the responsibility lies with the bank and the government of Ghana to identify training needs (Daily Graphic, July 2006).

The concern has been that both the private and public sectors have lost substantial amounts of money as a result of failed projects and programs. Ghana has, over the years, attracted significant donor inflows for specific projects aimed to improve economic development. For example, Ghana had access to \$547 million under the Millennium Challenge Account (MCA) in 2006 (Republic of Ghana's Ministry of Finance Report, 2007) and other similar donor inflows. Not much actual benefit has been realized out of all these projects (AfDB, 2006). In terms of donor support, Africa is generally affected by the economic downturn of the Western world namely the United States and Europe. Consequently, there is generally donor fatigue on the part of the western world and therefore judicious management of resources particularly funds for development cannot be over emphasized in Ghana.

Objective

- To explore the ethical practices of project management professionals in Ghana
- Investigate the current ethical practices of funding of projects in Ghana
- Identify the current ethical practices of selection and governance of projects in Ghana
- Compare the current practices of managing the project in Ghana with the best practices
- Investigate into the ethical practice in project contract, bidding, sourcing and procurement in general.



Scope

The objective of this research will be to explore the ethical practices of project management professionals in Ghana, the factors that hinders the successful implementation of project management practices. For the purpose of the research Ghana is selected as the context of this study. The public sector has a pivotal role in the growth of the economy therefore public sector project management practices is selected as the boundary of the research in Ghana. The public sector is further divided into the planning sector, the service sector and the construction sector so as to provide the in-depth picture of the situation. Project Management Institute's best practice is taken as a reference for comparison due to its reputation as a de facto international standard and also because of the implementation of these standards in public sector projects in Ghana. This could also be the limitation of the research as PMI model is predominantly developed from North American research and experience. Also Institute of Project Management Professionals constitution and best practice will also be used as a standard.

Methodology and Approach

The entire research will follow a ten-stage model, recognizing that the ten steps are not necessarily sequential and that the model should be iterative, thus relevant for continuous quality improvement processes and particularly for further research.

- | | |
|----------------|---|
| Stage 1 | Observation and Literature Review led to Problem Clarification and then |
| Stage 2 | Hypotheses Formulation led to the definition research Concepts, Construct and Model |
| Stage 3 | Development of Project Success Criteria and a List of 'theorized' Critical Project Success/Failure factors. These will be gathered mainly from the Literature Review. |
| Stage 4 | Exploratory Survey (qualitative research) of Project Practitioners to validate/ prove/ confirm /add to the 'theorized' Critical factors and then Rank them (Phase I) |
| Stage 5 | Development of Final Project Critical factors of Success/failure, project management tools and techniques and Project Success Criteria for the second phase. |



- Stage 6** Development of quantitative survey instrument for data collection (Analytical Survey, Phase II).
- Stage 7** Prepare and pre-test the survey instrument
- Stage 8** Data Collection and Analysis
- Stage 9** CMMI Investigation, Interpretation, Conclusions and Recommendations
- Stage 10** Presentation/Defense

The survey data will be collected from a sample of individuals who are currently working as project managers or who have had the experience of managing a project through the phases of initiation, planning, execution, control, termination and operational processes in any of the three sectors of planning, service, and Construction.

Facilities

Facilities needed for this research are as follows;

Computer with internet connection and this facility is readily available. It will aid me in my online research procedures.

Library for academic materials. I will most at times rely on Kwame Nkrumah University of Science and Technology (KNUST) library as well as other renowned library in the region I live and if need be, I will also use online library systems.

Other facilities like vehicle to enable smooth transportation and also research materials will be needed. These facilities are also available.

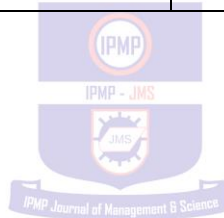
Budget



The proposed total cost for the execution of the research is Forty Thousand, three hundred and 30 Ghana cedi's in cash and Four thousand Ghana cedi's in kind. This cost comprises Travels, Research Equipment, Research Materials, Publication and Dissemination. The details of the budget are as provided in Tables 1& 2

Table 1: Summary Cost

Budget item	Total Cash Cost (GHC)	In-Kind Cost (GHC)	Remarks
Travels	7,980.00		
Research Equipment	17,650.00		
Research Materials	12,300.00	4,000.00	
Publication and Dissemination	2,400.00		
Total	40,330.00	4,000.00	





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Table 2: Detail Cost

Budget item	Number of Items	Cost Per Item (GHC)	Total Cash Cost (GHC)	In-Kind Cost (GHC)	Remarks
Travels					
Car Rental	5	250.00	1,250.00	0	
Fuel Costs (Car)	400 liters	4.325	1,730.00	0	
Driver Allowance	5	300.00	0	0	
Transportation Allowance for field Assistants	50	100.00	5,000.00	0	
Subtotal			7,980.00	0	
Research Equipment					
Cell Phones	5	350.00	1,750.00	0	
Portable Hard Drive	5	120.00	600.00	0	
Laptop Computer	5	1,600.00	8,000.00	0	
Digital Camera	5	400.00	2,000.00	0	
Digital Recorders	5	400.00	2,000.00	0	
Toner for Printer	5	140.00	700.00	0	
Colour Printer	5	520.00	2,600.00	0	
Subtotal			17,650.00	0	



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Research Materials					
Cell Phone Usage Charges	10	100.00	1,000.00	0	
Cost for mobile internet service	10	100.00	1,000.00	0	
Batteries for digital recorder	10	80.00	800.00	0	
Rechargeable lamp	10	70.00	700.00	0	
8 GB Pen Drive	10	40.00	400.00	0	
Refreshment for FGD	0	0	0	4,000.00	
Participants Honorariums	200	20.00	4,000.00	0	
Meeting Room Rental	10	300.00	3,000.00	0	
Photocopies	0	0	400.00	0	
Anti-Virus Software	10	70.00	700.00	0	
Paper, Pens, Flip Charts, Markers	0	0	300.00	0	
Subtotal			12,300.00	4,000.00	
Publication and Dissemination					
Journal Application Fees	8	200.00	1,600.00	0	
Printing and Binding of Thesis	4	100.00	400.00	0	
Printing and Binding of Reports	4	100.00	400.00	0	
Subtotal			2,400.00	0	
Grand Total			40,330.00	4,000.00	



Sponsors

- Project Management Research Institute of Ghana (PMRIG)
- Institute of Project Management Professionals (IPMP)
- Kumark Company Limited
- B. Kaakyire Agrochemicals Limited
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Deliverables/ Schedule

TASK	2017									2018							
	AP	MY	JN	JL	AU	SE	OC	NV	DC	JA	FE	MR	AP	MY	JN	JL	AU
Observation and Literature Review	█	█	█														
Hypotheses Formulation				█	█												
Development of Project Success Criteria						█											
Exploratory Survey							█	█									
Development of Final Project Critical factors									█								
Development of quantitative survey instrument										█	█						
Prepare and pre-test the survey instrument												█					
Data Collection and Analysis													█	█	█		
CMMI Investigation, Interpretation, Conclusions and Recommendations																█	█
Presentation/Defense																	█



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JA= January

MY= May

SE= September

FE= February

JN= June

OC= October

MR= March

JL=July

NV= November

AP= April

AU=August

DC= December





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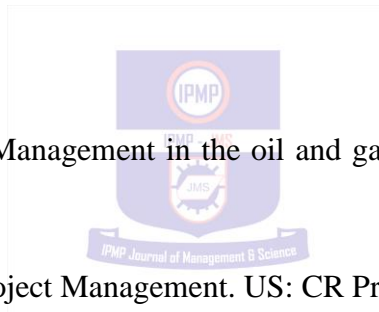
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