

## **Role of Project Governance in Managing Projects Sustainability: A Theoretical Perspective**

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**Abstract.** Sustainability is incessantly posing challenges when it is studied juxtaposition with project management. To ensure sustainability companies undertaking projects ought to set strategic and operational plans that will add to the project sustainability. Research shows that existing project management structures do not effectively consider sustainability issues and therefore need revisions at strategic and operational levels. Similarly, while the theme of project governance is finding traction in the literature, the discussion that connects project governance and sustainability in projects is elusive. This research work is specifically focusing on developing a linkage between project governance and managing sustainability in projects. There is an acute scarcity of literature encircling linkage between project governance and sustainable project management, thus, based on the extensive review of the literature, this study is one of the pioneering studies to highlight the relationship between the themes of project governance and sustainable project management.

**Keywords:** Sustainability, project management, project governance.

### **1 Introduction**

In the modern times the projects are being considered as a way to sustainable development and it is emphasized that 'sustainability in projects' is being recognized as an evolving field of study. While this theme is finding traction in academia, there exist challenges for the practitioners and academia regarding the sustainability-induced changes occurring in managing projects and project management research, as incorporating sustainability perspectives stretches the existing field boundaries of project management [1]. According to Silvius [2], project managers take into consideration only limited aspects of sustainability criteria while taking decisions in a project. The prime concern that dominates the managerial decision making process includes the iron cage of time, cost and quality. The sustainability criteria scoring somewhat high in the previous studies include stakeholder inclusion, transparency, and accountability which are undoubtedly regarded as a function of project governance. Therefore, it is stressed that coping

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