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Ethics: A Missing Link for Contemporary Project Success

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Abstract:
Over time, there has been a progressive paradigm shift in measuring project success from the traditional iron triangle that focused on technical requirements to the inclusion of non-technical facets that include the different processes of achieving the business objective. This has demanded project management practitioners not only to carry out their projects efficiently but within an expected moral character. This paper discusses the relevance of ethics in achieving contemporary project success. It analyses arguments and challenges on the relevance of ethics in contemporary project success. In so doing, it underscores gaps in conceding the role and relevance of ethics in project management. The paper adopted a critical analysis of peer reviewed germane papers on project and project management success, ethics and critical success factors and their practicality. The study accentuated a great relevance of ethics in achieving project success and predicts a trend towards including project ethics as a critical bond in attaining contemporary project success. The study adds to the body of knowledge by triggering more debate on relevance of ethics in project management processes that will enhance contemporary project success; a goal of all project practitioners.

Keywords: Ethics, project, project process, project outcome, Contemporary project success, stewardship, compliance

1. Introduction

Project success has continued being an elusive phenomenon among many project management practitioners in two folds; its definition and achievement. The classical definition based on the iron triangle has been seen as inadequate (Mir, 2014) while statistics on project success show drabness with a third of all projects not achieving success. (Project Management Institute, 2008). Nonetheless, project success remains a core to project management as a discipline (Shenher et al (1997); Jugdev (2012)). This is especially so due to project management presupposing the willingness to take responsibility for competence to organize and deliver a set of outcomes. To be able to achieve both practitioners and stakeholders' satisfaction and business goals, a need arose of setting determinants of project success (Shenher et al 1997) during the application of project management processes of initiating, planning, planning, executing, controlling and closing (Project Management Institute, 2008)

The pioneering work of Pinto, Selvin and Prescott (Jugdev, 2012) on ten point Critical Success Factors was a step in generating success factors of project success. Turner (1999) and Christenon and Walker (2008) later on increased impetus in enhancing the role of CSF in improving project success by reducing the CSF from ten to seven while Munns (1996), Mir (2014) and Davis (2014) focused on enhancing a generic definition of project success beyond the iron triangle. The deduction being, if, a generic definition of project success can be achieved and determinants of this project success generated, satisfaction of stakeholders in project management shall be achieved.

 This paper aims at underscoring the role played by ethics in achieving contemporary project success. In this vein, it purposes at enhancing the debate on expanded definition of project success (contemporary project success) and strengthening the relevance of ethics as a critical bond in achieving contemporary project success.

1.1. Towards a New Definition of Project Success

Traditionally, project success has been measured with a focus on quality of project delivery, time and cost (Ingason, 2012) . These integral technical requirements- commonly known as the iron triangle- constrained each other such that any adjustment on one affected the remaining two (Burke, 2007) .This iron triangle formed the basis of formal decision making.

This was however criticized for non-inclusion and inadequacy by various scholars (Shenhar, Levy and Davir, 1997; Pinto and Slevin, 1988; Atkinson, 1999; Baccarini, 1999; Shenhar, Dvir, Levy and Maltz, 2001, Ingason, 2012).

 Tommelein (2014) termed the definition ambiguous since "success" could be measured based on different sets of objectives while Mir (2014) saw project success as a complex, and multi-dimensional concept that encompasses many attributes. Barker et al (1988) had earlier on suggested a change of term "success" to "perceived success" of a project since the question of whether a project was successful could depend on who is asking the question. Moreover, the rise in the number of stakeholders, emerging trends in environmental considerations and gender issues have also raised the stakes for measuring project success (Davis, 2014).

Without inclusion of emerging trends in environment, gender issues and all stakeholders, Munns and Bjeinmi (1996) indicate that such an approach would only measure project success up to when project is delivered to the customer; and not consider the wider criteria which affect the project once in use. Secondly, it considers only a project manager's standpoint where he or she is to move onto another project .Thirdly, the current rewarding structure in many organizations encourage completion of projects on cost and time, thus, not acknowledging the complexity in project success measurement.

 Project success, thus, based on time, scope and cost measures only the project efficiency. This efficiency is undoubtedly a necessity for success but not sufficient condition. As a solution to the above dilemma, Atkinson (1999), Turner (2012) and Xue (2013,) proposed a definition that would also measure the management process (the non-technical features of project success). These non-technical considerations (project management success) would take into contemplation the virtue of the project leader, team, organization or society and utility criteria, opportunity costs in choosing between competing issues, violation of rights of stakeholders and duty carried out on a vague sense of duty.

Cooke-Davies (2001) supported the definition through a distinction between project success (measured against business objectives) and project management success (measured against the different processes of achieving the business objective). Shenhar et al (2001, 2002) extended the classification into four success dimensions; project efficiency, impact on customers, direct business and organizational success and preparation of the future. The first dimension describes the classical approach to project success in terms of the iron triangle while the last three are connected to fulfilling the business objectives.

Davis (2014) concluded by combining the explained project efficiency- the iron triangle and business objective to come up with a contemporary project success

1.2. The Need for Project Ethics

Atkinson's assertion to add non-technical aspects to technical traits in measuring project success has been supported by the turn of events in the millennium. Indeed, since 2000, the emergence of large financial scandals with ethical connotations, notably the cases of Enron or Arthur Andersen in the USA in 2001, the profound banking and financial crisis that raged since 2008 in Europe, brought about new concerns in the field of project management (Tommelein, 2014). The banking sector in Kenya has had its share with three banks either being put under receivership or closing down in what is seen as ethical failures in 2015/2016(http://www.reuters.com/article/kenya-banking;www.bbc.com/news/world-africa-35989394)The Kenyan project management scene as well has seen the collapsing of buildings and poorly finished roads in construction projects that have been carried out being attributed to unethical conducts(Mathenge,2014). McCuddy (2008) in relation to such ethical failures raised various pertinent questions. Do such ethical failures reflect a lack of values from the team leaders of the organizations? Or were they pursuing a set of values that are at odds with most of the society or self-serving at the expense of others within their respective organizations and their external communities?

These events have echoed in the field of business ethics, triggering new research and training programs in business schools (Birnik & Billsberry, 2008; Treviño & Nelson, 2010), a trend that is progressively raising project ethics beyond being "just ethics" to a fundamental determinant in contemporary project success, thus, being related to higher values in awareness and dealings, guided by that which benefits society (Ingason, 2012).

 Martineau (2014) noted an increased interest for ethics in organizations and society as emanating from a deeper change in the current society and environment. Society is experiencing a change through multiplication of actors involved in decision making, a rise in differing values in the current generation and increased number of women in decision-making positions. This has created a mix and a confrontation of ideas, drawing from different cultural, moral and religious traditions. (Taylor, 1989, 1991; Hutchinson, 1995; Pauchant, 1995; Airhart et al., 2002; Giddens, 2003)New global issues have also increased the dualism that is characteristic of ethical reflections faced by today project managers. They include climatic changes, endangered ecosystems, terrorism, economic recession, unemployment, poverty and the rise of multinationals and non-governmental organizations (Anupam Krishna a, 2011)

Therefore, in their daily project planning and execution, apart from managing the cost, the time and quality of the product, they are faced with dualities in making decisions that have Fundamental Moral Orientations (FMOs), stewardship in resource use and in general of that which can be defined as good, right, fair and just (Michael K.McCuddy, 2008).This elevates ethics in project management and strengthens it as a critical bond in project success criteria hence its relevance apriority to be discussed.

1.3. Methodology of the Article

The study approach was a desk analysis of literature from peer-reviewed journals. These were specifically journals since the publication of the classical work of Pinto, Slevin and Prescott in the late 80s on the ten point Critical Success Factors (Jugdev, 2012). This opened scholastic research in determinants and measure of project success. Ethics also being a trending subject, the study looked at print media which may not be relied on as objective. This was necessitated by the need to show the increased discussion of the subject both in scholastic and public arena. Findings were then discussed and presented in relation to their contributions to the subject of study. Conclusions and recommendations were reached with an aim of adding to the already existing body of knowledge.

2. Theoretical Review

2.1. Principle of Requisite Variety

This is a law found under the systems theory as one of its application methodologies.

According to English psychiatrist William Ross Ashby (1956,1964), the principle states that if complexity of a system increases, its uncertainty also increases and control can be obtained only if variety of the controller is at least as great as the variety of the system or situation to be controlled (Allen, Maguire, & Mackelvy, 2011). Therefore, only variety can cope with variety. This principle indicates that any system acquires and analyses information about its environment in order to reduce uncertainty in its operations. Stuart (2008) alluded that the principle indicates a relationship between a regulator and system being regulated and advocates for continued adaption in achieving control.

In essence, the theory enhances the belief that every system must have a minimum variety in order to control or monitor another system.An organisation and project management (as a system controlling) therefore needs to acquire information relating to the various determinants of project success (system being controlled); then generalise them as a way of reducing uncertainty and aim at having predictability in its project implementation.

Most ethical decisions (as seen in project management decision making) are seen and determined according to the circumstances of the time, therefore bringing in the problem of objectivity. Are there, then, standards that can be used as a measure of ethics? When and how can we judge one or a project to be right, wrong, justified fairly and thus successfully implemented? Thus, a need to have bare minimum communalities that can be made generic and used as a standard of controlling ethical judgements in project management arises (Zarina Alias, 2014)

This basic and bare minimum is however not to be rigid, rather open to adaptability with changing environmental trends to be able to operate thereby satisfying the assertion in the theory that only increased variety can control variety.

3. Empirical review

3.1. Nature of Project Ethics

The concept of ethics has been on discussion from classical period of Socrates and Aristotle to date (Fan, 2011). In early times, it was utilized to examine individual's moral life, decision-making strategies, and behavior in the daily lives, regarding the responsibility and accountability of actions taken in particular situations (McDaniel, 2004).It has continued evolving from a philosophic abstract theory, to a critical guideline in the personal or collective practice (Fan, 2011) which Dangayach (2011),   postulated as involving work related ethical dilemmas and judgments. In an earlier study, Guy (1990) had divided ethics into two; normative and descriptive. Normative ethics reside mainly in the realm of moral philosophy and theology whereas descriptive ethics, also called empirical ethics principally deals with the sphere of management and business decision-making and is concerned with explaining and predicting individuals' actual ethical behavior. It's in the latter that we find business ethics in general and project ethics in specific. Here, thus, ethics takes a practical approach quite aware of the "naturalistic fallacy", first introduced in philosophy by David Hume and developed in moral philosophy by George Edward Moore. Accordingly, Curry (2006) expounds on the naturalistic fallacy, stating that ethics does not claim that what "is", i.e. that the current ethical practices implemented in organization, have to define the "ought" in ethics (Curry, 2006; Goodpaster, 1985). Rather,   proposes a pluralist use of different ethical practices in organizations that can potentially better address the complexity of ethical concerns facing organizations.

Businesses in general and projects have a primary economic responsibility of being profitable. Resting on this foundation, however, are three additional responsibilities ; the legal responsibility to obey the law, the ethical responsibility to do that which is right and void of harm, and the philanthropic responsibility to be a good corporate citizen (Anupam Krishna a, 2011). According to Herstein (2014), business ethics is the application of ethical principles to issues that arise in the conduct of business activity. This definition is also shared by Small(1993), Christie et al.,(2003) and Parboteeh et al (2008) who had earlier own noted that business ethics comes to moderate the legal, ethical and philanthropic responsibilities and profit making as later discussed by Anupam Krishna (2011). Project ethics is a specialization from this business ethics.

Project ethicsis the moral deliberation and the self-actualization processes that professional project management should acquire (Ingason, 2012). In a narrow tactic, project ethics could be referred to as the behavioral competence found with project leaders that enables them to know when their professional identity might be compromised. In a broader sense, it's that which defines a project leader as a professional and, therefore, at the heart of the project management profession. Project ethics has been seen on five levels; the individual, the team, the organization, society and the perspective of future generations. If any of the levels is not considered, a project may be judged as a failure, despite the planning and execution being well-orchestrated (Joé T. Martineau, 2014).This brings to light concerns of stewardship, ethical risk management; compliance and ethical practicality in both outcome and process of project management.

An ethical problem, as compared to technical problems involves competing values that are at stake. These values are usually assumed to have a quality of something that is desired-that which is good, right, fair and just. However, the contrary is also possible and may take a negative connotation towards the uplifting of humanity or negative in nature. For instance, in relation to The Enron scandal**,** to say that the leaders found guilty of various crimes had no values is to negate the value they place on greed.

Ethical concerns arise in different ways in project management. According to Ingason (2012), they relate to a wide variety of aspects starting from self-actualization of the project leaders, the team members or at organizational level and societal perspective. Here, ethical questions can be raised in relation to the managerial methods applied, demeanors, project sponsorship, logistics used, the project and organizational strategy, project planning, execution, control to stakeholder management.

A project as a whole could also be ethically challenging. It might risk personal and or organizational reputation (Thomas, 2002)**;** it might be hazy in its estimates; or challenge understanding of what it means to be a responsible citizen; and generate danger, burdens, or negative externalities to the innocent third parties owing to incidental harm brought about by the project (Joseph, 2009). Ethics is

also experienced when tension develops between organization's financial goals and developed strategies, as well as with right-behavior concerns (Mathenge, 2011).This is especially so in the Human resource that requires development of defined ethical behavior, communicating of specialized ethical codes, and elaborating on existing right behavior expectations.

The inability thus to critically identify, evaluate and manage ethical factors in project management not only affects project success or failure in the traditional sense; it also may undermine the profession and demoralize ,weaken and destabilize societies (Fan, 2011).

Taking a critical ethical perspective on success while preparing and executing a project plan is therefore, time well spent (Piyush Mishra, 2011)

3.2. Project Ethics Building Blocks

3.2.1. Stewardship

Stewardship as used in management reflects the wise use, development and appropriate conservation of resources that have been entrusted to care of the management and whole team (Joé T. Martineau, 2014). Managers in general and project managers in specific as agents must be thus effective stewards of assets entrusted to them by project stakeholders. (Joé T. Martineau, 2014). Thrifty management is required to ensure nurturing of resources under ones use; a wise and effective utilization of the resources is thus a personal responsibility (A. J. Gilbert Silvius, 2014,). In the same vein, McCuddy (2008) noted that discounting the above stewardship responsibilities poses significant threats to quality of human life. In the construction projects, for instance, as was noted by Mathenge (2012) building and designing professionals need to adhere to stewardly actions since this holds incalculable value of human life; an under use of resources may risk the life of many as was experienced in collapsing buildings in Kenya due to substandard materials used or methods of building.

Stewardship should be applied in various areas; in human resources, economic resources, and natural or environmental resources. McCuddy and Pirie (2007) stated that human resource stewardship involves utilizing the full potential and abilities of the human resource and developing their abilities in making positive contributions to society. In so doing, it benefits the current generation whose capacities are being developed and creates a knowledge base upon which the future generation can draw from. Leadership and leadership styles as a human resource, is also a big determinant of overall project culture (Shore, 2008), a vehicle for mobilization of people towards change (Patterson, 2010) as cited in (Parker, 2012)

Economic resource stewardship involves utilization of financial assets, physical facilities, products and services, systems and processes for full benefits of the current generation while preserving the potential for meeting the needs of the future generation. Finally, natural or environmental resource stewardship involving utilizing natural resources to benefit the current compeers while preserving those resources and the environment to meet the needs of future generation, Ethics as seen in the above categories emphasizes one aspect of all projects and project management; sustainability (Guy, 1990)

Stewardship also indicates a behavioral manifestation of ones' moral orientation (McCuddy, 2005). People's decisions and actions, (in this case about the wise and effective use, developing, and preservation of resources entrusted to their care) reflect the moral alignment they chose to pursue in their personal and professional lives. (McCuddy, Pinar, Birkan and Kozak, 2008). Project managers and their teams are to be targeted as important "change agents" in organizations that have a strong influence on their sustainability and value addition (A. J. Gilbert Silvius, 2014,).Such change depends on team work of all members involved in the project. However, the team is illusive without consideration of the individuals that compose it as McCuddy (2008) noted:

> ➢ "Both changing one and leading change in the broader communities of which one is a member depend upon one's Fundamental Moral Orientation and the decisions and actions resulting therefrom. Every person's approach to living life and changing life is very much rooted in his or her moral orientation of pursuing self-interest versus serving others".

 It's therefore imperative that projects involve- as a core- the development of individual values of the team members as well as the leaders for purposive change to be achieved.

McCuddy (2005) developed three such moral orientations that underlie people's (and consequently project managers) decisions and actions-*Selfishness, selflessness and self-fullness.*

Selfishness involves the pursuing of one's own interest and seeking to maximize ones utility.

Selflessness is the polar opposite of selfishness; it involves sharing for the common good. Self-fullness on the hand occupies the middle range between selfishness and selflessness; it involves the simultaneous pursuit of reasonable self-interest and reasonable concern for the common good. This self-fullness is characterized by utilizing one's talents in fulfilling one's personal needs/desires and effectively serving the various communities of which one is part. These orientations, according to McCuddy (2005), can be applied to decisions in personal and professional lives, to decisions and actions regarding leadership or to those in any other arena of human endeavor.

3.2.2. Compliance

Compliance refers to the adherence to the regulated rules and regulations that are laid down by those in authority (Joseph, 2009) .Wolfe (2005), however, includes the hidden aspect of it; it does not only mean adherence to the letter of law but also concerned with adherence to the spirit of the law. Compliance therefore, includes aspects of obedience, observance, defense, governability, amenability, passiveness, non-resistance and submission (Joseph, 2009). Connected to this, Wolfe (2005) says is a duty in doing what ought to be done, moral obligation, accountability, propriety and answerability. This he says makes up an imperative part of nature of ethics. In essence, Wolfe postulates that compliance emphasizes the protection of the client in what he asserts as "managing one's business as to ensure, as a minimum, that it is conducted in accordance with the law and with the rules relating to the conduct of

business which are designed to protect the investor". Securities Industries Association (2005) asserts Wolfe's argument by saying that organizations are moving towards implementing a culture of compliance at all levels of their organizations as a critical facet of their self-regulatory. Also, they believe that compliance serves purposes of identifying potential problems, determining misconduct and reducing penalties in the event wrongdoing occurs. This is important not only to organizations but for projects which are as a principle temporary organizations. This is because regulations aimed at compliance always are based on ethical principles. According to Jackman, D. (2004) when commenting on FSA (Financial Standards Association) regulations in the UK, it's in ethical principles that FSA objectives are and can be drawn together and supposed tensions in them shelved. This has continued manifesting in the most recent requirements in the management sector with all senior managers and CEOs (Chief Executive Officers) expected to ensure that the whole organization has developed and applied appropriate systems and controls to ensure that approved persons act with integrity, due care, skill and diligence when carrying out their controlled functions. This trend also requires that project managers acquire technical; business, organizational, ethical and leadership savvy before being given a nod to operate. When this is achieved, then the organization can be stated as operating in a compliance competent manner. A compliant organization therefore insinuates an ethical organization.

This, however, does not mean that the regulated are to be submissive or subordinate to the regulator or regulations to comply. Rather, to develop an attitude of non-resistant. It requires project stakeholders to be proficient, accomplished, capable, experienced and practiced in what they do (Wolfe, 2005).

To enhance this, Girbina (2015) emphasized the need for the regulator to adapt its approach to the particular circumstances of the regulatory issue under consideration. Such, he concedes, allows the regulator to respond to regulatory and compliance situation in a graduated hierarchical way. This avoids an eventuality where the regulator creates an authoritative rule based system that is an economic liability, putting businesses in jeopardy. Joseph (2009) however, develops a sympathetic plight of the regulated industries, for the regulator may lose respect as their authoritarian stance alienates the public, and reformist pressure begins to push the other way. Such a move will beat the logic of regulation aimed at compliance. To avoid this, Comply-Or-Explain principle (CEP) was developed. The CEP originated in the UK's 1992 Cadbury code where companies either had to comply with the latter on provisions or if not; especially when individual rules were not fitting the particular setting, organizations and companies were given a leeway to deviate, but expected to explain the reasons for this departure (Gîrbina, 2015). Where the set rules do not fit the particular organizational setting, organizations and companies are expected to deviate from the norm. Factors like firm size, organizational ownership structure, externalities of ownership and the different requirements of the capital markets could be used to justify deviations (Baums, 2001 cited by Seidl et al., 2009). Here 'subjective objectivity' can be arrived at in practical ethics.

Despite a general support for this principle (European Commission, 2009 cited by (Gîrbina, 2015)), research revealed important shortcomings in its application. Opponents of the "comply-or-explain" approach argue that it creates the space for companies to escape their corporate governance (CG) obligations. Also, the "explain" part would lack substance, as many companies only make superficial disclosures to justify departure from the prescriptions of the code, an opening for creative accounting malpractices. However, Sanderson et al. (2009) found that a positive conformity with the codes may lean on factors such as the extent to which regulates are engaged in their formation and codes revision, the existence of interested and relevant monitors and the extent to which the regulation is a traditional means of control in a particular domain. It's upon ethics scholars to figure out how this can be done so that regulators don't create so weak regulations that there becomes again no need for compliance.

3.2.3. Process Based Approach to Ethics

Drawing from the recent work of Rashe, Waddock and McInIntosh (2013), initiatives in business ethics, corporate social responsibility or sustainable management can be distinguished among *1. Principle-based initiatives, 2. Certification initiatives, 3. Reporting initiatives and 4. Process-based initiatives*. The first initiative uses broadly defined ethical norms, the second advocates the following of a distinct process and the third proposes a set of precise verification and auditing mechanisms (Rasche et al., 2013), as cited by (Joé T. Martineau, 2014). The first three are well covered in compliance aspect of ethics.The forth focuses on the actual managerial practices, tools and processes put in place by managers in their organization without following an obligatorily preformatted framework.

The essence of project ethics in management is to take a "managerial approach", focusing on human behaviors, tools, processes and conducts thus, walking in the shoes of the daily general managers (Dangayach, 2011).Practicality, therefore, becomes the epitome of ethics in organizations. This, according to Dangayach, (2011) can only be achieved through process based approach at three levels; individual, group and organizational level.

Martineau(2014) crafted a definition of process based approach to ethics as any rule, method, procedure, process, management tool, structure or institution which presents an essential teleological character aiming at increasing consciousness and ethical behavior in an organization, at individual, collective and strategic levels.

Such approaches, should not only represent explicit corporate commitment to do what is right, but also work in a variety of ways in addressing diverse organizational needs and expectations that may include raising employee awareness of legal and ethical concerns, reducing financial risks, protecting brand and reputation, build employee trust among other ethical concerns (Joseph, 2009). He (Joseph), however, acknowledges a key difficulty as being to develop programs that integrate these commitments with their organizations' formal systems and informal practices to make them as practical as possible.A list of business ethics practices was developed- that was considered as a process based approach-between the years 2005 to 2013, by business ethics practitioners (Joé T. Martineau, 2014)**.**

One is conformity and compliance practices. These are most commonly used in organizations with some of them being considered the basis for implementing a program of ethics in firms (Ingason, 2012). They are an exemplified case of a code of ethics, also called "deontological code" usually complemented with different tools or managerial practices, to ensure the behavior of employees comply with established standards. McDowell (1991) referred to these codes as professional ethics which he defined as a set of principles, attitudes or types of character dispositions that control the way the profession is practiced. An ethical profession thus can be defined primarily by its reputation because it exists to create such a reputation through ethical considerations and practices (Bowen, 2007) .This code of ethics does not only derive obligation of the employees to their work but also spell out what the public expects in the profession Mathenge (2012)Professional ethical practices can thus be enhanced through better controlling and monitoring the fiduciary responsibilities of the firm's directors, or strengthening the authority of the Governance structure or even including it in the system of performance evaluation system as was noted by Treviño and Brown (2004) or integration of ethical criteria in quality program of projects.

A second process based approach is the ethical culture development practices. These reduce compliance by influencing the behavior of employees through improving the ethical culture of organizations. The most common practice in this category is the establishment of a value statement or an ethical mission statement. Reinforcement of the same can be through developing incentive systems and reward employees who are showing ethical behavior or embodying the ethical values of the organization. Also, the practice of ethical leadership where the leader becomes a model to be followed (Ingason, 2012). O'Reilly, Cardick and Newton saw such an ethical culture as important and emphasized that   it distinguishes an organization and can be a selling niche to the customers in this competitive world. Various studies also (Peters & Waterman, 1982; Aldins & Caldwell, 1991) have suggested that efficiency outcomes are associated directly or indirectly with organizational culture. From this, therefore, an ethical culture of success, effectiveness, commitment, team work is vital in producing positive outcomes in an organization in general and project management in specific.

Informative practices are also used in organizations for process based approach. They aim at informing project management and team about the rules and values of the organization and the behaviors considered desirable or forbidden through basic training programs in ethics or providing basic training on legal issues related to the organization (PMG, 2000).

Structural practices as another process based approach are where business ethics practices focus on the structure, budget, policies, procedures and processes of the organization. This includes the allocation of a permanent budget for ethical issues or the creation of a dedicated office, department or service. Those practices can lead to the creation of a permanent management position in ethics, such as a V.P, officer or director of ethics and/or compliance, an ombudsman, or of a standing committee in ethics or establishing a whistleblowers protection program to enhance ethical scandals being brought out. (Treviño& Nelson, 2010). This is a trend that has taken root in third world states as a methodology of enhancing integrity. In   Kenya, for instance, the formation of Kenya Anti-corruption committee, parliamentary committee on ethics as well as offices of the Ombudsman in this direction (Githui Donatus Mathenge, 2012).

 Consulting practices where employees are encouraged to seek external advices or others opinions, when facing ethical issues is another approach. This can be through use of the service of an invited speaker on ethics or hire a management consultant and even setting up information and counseling hotline for employees, to get advice when facing ethical dilemmas.

Process based approach is also experienced in social and environmental engagement practices which list practices that are part of a corporate social responsibility or sustainable development programs in organizations. Such are through sponsorships of social activities, humanitarian courses, research for different diseases, or donating to charities. According to Edwards (2003) social and environmental engagement is an approach that moves compliance and competence from the individual towards the organization itself. As a trend, many organizations attempt to align their charitable giving with their economic objectives (Conlin et al., 2004), and performing a more "strategic philanthropy" (Saiia et al., 2003). Also pursuing social objectives, other organizations engage in community projects or provide rehabilitation programs all aimed at impacting the living standards of the community around. All these pitch the environment and society as the ethical judge of the organizations.

4. An Analysis of the Effect of Ethics to Project and Project Management Success

Project management as a developing discipline should be open and conscious of its environment. The current dualism experienced in decision making due to increased participants in management including gender issues, cross cultural sharing brought about by globalization and environmental challenges experienced today all call for ethical considerations in measuring project and project management success.

Fan (2011), noted that organizational members are guided with respect to what is right or wrong, accepted or unacceptable through collective ethical norms. This underscores the fact that people know that everyone should behave ethically; not only implying the abidance of accepted rules and standards within the organization, but also reinforcing an individual's reputation, trustworthiness, and long-term relationships with others (McDaniel, 2004). The study concedes with both Fan and Aristotle (Solomon, 2004) that organizational ethics is not just a struggle between personal profits of organizations and social responsibilities; it goes beyond to presuppose the shared knowledge, experience, and values with public and private purposes. These ethical issues do influence organizational members' moral concerns and behavior, which do accelerate organizational performance, a goal of all project managers. This therefore necessitates the redefinition of project success from its classical approach.

As noted in the current inclination of looking at critical factors of project management, both project success as well as project management successes need to be considered (Jugdev, 2012) . This is a movement from the classical approach which only considered

the technical facets of time, budget and quality to propelling project ethics as a bond of these technical aspects to the nontechnical values like stakeholder management, organizational value addition that is now being referred to as contemporary project success.

This is not to say that previously ethics was not considered in project management. Explored literature shows presence of ethical considerations in projects. It's just that its status needs to be elevated and project managers required to consider them beyond project close down ; ethics should not just be a footnote in project management processes but an important pillar. This can be so only if it is included as a bond to the critical factors of project and project management success. This will enhance ethical concerns earlier propagated by Peter Drucker (1946, 1954) in his Business management theory stating that although organizations are meant for profit making, that is not their only role; they have to realize that they are social institutions therefore, have social responsibilities to the society and employees (Schwartz, 2007) This can be enhanced through stewardship, compliance and process based approaches in project management operated organizations.

For resources to be considered as stewardly utilized, they should not be used only as a means but as an end in themselves. Human resource, for instance, should not only be used for achieving the outcome but their capacity to deal with a similar project enhanced through capacity building and knowledge bases created. The natural resources should be used in a sustainable way for the future generation. In Kenya for instance, the spirit behind establishment of such organs like N.E.M.A (National Environmental Management Authority) is to ensure sustainable environment management and use. The establishment of the Communication Commission of Kenya (CCK 1999) and its codes that ensure no exploitation of the public by communication service providers after it realized that ethics is vital in this sector (Mathenge, 2013).

Responsibility as a moral aspect and behavior in project management needs always to take a center stage characterized by self-fullness as the norm in resource utilization. The moral orientation of the team in project management becomes the footing of steward decisions at `professional and individual level. This is a trait of stewardship which goes beyond the control and management of resources to sustainability in relation to the future.

Projects being temporary organizations need to work under certain regulations to ensure customer satisfaction, operate under the law and avoid causing unnecessary harm to all. This can be achieved through compliance. This is compliance not only to the law but to the spirit of the law. Such compliance should go beyond certification to practicality experienced in obedience, observance, defense, governability, amenability, passiveness, non-resistance and submission.

  Most regulations that are practiced emanate from ethical principles; embedding project ethics in project management will therefore be a step in achieving compliance. Pooled with conformity, it's one way that ethics can be experienced practically in organizations and projects. In the Kenyan scene, some of compliances or regulations are like the safety and health regulations, the environmental regulations, ISO certification (Mathenge, 2011)**.** Compliance in procurement has also been enhanced in the Kenyan scenario where the government, through the Public Procurement Oversight Authority (PPOA) established guidelines of contractor selection which all organizations must comply with in the public sector (Mathenge, 2013).

The third important part of ethics is its applicability in organisations. Process based approach is one of four methods on implementing ethics in an organisation;principle-based initiatives, certification initiatives, and reporting initiatives are the other three. Application of the process based approach is through conformity and compliance practices, ethical culture development practices, informative practices, consulting practices, social and environmental engagement practices and pursuing social objectives which are usually adoptable to organizational environment. This however doesn't mean that organizations choose only one of the ways; rather, the methods overlap and an organization may use more than one of the methods. All these is aimed at having an integrated ethics programme that is aligned with organization's mission and vision, fits well with organizational systems, policies, and practices. It also aims at addressing leadership priorities as well as employee expectations for ethics, and used by employees at all levels to help guide decision-making and action and finally, for ethics to becomes a central part of an organizations' culture over time.

For this to be attained there needs to be a combined effort of all the stake holders from the management, employees, the customers and regulators. Not only should rules be set up, but their dissemination and application enhanced. A study carried out by Mathenge (2012) in Kenya on the construction sector, indicated that although all the respondents (engineers, constructors, and consultants) were members of the Engineering Registration Board of Kenya (ERB), 65% had no knowledge of existence of code of ethics and conduct of ERB. Of those who knew, (about 35%) about 50% had never read these codes. Almost all the respondents (90%) admitted the importance of code of ethics in organization and in project implementation. This exemplifies the need of informative practices in organizations as a process based approach to ethics.

The above different approaches to practicality of ethics indicate a more need of flexibility and creativity in adoption of this pluralist approach that would result in the establishment and use of variety yet complementary practices in improving ethics. Standardized codes and principles are either not enough or there is need for continued improvement especially in their application to project management.

The principle of requisite variety is applicable in project ethics. This is seen in ethics requiring continuous evolution of more varieties of control to any single diversion of an ethical concern (Birnik, 2008) Personal convictions are also an important recipe in practicing ethics. Also, substantial time and resources should be invested into ethics   to be able to achieve more through different programs. This is at a professional as well as personal moral disposition of an individual which should show self-fullness.

5. Conclusion and Recommendations

Project management for a long time has always been seen as being "about getting things done on time and within budget while meeting or exceeding stakeholder expectations" (Piyush Mishra, 2011). Focus here has been on outcome and assumed the process of achieving the product. Consequently, project ethics has been relegated to be an appendix in most project management literature.

Currently, there is a shift towards project efficiency and project management process being considered in achieving contemporary project success. This ensures project management practitioners to carry out projects efficiently with an expected high level of moral character. Ethics in project management, therefore, shall be taken and absorbed as critical in keeping the flow of relationship within management. Such should be in consideration of ethical subjects like stewardship, compliance, practical implementation and ethical risk analysis.

The holistic approach above will put emphasis on customer awareness and influencing power through insistence on social aspects of project success and the impact of projects on people and environment beyond the iron triangle (Dangayach, 2011). To maintain sustainability in business practice therefore, project managers need to put into play ethics as not only a legitimate concern but also a marketing or public relation strategy for sustainable business.

This could play a vital role in achieving support of project team, maintaining the customers, proper use of resources especially in consideration of the future and avoid conflicts with the law while integrating business objectives with the general objective of stakeholders. This is paramount in achieving   contemporary project success, hence, a healthy performance; a value-led approach that shall be achieved requiring a change of attitudes and approaches of all project stakeholders and organizational cultures. Such a change should not be forced yet can be hastened; it can only come from within but with support from outside through further research and integration.

For African states in general and Kenya in specific which are still struggling with development and adoption of ethical codes of conduct, this is an opportunity to consider the principle of Comply-Or-Explain Principle. This is especially in enhancing the East Africa Community that requires application of project management in a wider environment as a vehicle of achieving millennium goals.

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