INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 2/SEMESTER 1
COURSE CODE: MBA 843
NAME: ETHICS AND GOVERNANCE IN PROJECT MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Attempt One question in section A. Marked out of 40 marks

Question 1:

Joseph desired to use an internet domain address for his project management services business, and the domain name included direct identification of PMI (joetrain.pmi.org). Since he wanted to use the PMI.org domain, Joseph requested the ability to do so from PMI. PMI declined his request since it would lead people to believe that PMI endorsed or otherwise

recommended Joseph's training, and the decision was upsetting to Joseph.

Joseph contacted PMI and stated that he felt PMI's decision was unfair. He then started texting certain PMI staff members with dozens of texts per day. PMI then sent to Joseph an email advising him that PMI would not change its decision and directed Joseph to stop texting and calling. However, Joseph sent additional texts that were rude and threatened legal action, claiming he had significant influence with the government and others involved in domain name assignment. Joseph continued his messaging at a rate of five dozen messages in less than a half day. In parallel to his communications to PMI headquarters staff, he sent multiple communications with the local Chapter President and threatened PMI and the local Chapter with various actions (like litigation).

The Chapter President reached out to Joseph and requested that he stop sending messages – these were not constructively working toward a resolution. When he did not stop, the Chapter President filed a formal ethics complaint, alleging that Joseph had violated the value of

respect, specifically section 3.3.3 of the code:

- *Section 3.3.3 (Respect) - We do not act in an abusive manner to others.*

An ERC Review Team was assigned and performed a detailed investigation of the charges and reviewed the documented communications. After initially stating he was not able to communicate to PMI ERC on the ethics issues due to internet connectivity problems, Joseph then chose not to respond in any way to the ethics charges. Later, Joseph sent a note admitting to the ethics charges and apologizing for his behavior.

An Ethics Hearing was held. The ERC Hearing Panel concurred with the charges. They stated that it is contrary to the Code of Ethics and Professional Conduct to act in an abusive manner toward others, including the excessive use of emails, text messages, or other forms of correspondence. Correspondence always should be professional and measured.

a) Examine the four ethical principles in project management according to the |Project Management Institute (10 marks)

b) Examine the principle of respect in the above case study (10 marks)

c) Examine the possible consequences of violating the value of respect in the above case scenario (10 marks)

d) Examine universality of the ethical principles in (a) and how they cut across all cultures and territories (10 marks)

Question 2:

January was an exciting month for Ted Thompson. His

manager had approved his taking a project management course at the end of February at PM Exam Training, LLC (PMETL), a local Fredonia training company run by Pam Cheatham, a holder of PMP, PgMP and ACP certifications. Ted paid for the course and his manager was going to approve a reimbursement after he successfully completed the course.

Unfortunately, as the date drew closer, Ted's boss informed him that he would need to cancel the class to complete work on an important project. Ted went to the PMETL site and checked the cancellation policy. He was still within the stated time period to cancel the class, so he emailed the company to let them know that he had to cancel and would like to get a refund.

A week passed and Ted never received a response or a refund, so he emailed the company again. Once again, he received no response. Looking at the website more closely, he found that Pam was the owner and this time, he emailed her. A few days later he received a very short email from Pam indicating that refunds for February courses would be distributed at the beginning of March.

Another week passed and Ted received another email from Pam, this time suggesting that he apply his refund to take an online course instead. Since he was unable to do this and would most likely take the face-to-face course later, he replied requesting that he receive his refund.

By mid-March, Ted still had not received his refund. He went back to the PMETL web site to investigate more. They still had a full schedule of classes posted. With his suspicions raised, Ted placed a call to a friend in the Fredonia Chamber of Commerce that he thought might be able to help. His suspicions were correct, and his friend informed him that there were dozens of complaints raised against PMETL through a variety of organizations. Ted wasn't the only one waiting for a refund.

Concerned, Ted emailed Pam again, this time setting a reasonable deadline and asserting he would take further action if the deadline was not met. To his dismay, Pam emailed back telling Ted his refund was be on hold for harassing her for his refund. Since Pam was a PMP, an individual covered by the PMI Code of Ethics and Professional Conduct, Ted felt he had no other course of action but to file an Ethics complaint. Ted believed that Pam was not showing respect in her approach to negotiating his refund and that she was not demonstrating responsibility in following her own refund policy by turning the situation into a negotiation. Ted alleged violations of the following code sections:

- *2.3.1 (Responsibility) - We inform ourselves and uphold the policies, rules, regulations, and laws that govern our work, professional, and volunteer activities.*
- *3.3.1 (Respect) - We negotiate in good faith.*

a) Examine the history of the PMI Code of Ethics and Professional Conduct

b) Examine the relevance of the PMI Code of Ethics and Professional Conduct in the global village

c) Examine the significance ethical principles highlighted in the above case scenario

d) Examine the possible consequences of violating the ethical values in the above case scenario

SECTION B

Attempt three questions in section B. Marked out of a total of 60 marks. Therefore each question is out of 20 marks

Question 1:

1. Critique with examples Consequence-based theories (20 marks)

Question 2:

1. Critique with examples Deontological theories (20 marks)

Question 3:

Critique with examples Virtue-based theories (20 marks)

Question 4:

Discuss the six steps you studied on how to making ethical decisions (20 marks)

Question 5:

Discuss with reference to an Agenda 2063 project the importance of ethics and governance in project management (20 marks)

Question 6:

Elaborate the six legal considerations in project management (20 marks)

Question 7:

Why is ethics and governance necessary in project management?

Question 8:

Examine the parts of the PMI code of ethics and professional conduct

Question 9:

Discuss how morality and therefore ethics differ from culture to culture

Question 10:

Discuss the limitation of religion in determining project ethics

Question 11:

Why do students of MBA specializing in project management study ethics?

Question 12:

a) How should a whistle blower be treated once he reports an ethical violation to the authorities? (10 marks)

b) What is the role of the state in ensuring project ethics are observed by all projects in its jurisdiction.(10 marks)