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Using Project Management as a way to sustainability. From a comprehensive review to a framework definition

Sara Marcelino-Sádaba, Amaya Pérez-Ezcurdia, Luis Felipe González-Jaen,
Operations Manager



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AUTHORS INFORMATION:

CORRESPONDING AUTHOR:

Sara Marcelino-Sádaba
Department of Project and Rural Engineering
Public University of Navarre
Campus Arrosadia
31006, Pamplona, Navarre, Spain
Tfno:(34) 948 169224
e-mail: sara.marcelino@unavarra.es

AUTHORS NAMES:

Amaya Pérez-Ezcurdia
Department of Project and Rural Engineering
Public University of Navarre
e-mail: amaya@unavarra.es

Luis Felipe González-Jaen
Operations Manager
EINA
e-mail: lfgonzalez@eina.es

ABSTRACT

The working hypothesis of this study revolves around the lack of integration of sustainability and project management. Organisations, nowadays are increasingly keen on to include sustainability in their business. Project management can help make this process a success but little guidance is available on how to apply sustainability to specific projects. This work has analysed connections between the two disciplines by means of a comprehensive literature review covering more than 100 references. Sustainability has become a very important step, particularly in terms of environmental aspects. However, slightly less progress has been made socially. In any case, the ideal characteristics for a project and its management might be considered sustainable have still not been specified to this day. The main scientific contribution of this article is a new conceptual framework helping project managers deal with sustainable projects. This framework is based on the supposition that project products designed using sustainability criteria, sustainable project processes, organisations committed to sustainability that carry out projects, and project managers trained in sustainability are all necessary elements, although, maybe not enough, to attain sustainable projects. In addition, the article suggests a future research agenda that might specify how project management can help incorporate sustainability into organisations and their projects

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