Project governance and stakeholders: a literature review

Roya Derakhshan [a,c,*], Rodney Turner [a,b,c,d], Mauro Mancini [a]

[a] Department of Management, Economics and Industrial Engineering, Politecnico di Milano, Via Lambruschini 4b, Bovisa, 20156 Milan, Italy
[b] SKEMA Business School, Université Côte d'Azur, Avenue Willy Brandt, F59777, Euralille, France
[c] Department of Engineering, Business Administration and Statistics, Universidad Politecnica de Madrid, Calle de José Gutiérrez Abascal, 2, 28006 Madrid, Spain
[d] Shanghai University, 149 Yanchang Road, Shanghai 200072, China

Abstract

Despite the importance of stakeholders in project governance, project management literature lacks from an inclusive framework which defines the roles, relationships and positions of internal and external stakeholders inside and outside of the organization's governance structure. This paper has the purpose to report a review on project governance literature to draw attention to the context within which the stakeholders are positioned, to extract their roles and relationships inside and outside of the organization and to develop new avenues for research regarding stakeholders in project governance. The conducted thematic analysis reveals that there are three contexts influencing organization's approaches towards stakeholders: success, megaprojects and ethics. The developed conceptual framework illustrates that organizations are in direct contact with external stakeholders at the organizational level and project level. Strategic decisions made at the organizational level are operationalised at the portfolio level and influence the approach towards external stakeholders at the project level. Considering the lack of theories to support general doctrine of stakeholder theory, this research suggests that future governance researchers adopt a broader view in selection of theoretical lenses in order to include the social and psychological aspects of the management of external stakeholders.
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Keywords: Governance; Stakeholders; Organization; Theory

1. Introduction

In one of the earliest definitions, governance was described as the engagement of two actors in an economic transaction that requires them to monitor and control the transaction, protect the interests of each party, and reach the most efficient share of values (Williamson, 1979). Within the project context, governance is defined as a multi-level phenomenon and encompasses the governance of the parent organization, any contractors or suppliers and the project, and the relationship between them (Turner and Müller, 2017). Similarly, Müller et al., (2016) define that project governance describes the interactions between project participants and the mechanisms adopted can heavily influence the engagement of the stakeholders and their trust in the project. These definitions shed light on the strong link that exists between governance and stakeholders.

Biesenthal and Wilden (2014) suggest that several existing definitions of project governance share the view that governance is mainly concerned about the alignment of project objectives with the organizational strategy, and therefore, it aims to create benefits for different stakeholders across different organizational levels. This view is clearly narrowed by the consideration of the actors who have a "stake in" or

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* Corresponding author at: Department of Management, Economics and Industrial Engineering, Politecnico di Milano, Via Lambruschini 4b, Bovisa, 20156 Milan, Italy

E-mail addresses: roya.derakhshanalavijeh@polimi.it; roya.derakhshanalavijeh@alumnos.upm.es (R. Derakhshan), rodney.turner@skema.edu; johnrodney.turner@polimi.it (R. Turner), Mauro.mancini@polimi.it (M. Mancini).

Table 1
Summary of dominant governance theories, their application in project management and their position towards stakeholders.

Theory	General Focus in the Theory	Main application of theory in project management	Theory's position towards stakeholders
Agency theory	Discussing the relationships between the principal and agent in the organizations with self-interested manners, different risk attitude and levels of authority (Mitnick, 1973; Ross, 1973; Eisenhardt, 1989)	Describing the relationship between the project owner and manager, monitoring and controlling the manager's behavior based on trust or control and punishment (Turner et al., 2010; Zwikael and Smyrk, 2015)	Focusing on relationships between two important internal stakeholders and the influence of this relationship on the project performance with an emphasize on trust
Transaction cost economics	Making guidelines about minimizing organizational costs during outsourcing goods and services (Williamson, 1975)	Decision about selection of contractors and suppliers (Turner and Keegan, 2001; Williams et al., 2006; Müller and Martinsuo, 2015)	Definition of roles and responsibilities of projects and external stakeholders with a focus on economic aspects (contractors and suppliers)
Stewardship theory	Expressing that managers are motivated better by organizational objectives compared to their personal interests and long-term performance of the organization would boost their position (Donaldson and Davis, 1991; Davis et al., 1997)	Application for project and program managers who act as the best interest of their principals (project sponsors) (Turner and Keegan, 2001; Toivonen and Toivonen, 2014).	Focusing on the relationship between two internal stakeholders with an emphasize on the organization's long-term performance, trust building and mutual value creation
Resource dependence theory	Defining how organizational resources should be allocated in order to achieve the corporate objectives (Pfeffer and Salancik, 1978)	Providing tools for decision makers to prioritize the allocation of resources for different individual projects (Thompson, 2011)	Works as a tool to operationalise stakeholder preferences of the organization
Stakeholder theory	Clarifying that apart from shareholders, whoever is influencing or being influenced by the organization should be taken into account (Freeman, 1984)	Defining who are the stakeholders whose concerns should be considered in project stakeholder management (Blomquist and Müller, 2006; Xie et al., 2017)	Shedding light on consideration of the stakeholders outside the organization and the importance of their position in the organizational settings

"interest in" the project as defined by Littau et al., (2010), or internal stakeholders as labelled by Freeman (1984), thus overlooking those who "can affect and be affected by" the project (Littau et al., 2010) or external stakeholders (Freeman, 1984).

Therefore, it seems that the project governance literature leaves the moral obligation of organization for consideration of rights and concerns of external stakeholders untouched (Freeman, 2001). If so, then there must be new avenues open for further research in order to extend the project management literature towards a more stakeholder inclusive approach. In addition, despite the important role of stakeholders in the organizations, project management literature lacks from a framework which defines the roles, relations and positions of internal and external stakeholders in project governance.

Accordingly, inspired by stakeholder theory, we take a biased position regarding the inclusion of external stakeholders and explore the intersection between the two fields of stakeholders and project governance. The specific aims of this paper are as follows: (1) to identify the main themes of project governance literature, focusing specifically on stakeholders. (2) To identify the roles and relationships among internal and external stakeholders at different levels of the organization. (3) And finally to provide structure and direction to the existing and future research.

The next section of this paper will review the general project governance theories and their perspective towards stakeholders. Then, the methodological approach taken for this paper will be explained followed by presentation of the findings. We will finally discuss the findings in the light of governance prevalent theories and will introduce our developed conceptual framework. The article will be concluded by bringing the suggestions for future studies.

2. Stakeholders in governance theories

A prerequisite for further investigation into the link between governance and stakeholders is studying how stakeholders are considered in project governance dominant theories. A summary of these theories with their application in project governance is provided in Table 1. These theories are introduced by Müller (2009) and Biesenthal and Wilden (2014). While these two sources bring extensive explanations about the origins of these theories and their application in the fields of management and project management, our aim here is to emphasize on the stakeholder perspective of these theories. (See Table 1.)

Agency theory is used in the context of project management to explain the relationship between the project owner and manager (Turner et al., 2010) or the principal and agent (as named by Jensen and Meckling (1976)). Müller (2009) explains that this theory relates to shareholder theory by discussing the potential conflicts that may arise between the project managers and shareholders. Agency theory deals with the level of authority of the project managers (agents) and links that to the decision making and project managers' risk attitude (Eisenhardt, 1989). According to agency theory, project managers are responsible for decision making in the organization on behalf of the shareholders or project owners. Accordingly, this theory discusses how short term goals of these principles (time and cost performance) can be achieved by development of controlling and monitoring mechanisms which govern project managers' behavior. In project management literature, this theory gives a huge credit to the value of contracts as controlling tools for governing these relationships.

Transaction cost economics (TCE) focuses on the relationship between the buyer and seller and has been used in the project management context to describe the contractor and supplier selection process (Winch, 2001). Considering the costs involved in transacting services and goods to another organization, this theory argues how organizations make a decision about outsourcing in order to minimize the costs. Müller (2009) adds that this theory helps to align the needs of projects with the needs of contractors in specific governance structures. To summarize, this theory brings guidelines for governing the contract with those stakeholders who are not inside the organization but have a financial transaction with it (i.e. suppliers and contractors).

In stewardship theory, project managers are considered as stewards who believe that their ultimate position improves by improving organizational performance (Turner and Keegan, 2001; Müller et al., 2013a; Müller et al., 2014b). Therefore according to stewardship theory, project managers are not narrowed by their short-term beneficiary needs. Instead, it is the trust in the project owners and the organizational aims which shapes the project managers' behaviour (Davis et al., 1997). Project organizations, therefore, will be more successful in satisfying shareholders if they empower their stewards (i.e. project managers) (Biesenthal & Wilden, 2014; Joslin and Müller, 2016). stewardship theory is focusing on the impact of project managers on the corporate governance.

Decision making about the allocation and prioritization of the external and internal resources of the organization shapes the main part of resource dependence theory. In this theory, the ultimate success of the organization is considered to be strongly dependent on the organization's ability to control its internal and external resources (Clarke, 2004). This theory can explain how organizations can overcome their lifelong challenges through appropriate allocation of resources and therefore has both long term and short term targets. Potential application of this theory in project context would be capturing the importance of decison making in allocation of resources in different projects, portfolios and programs and therefore this theory primarily relates to those stakeholders who are decision makers at the portfolio level. It is then linked to those stakeholders whose benefits must be considered while the decision of buying is made (i.e. contractors and suppliers).

In contrast to shareholder theory (Friedman, 1962), stakeholder theory (Freeman, 1984) argues that in addition to the shareholders, project organization is accountable to a broader range of stakeholders, and the structure of the organization should also be aligned with this inclusive approach. This in fact stems from the normative formulation of stakeholder theory that considers a moral right for all of the stakeholders of the organization, inside and outside (Donaldson and Preston, 1995). The governance structure of the project should provide space for stakeholder representatives and to manage their involvements in decision making and addressing their concerns and demands (Klakegg et al., 2016).

These theories are the prevalent governance theories, despite not all of them have been vastly used in the project

management context (Bisenthal & Wilden, 2014). Compared to the other mentioned theories, agency theory, TCE and stewardship theories have been more used by project governance researchers. This, as the first indication, reveals how project governance literature is influenced by dominant concentration on the relationships between project managers, project owners and suppliers or contractors.

Based on the approach these theories adopt towards stakeholders, we can categorize them in two groups: those project governance theories that manage the transactions among internal stakeholders (agency theory, stewardship theory, resource dependence theory) and those governing the relations among internal and external stakeholders (TCE, resource dependence theory and stakeholder theory).

Reviewing the most prevalent theories in project governance literature reveales that the potential of these theories in project governance literature is yet underexplored. More specifically, the inclusive approach of stakeholder theory, the multi-level nature of project governance and the impact of project context on the governance mechanisms (Turner et al., 2010; Söderlund, 2011) call for deeper explorations on the application of these theories in stakeholder management over different levels of organization and within different project contexts.

3. Method and overview

3.1. Data collection

This study is based on a review of the content of the research papers in project governance, to extract the major research streams and to identify to what extent project governance is relevant to the management of relationships with external stakeholders. The research focus is on studying the research outcomes, concentrating on the role of stakeholders in the literature. The research goal is to summarize and integrate the findings and to extract the research gaps and identify future research directions. We do not take a neutral perspective. Instead, we make our suggestions for further research based on the perspective taken from stakeholder theory; the rights of external stakeholders should be considered in projects deployment by practitioners and the academic research, by academicians. The coverage of the research is representative by including three main project management journals that typify the larger literature (Vom Brocke et al., 2009).

The first stage of data collection is the selection of peer reviewed journals (Tranfield et al., 2003). The intent of this research is to focus on the premier academic journals in the field of project management, and the criteria for the inclusion and exclusion of the studied papers were based on high-quality evidence which implies to internal and external validity of the research items (Moher et al., 2009; Webster and Watson, 2002). According to Rowley and Slack (2004), articles within scholarly journals are the most valid sources for a literature review. Thus, following Martinsuo and Hoverfält (2018) we limited the search to the three main journals in project

management: International Journal of Project Management (IJPM), Project Management Journal (PMJ) and International Journal of Managing Projects in Business (IJMPiB).

The second stage was identifying the keywords for the research objective (Mok et al., 2015). We searched for all articles that have "project governance" and "governance of project management" in the title, abstract or as keywords. We searched for all articles from the first year of each journal's publication until August 2017. We identified 89 articles in IJPM, 15 in PMJ and 28 in IJMPiB. This is consistent with the findings of Miterev et al., (2016) that IJPM deals more with strategic issues than either of the other two journals.

Finally we conducted a review of the content of each paper (Mok et al., 2015). The inclusion and exclusion stage is relatively subjective (Tranfield et al., 2003). To enhance objectivity and avoid mistakes in study selection, the process was performed independently in a standardized manner by two authors (Moher et al., 2009). Disagreements between authors were resolved by consensus involving the third author. We reviewed the abstracts of the papers to determine those articles for which the governance of project management was the key focus, as opposed to those where it was a topic of secondary importance supporting the main topic of the paper. This stage reduced the number of relevant articles to 59 from IJPM, 9 from PMJ and 19 from IJMPiB, for a total of 87 papers.

3.2. Data analysis

The analysis included two steps of identification of the context within which the project governance literature positions the stakeholders and extraction of the roles and relations within the organizational structure. In order to minimize bias, all three authors were independently involved in the process. After each step and before moving to the next one, the analysis results were compared together to reach agreements.

Braun and Clarke (2012) developed a six-phase approach for the thematic analysis. Adapted from this approach, we designed our inductive analysis (Fig. 1). We started by reading the 87 articles over and over to identify our preliminary codes (Appendix A). The reading was driven by the objectives of the papers, their stated contributions and presented findings. The codes and their definition are presented in Appendix B. We then combined the codes to find the patterns in the articles (sub-themes) through two subsequent steps. As it can be read from Appendix A, there are codes which were combined to make different sub-themes and therefore the final themes have overlaps with each other. This is also due to the consensus the three authors made to agree on the final themes.

There are 13 sub-themes presented at level 3 of the thematic analysis, by combining which six themes emerged at level 2: governance mechanisms, success and value, megaproject and public projects, stakeholder management, knowledge and ethics. Due to the considerable overlap of the themes at level 2, we then merged the sub-themes of success, knowledge and governance mechanisms into one final theme (success) and stakeholders' sub-theme was merged with ethics so that we eventually came up with the final three themes: Success,

megaprojects, ethics. Appendix C illustrates the themes that are covered within each paper in a matrix structure borrowed from Salipante et al., (1982).

To explore the roles and relationships among different stakeholders in the project governance literature, we first extracted the levels of the governance that each reviewed paper is focusing on. Some of the papers focus on more than one level. The reviews revealed that majority of papers have taken an inductive approach, while only few of them aim at testing theories. We then identified all of the stakeholders which are studied or mentioned in each reviewed article. We realized that not all papers acquire the similar approach in describing the same stakeholders. Project managers, for instance, are described as decision makers is some papers while other papers consider them as responsible to implement organizational strategies to create values. This is dependent to the type of relationships the paper is analyzing, in addition to the scope of governance targeted by the paper.

Müller (2009) suggests that the functions of the governance mechanisms are: directing and controlling the organization, balancing goals (economic, social, environmental, individual) and defining rights and responsibilities of stakeholders. We used this classification as a framework for categorizing the stakeholders. We came up with a categorization which groups stakeholders as decision makers or as origins and targets of value.

The two types of relations among stakeholders are adapted from Turner and Keegan (2001) who stated that there are two roles in project governance, one responsible for the relationship with the external stakeholders and the other focuses on the relationship between the parent organization and the project team.

Appendix D illustrates the focus of governance of the 87 papers. Figures in Appendix E reflect the fact that IJPM has a more strategic focus while PMJ has a tactical focus and IJMPiB has a business focus.

The results of the analysis are illustrated in the following section.

4. Findings

4.1. Themes

This section will explain the context within which the stakeholders are considered in the project governance literature. This will allow us to have a better understanding of the purpose of project governance and will explain how stakeholders are defined and located in governance structure according to the purpose of governance. We identified three themes that will be explained further below: 1. project success, performance, efficiency, and value; 2. megaproject, complex projects, and public projects; and 3. ethics, transparency and accountability.

4.1.1. Project success, performance, efficiency, and value

Success is one of the most researched topics in project management (Turner and Zolin, 2012) and this trend was similar with project governance literature. Although there has
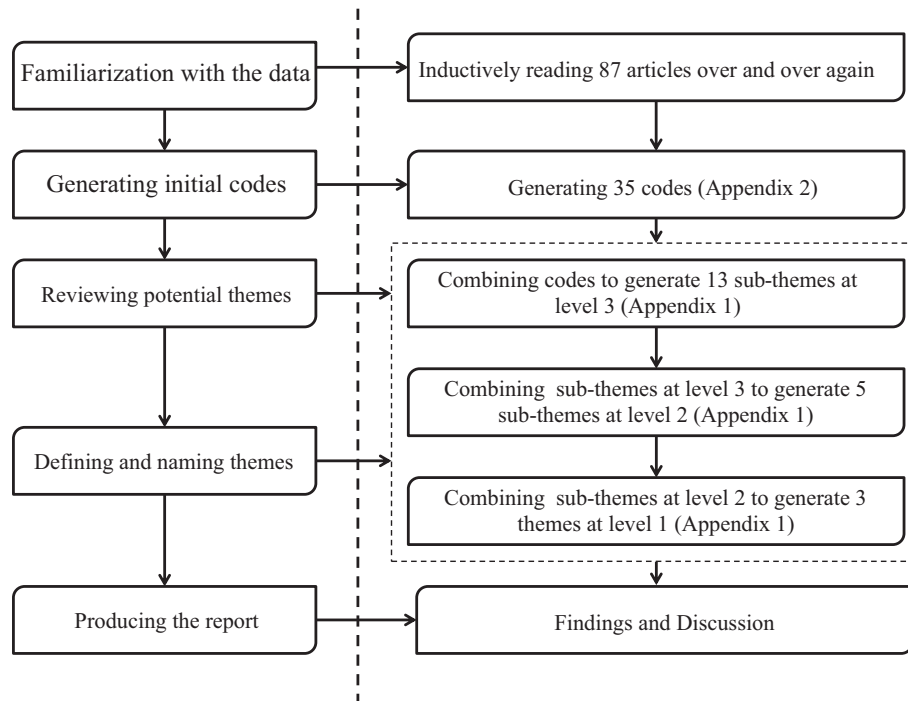
Fig. 1. Thematic analysis framework adapted from Braun and Clarke (2012).

been much discussion about the meaning of project success, most people have now accepted the distinction made by Turner and Cochrane (1993) between project success (as the achievement of the business objectives of project or the strategic goals) and project management success (the triple constraint of meeting scheduled time, planned budget and demanded quality or the tactical goals), (Cooke-Davies, 2002; Serrador & Turner, 2015). A similar idea was developed by Shenhar and Dvir (2007), who identified five dimensions of project success. The first is project efficiency (project management success), and the third and fourth are, respectively, meeting the customer goals and business objectives (project management success).

Reviewing the governance articles revealed that in most of the papers, the concept of success was considered as equal to project management success. This is because these papers have a dominant concentration on tactical targets (Samset and Volden, 2016), while strategic performance that "includes the broader and longer-term considerations of whether the project would have a sustainable impact and remain relevant and effective in its operational phase, throughout its lifespan" (Samset and Volden, 2016, p, 300) is merely disregarded.

The obsolete concentration of project governance literature on project management success has widely influenced the governance of stakeholders. This, primarily affects the process of decision making at the organizational level in selecting the right projects (Müller, 2009). The purpose of governance is narrowed to the management of the relationship between the project sponsor and the stewards (project managers) who are responsible for guiding the organization to reach its aims. In the similar vein, agency theory is applied for addressing the potential conflicts of interests between the shareholders and organization managers, both of which are trying to maximize their individual gains (Joslin and Müller, 2016). In their research, Ritson et al., (2012) and Serra and Kunc (2015) did not explicitly focus on internal stakeholders, however, the implication of their debate leads to the conclusion that values should be created and captured by those who are decision makers inside the organization.

The second influence of the organizational strategic approach on the intersection of the success and stakeholders is on making decisions for delivering value through project deployment, that is doing projects right (Müller, 2009). The compatibility of value realization with other projects, programmes and portfolio management practices would secure the complete management of project performance on the wider context and would help organizations to increase their ability to define and manage their success criteria (Ritson et al., 2012; Serra and Kunc, 2015). Correct implementation of designed projects and making decisions to find the optimum point of commitment and control for project participants would eventually improve project performance (Van Marrewijk and Smits, 2016). The interdependence between roles, responsibilities and accountabilities of project actors should be clarified before starting the projects so that the project's success is improved through the cohesiveness in the governance of the structure, as Badewi (2016) suggested. Therefore, we again observe domination of making project successful according to short-term targets and for organizational actors.

The last influential aspect of the governance structure on success is in the organizational learning. That is about organizations increasing their ability to explore both failures and successes and to learn from these sources of knowledge

(Ritson et al., 2012; Toivonen and Toivonen, 2014). This relates to doing the projects in the right way and deals with the organizational level and portfolio level (Müller, 2009; Turner, 2014). No need to clarify what would be the source of knowledge for the organizations targeting at creating values for internal stakeholders, as opposed to those which want to be beneficial for external stakeholders as well.

Joslin and Müller (2016)'s deductive analysis revealed that project governance has a small but significant correlation with project success. Similarly, the content of the success theme reveals that the definition of success in project organization has a crucial impact on the way organization selects the right projects, performs the projects in the right way, identifies the stakeholders, governs the relationship with them and learns from the project's success and failure to improve their performance towards stakeholders. On the one hand, the definition of success and value in the organization shapes its stakeholder governance approach and, on the other hand, the correct application of project governance can result in project and consequently organizational success. This correlation is directed according to the stakeholder or shareholder orientation of the organization and the compatibility of the two constructs has a significant influence on achieving the organizational aims.

4.1.2. Megaproject, complex projects, public projects

Megaprojects can be defined as trait-making projects that are designed to ambitiously change the structure of the society (Hirschman, 1995). Researching megaprojects has recently become a topic of interest (Flyvbjerg and Turner, 2017). Today, the total money spent on megaprojects is assessed to be between US$6 to US$9 trillion annually, or 8% of the total global gross domestic product (GDP) (Defense Acquisitions, 2013). With so many resources invested in megaprojects, never has the management of such projects been more important (Flyvbjerg, 2014) and it has never been more crucial to choose the most fitting projects and efficiently realize their economic, social, and environmental impacts.

Over the past 25 years, numerous researchers have investigated the various shared features of megaprojects (Oliomogbe and Smith, 2013). Different stakeholders with different and sometimes contradicting demands and high levels of risk, especially in the project selection and decision-making phase, were found to be the most studied topics in this field (Crawford et al., 2008; Crawford and Helm, 2009; Shiferaw et al., 2012; Nisar, 2013; Guo et al., 2014; Van Fenema et al., 2016; Kivilä et al., 2017; Ma et al., 2017; Xie et al., 2017).

Megaprojects have some distinguishing characteristics that make their management and governance different from the management of projects in other contexts. First, majority of them are publicly owned. This bonds them to some stakeholders such as government or public shareholders at the organizational level. Second, their deployment can have enormous impacts on their surrounding society and this makes society to be a very important external stakeholder of megaprojects at the project level. Third, according to their enormous size, there are a lot of external suppliers or contractors collaborating with megaprojects, and since these projects possess high levels of risk and ambiguity, it bring a lot of complexities for risk sharing among these stakeholders.

The majority of megaprojects have a client from the public sector or government and contractors from privately owned organizations (Sanderson, 2012) and have the society as an important influencing stakeholder at the project level. Therefore, in contrast to projects with financially interested owners, megaprojects are not primarily designed to bring financial revenues for the project performing organization but to address public needs and demands by providing critical infrastructures for the society (Abednego and Ogunlana, 2006; Clifton and Duffield, 2006; Liu and Wilkinson, 2014; Ma et al., 2017). At the highest level of the organization, these projects have one important external stakeholder which is the government (Ma et al., 2017; Xie et al., 2017). This specific context setting dramatically alters the different aspects of the strategic approach of the organization and subsequently impacts the organization's governance mechanism. This also makes the governance at the organizational level to be influenced by contracting with government and uses the stewardship theory to provide collaborating parties with a fair share of the project benefits and risks.

One major challenge of megaprojects is understanding the concerns and demands of the public and preparing plans and designs to consider and address them (Shiferaw et al., 2012). This calls for the adaption of different objectives targeted by a value perspective model in a public project, which include the project outcomes, satisfaction, trust and legitimacy (Crawford and Helm, 2009). Consequently, this leads to a shift in society's involvement in making project decisions with the aim of understanding their demands and concerns (Xie et al., 2017) which in fact inserts the stakeholder theory into the debate. The consideration of society's opinion should not be limited to the early-stage decision making. It needs a stakeholder involvement strategy with a constant communication with the society during the whole lifecycle of the project (Nisar, 2013). Building trust and confidence with local communities and improving democracy for the selection of more suitable governance mechanisms are among the activities that should be incorporated within the governance mechanism designed for megaproject management (Xie et al., 2017).

Managing the activities of project participants or internal stakeholders across the organization is researched as one particular challenge in these projects. A majority of articles explain how project actors, with the one shared goal of the project outcome, can have their own unique objectives, how these objectives can contradict with each other and how these contradictions can be managed (Brunet and Aubry, 2016). Researchers discussing this relationship applied stewardship theory to analyze how government and the project sponsor manage their interrelation. Collaborations with external suppliers and contractors were explained through transaction cost economics by Lu et al., (2015). However, our investigations revealed that managing the objectives of those stakeholders whose main goal is not the project's outcome is remained merely unexplored.

Prominent within this theme is an emphasis on the importance of societal and public needs and being accountable to them. That is due to the fact that certain groups of external stakeholders (i.e. media, local community, national and local government, etc.) are influenced and involved only in these types of projects. Thus, within this context there is comparatively more focus on the consideration of the rights of these external stakeholders at project level as well as the organizational level. This has extended the debate of this theme to application of stakeholder theory at the project level but no research has considered this at the organization level.

4.1.3. Ethics, transparency and accountability

According to Müller et al., (2013a), the governance style of an organization and its parenting institutions can influence the decisions made in the project from an ethical point of view. This theme makes a strong connection with project governance by two means. First, it shows the relevance of accountability and transparency in relationships between the actors of the organization. Second, it connects ethics and transparency to the relationships between organizations and external stakeholders.

The first influence of trust and ethics over governance mechanisms is the enhancement of decision making for organizational participants who are facing different dilemmas (Müller et al., 2013b; Müller et al., 2014b; Walker and Lloyd-Walker, 2014). The prevalent theory used for this purpose is stewardship theory which, as opposed to agency theory, considers higher values for trust between project managers and owners. The role of trust in organizational relations for the improvement of performance in projects by reducing negotiation, transaction and monitoring costs and increasing the probability of gaining mutual agreements on project decisions (Walker and Lloyd-Walker, 2014; Lu et al., 2015; Burga and Rezania, 2017; Wu et al., 2017), the role of trust in the selection of the governance mechanism from the two ends of spectrum shaped by agency theory and stewardship theory (Toivonen and Toivonen, 2014) and its importance in the relationships between project owner and manager (Zwikael and Smyrk, 2015) are among the discussions focusing on internal stakeholders.

There are, however, only few articles exploring the influence of ethical values of the organization on external stakeholders. Governance mechanisms have the potential to improve transparency and accountability of projects towards society and government (Crawford and Helm, 2009; Osei-Tutu et al., 2010). Governance mechanisms oriented by shareholder theory result in project managers trusting end users more, while stakeholder-oriented mechanisms lead to higher levels of trust between project managers and teams (Müller et al., 2014b). A societal-oriented governance mechanism should have uniformity, transparency, and the accountability of control as its mandatory characteristics (Ma et al., 2017).

Within this context we observe the influence of trust and ethics on different organizational levels and on their relationships with each other. A narrow stream of research exceeds the dominant focus on the organizational stakeholders and links project governance to society as a group of external stakeholders. However, majority of these researchers remained into the area limited by the instrumental formulation of stakeholder theory (Donaldson and Preston, 1995) which explains that stakeholders must be managed because of their role in maximizing organization's benefits, rather than because of their legitimate rights.

4.2. Rights and responsibilities of stakeholders

In this section we explain the different roles and relationships of stakeholders defined in project governance literature. We discovered that project governance assumes two roles and two relationships for stakeholders.

4.2.1. Stakeholders as decision makers

Decision makers are individuals or groups with appropriate levels of authority who are accountable to the higher-level management (Too and Weaver, 2014). Project governance considers an important role for decision makers and the success defines a strong link between a decision maker and the organization's prosperity (Williams et al., 2010; Xie et al., 2017). The responsibilities of decision makers are quite broad and depend on the level in which the decision makers are positioned in. These responsibilities include, but are not limited to, project selection, allocation of resources, development of the risk management strategy, managing contracts, specifications about the rights and responsibilities of participants in the projects, etc. (Müller, 2009; Marnewick and Labuschagne, 2011; Hellström et al., 2013; Guo et al., 2014; Too and Weaver, 2014; Brahm and Tarziján, 2015; Chang, 2015; Kivilä et al., 2017).

In public projects, decision makers might come from outside of the organization and belong to society, the public, government, parliament, etc. (Klakegg et al., 2008; Brunet and Aubry, 2016; Liu and Wilkinson, 2014; Samset and Volden, 2016; Ma et al., 2017). Internal decision makers in megaprojects or public projects are responsible for involving external stakeholders in some decision making processes (Klakegg et al., 2008; Shiferaw et al., 2012; Hueskes et al., 2017) and building a trustful and transparent relationship with them (Shiferaw et al., 2012; Liu and Wilkinson, 2014). Some researchers believe that public involvement would increase organization's prosperity due to promoting a good public image (Kivilä et al., 2017), reducing potential conflicts for a smooth project execution (Xie et al., 2017) and improving the acceptance of various audience of a project (Lin et al., 2017). However, even in the case of public involvement, their opinions may be misunderstood or dominated by decision makers' personal interests (Shiferaw et al., 2012). This, in fact, sheds light on the importance of adaptation of appropriate mechanisms for development of efficient relations with external stakeholders.

4.2.2. Stakeholders as creators and targets of value

The ultimate goal of project deployment is creating value for the organization and society. According to the success theme, organizational resources are spent to create value in terms of

project outcomes, stakeholder satisfaction, trust building, knowledge creation, gaining organizational legitimacy, etc. (Crawford and Helm, 2009; Brunet and Aubry, 2016). However, value is subjectively different for different stakeholders (Chih and Zwikael, 2015). Various aspects of value are perceived differently by stakeholders, and accordingly, they capture different levels of value from a unique project (Bowman and Ambrosini, 2000; Thiry and Deguire, 2007). Within the context of project governance, these values are perceived differently at different levels of organization. The value created by knowledge management, for instance, is perceived much higher at the organizational level compared to the project level (Pemsel and Müller, 2012).

The results of the analysis of 87 papers reveal that governance literature is primarily focused on value creation direction of the process for internal stakeholders. Some exceptions from the megaproject theme briefly address creating value for society in terms of trust building (Shiferaw et al., 2012; Xie et al., 2017) and facility development (Kivilä et al., 2017). Yet considering external stakeholders as value creators has been neglected.

4.2.3. Relationships among internal stakeholders

Organization's internal relations can form either at the same organizational level or between different levels. Relationships between project sponsors and project managers (Crawford et al., 2008; Andersen, 2012), portfolio-steering committees and top managers (Mosavi, 2014) and general managers and field managers (Thiry and Deguire, 2007) are covered within the governance literature, linking these communications to the success and efficiency of the project.

Reviews illustrated that majority of the governance articles are analyzing the relationships among internal stakeholders and, except stakeholder theory and TCE, all governance dominant theories are applied to interpret inter-organizational relationships. However, there are still many alterative relationships among organization actors that could be studied further with a specific focus on trust building, and commitment, which are topics that are overlooked in the research.

4.2.4. Relationships between internal and external stakeholders

A major topic of consideration in the reviewed articles was the partnership between the public and private sector with the aim of using private expertise to gain public benefits (Shiferaw et al., 2012). Studies within this stream explored the responsibilities of each partner, the alignment of the project with the strategies of both parties and the risk sharing among them. Defining communication protocols, introducing democratic and participative decision making, dealing with conflicts and disputes, overcoming relationship difficulties and ensuring that effective communication is taking place at all levels are keys to having a fruitful partnership (Nisar, 2013). Comparisons between different governance mechanisms in a public-private partnership (Clifton and Duffield, 2006; Guo et al., 2014) has been performed to test their influence on project success.

Some scattered studies considered the communications between society as influenced stakeholder and project organization and government as the interested stakeholder. The work of Ma et al., (2017) introduces a meta-organizational structure and a societal governance model for megaprojects and their responsibilities to society. The project organization (operator, contractor, designer, etc.), the governmental hierarchy (local and central government, involved functional departments, etc.) and society (media, community, NGOs, etc.) are finely positioned within their proposed governance model. In parallel, Van Fenema et al., (2016) and Xie et al., (2017) investigated local community involvement through different phases of the project.

5. Discussion

5.1. Conceptual framework

5.1.1. Project level

As Turner et al., (2010) describe, the main concentration at the project level is on doing the projects in the right way. Projects are means of achieving organizational objectives (Müller, 2009). These objectives are designed at the organizational level according to the strategic goals (Young et al., 2012) and are imposed to the individual projects by the mechanisms designed at the project management level (Müller et al., 2013b). Therefore there is a downward flow of mechanisms and policies from the organizational level to the project level (Direction E and C in Fig. 2) (Thiry and Deguire, 2007) through which, the strategic goals of the organization are translated into short-term tactical goals.

On a daily basis, the project objectives are delivered to the internal and external stakeholders at the project level (Turner et al., 2010). However, decision makers at the organizational level have a great influence on inclusion of external stakeholders at the project level. If the organizational success criteria consider a certain level of satisfaction for broader set of stakeholders, the values created for those stakeholders would be captured at the individual project level (Direction A) (Ritson et al., 2012; Serra and Kunc, 2015). That is due to the fact that the external stakeholders (including society, media, local community, contractors, suppliers, etc.) are in contact with the organization at the individual project level (Nisar, 2013). Stakeholder theory clarifies that these stakeholders will be involved only when they are influencing or being influenced by the project (Freeman, 1984).

This argument, in fact, emphasises on the importance of consideration of context in studying stakeholders' governance. Project governance articles that study the megaproject context are considering the external stakeholders at the project level (Sanderson, 2012; Shiferaw et al., 2012; Van Fenema et al., 2016). However, relatively more articles study the relationships between suppliers and the organization applying TCE (Williams et al., 2010; Pinto, 2014; Müller and Martinsuo, 2015).

Decision makers at the project level are responsible to implement the organizational strategies on a daily basis and these implementations are done in the light of mechanisms
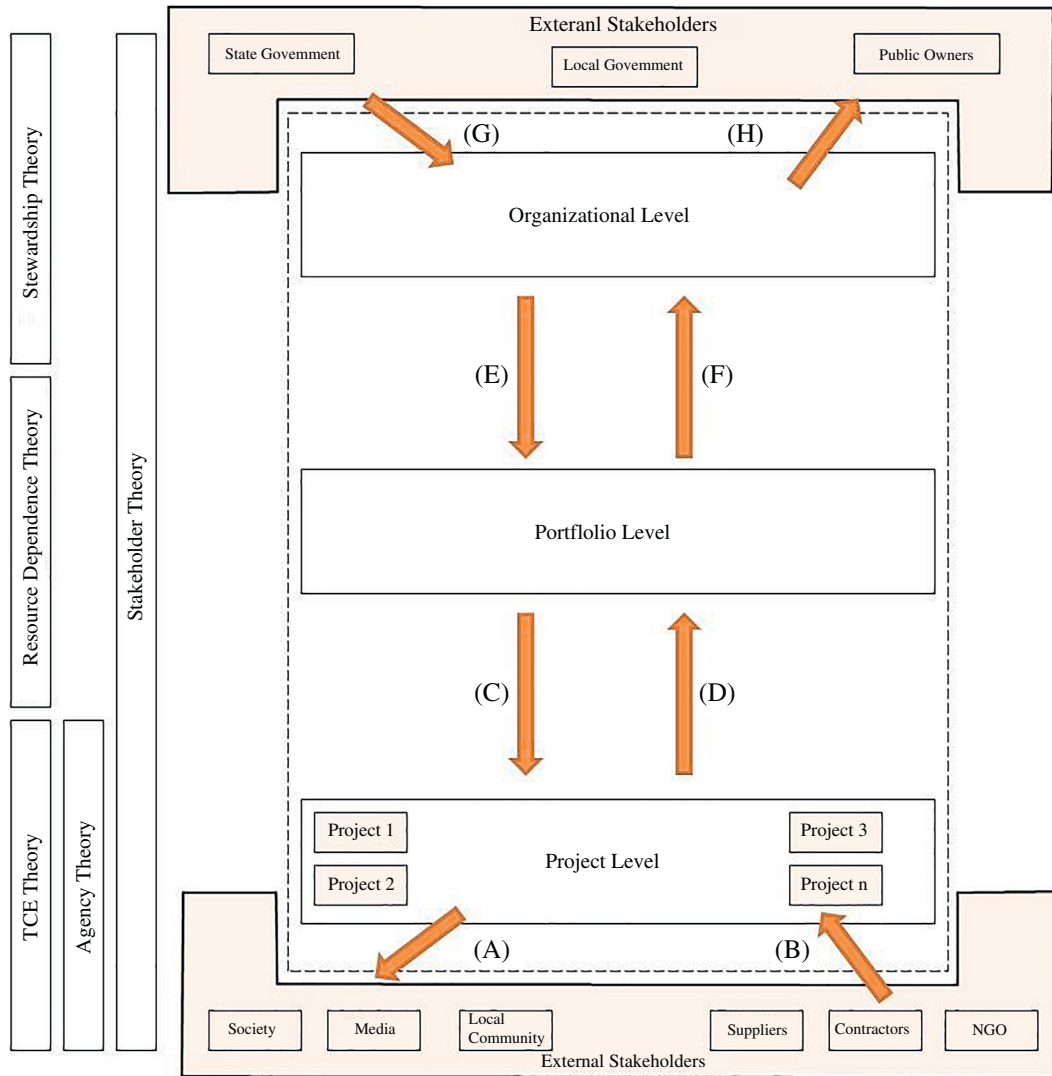
Fig. 2. The interrelation between external stakeholders and the three levels of the organization.

provided by agency theory (Toivonen and Toivonen, 2014; Zwikael and Smyrk, 2015) and TCE (Bisenthal & Wilden, 2014). The goal preferences of project manager shape their behavior towards acting in a self-serving way or organizational-serving way. TCE has an impact on project manager's decision about outsourcing a part of the project and therefore shapes the roles and responsibilities in the project (Turner and Keegan, 2001; Williams et al., 2010).

In parallel to Agency theory and mechanisms provided by TCE, we suggest that stakeholder theory is an essential factor which highly influences the implementation of the organizational stakeholder decisions at the level which has the maximum contact with the external stakeholders. Trust building with external stakeholders (Crawford and Helm, 2009), their perceptions from the project success and the subsequent legitimacy they perceive (Bitektine, 2011; Kivilä et al., 2017) are all done at the project level (Direction B). These are the strategic values captured by project organization at the highest level of the organization. Therefore, here we see a bidirectional creation and realization of value starting and

ending at the two distant levels of the organization (Direction D and F).

Reviewing the project governance theories reveals that while these theories are adequate to analyze relationships among some of the internal stakeholders, they are not sufficient for exploring implementation of organizational strategies for satisfying external stakeholders. This argument does not aim to ignore the value brought by those theories. Instead, we aim to question the underlying assumption of previous researchers in the governance studies (Alvesson and Sandberg, 2011), which is the concentrated focus on those relations which bring financial values for the organization. We also do not suggest replacing governance dominant theories with stakeholder theory. But in fact, we believe that Stakeholder theory brings a general doctrine for adopting a more stakeholder inclusive approach at the project level. This inclusion would bring a broader perspective for stakeholder governance studies, would color the day-to-day interaction of internal and external stakeholders at the project level and therefore should be applied in parallel to the governance theories.

5.1.2. Portfolio level

This levels is positioned between organizational level and individual project level and, as Turner et al., (2010) explain, has the duty of defining the objectives of the project and the capabilities by which the project should be implemented in the right way. Positioned at the intermediate level, portfolio level can target both short-term and long-term objectives which come from individual projects and organizational level, respectively (Aubry, 2011).

At this level there is no direct contact with external stakeholders. However, the influence of governance at this level on external stakeholders is crucial. On the one hand, decision makers at this level receive the strategic objectives from the organizational level (Direction E) and are responsible to operationalise them to tactical objectives for the individual projects at the lower level (Direction C) (Williams et al., 2010). On the other hand, as a part of governance of capability, the knowledge and learning at the project level is collected and managed by project management level (Direction D) and is transferred to the organizational level (Direction F) (Pemsel and Müller, 2012). Therefore, we suggest that the stakeholder related concerns at project management level are dual: First, how do they transfer and operationalise the stakeholder policies decided at the organizational level? (Young et al., 2012) Second, how do they transfer the stakeholders' feedbacks from the project activities to the organizational level (Direction B) in order to increase organizational capabilities in managing external stakeholders? (Aubry, 2011).

The downward translation of strategies can be governed through resource dependence theory which provides tools for decision makers to prioritize the allocation of resources on different individual projects, programs or portfolios (Thompson, 2011). Considering this transitional role, we suggest that when the stakeholder strategies of the organization are influenced by the stakeholder theory (as opposed to shareholder theory), the decisions about resource allocation made at the project management level will also be colored by this stakeholder inclusive approach. Where Biesenthal and Wilden, (2014) suggest that the stakeholder theory is applicable only at the project level, we argue that the application of this theory should be extended to the portfolio level too. This would influence the interpretation of knowledge and experience of stakeholder relations received from the project level as well as the organizational policy applications in decision makings towards resource allocation.

Despite some of the reviewed papers talking about the ability to capture and manage created knowledge (Pemsel and Müller, 2012; Müller et al., 2013a; Ahern et al., 2014; Pemsel et al., 2014), non of the prevalent governance theories aim at analyzing the upward flow of the value between portfolio level and organizational level (Direction F). We suggest that the knowledge and experience created from communications with external stakeholders at the project level have an important impact on the long-term stakeholder approach of the organization. This will not only inflence the organizational reputation, but would also shape organizational behavior towards external stakeholders in their future projects within the similar contexts.

Therefore, capturing this value and transferring that to the organizational level should be considered as an influencing factor in governing external stakeholders.

5.1.3. Organizational level

Organizational or corporate level is connected with the external stakeholders in two ways. First, the major concerns of the stakeholder theory of the project governance including the sustainability, organizational ethics and stakeholder orientation of the organization are decided and addressed at this level (Blomquist and Müller, 2006) and therefore, the decisions made at this level will have a direct influence on the external stakeholders at the levels beneath (Kivilä et al., 2017). Second, within the context of Public-Private alliances or megaprojects, this level of organization makes direct contacts with external stakeholders (Direction H) which are the shared owners of the project (government, sponsors, share owners, etc.) (Abednego and Ogunlana, 2006; Clifton and Duffield, 2006).

The relationship between project owner and manager at this level is analyzed by stewardship theory which considers that trust and mutual benefit realization are the main drivers of governance (Davis et al., 1997; Toivonen and Toivonen, 2014). The relationship of the Public-Private alliances in project governance literature is mainly addressed by financial and money oriented value agreements and risk sharing (Clifton and Duffield, 2006; Fischer et al., 2006; Nisar, 2013; Liu and Wilkinson, 2014) overlooking the non monetary aspects of partnership with external stakeholders. These aspects could include shared creation of values (Direction G) in terms of knowledge development (Henry and Elhag, 2010) or development of methods to measure the societal performances of the projects (Agarchand and Laishram, 2017; Hueskes et al., 2017; Xie et al., 2017).

Similarly to the two other levels of organization, this level could benefit from a broader perspective brought by the principals of stakeholder theory. Since the organizational policies determine the general decisions made at different governance levels, this new orientation would influence all of the governance mechanisms of the different levels of the organization.

5.2. Future studies

5.2.1. Directions for theories

Despite the fact that all theories underlying governance are appropriately applied in the reviewed articles, we thus far find some overlooked considerations in the project governance studies. These are mainly originated from the fact that, similarly to the project management literature, the project governance literature is concentrated on managing the internal stakeholders. Therefore, all the applied tools (i.e. theories) to analyze the target stakeholders are selected to suit with that aim. To overcome this narrow view, future research needs to consider the principals of stakeholder theory while analyzing stakeholder governance at all of the levels of the organization.

Nevertheless, while stakeholder theory brings a general doctrine to manage stakeholders, it does not provide much detail

about managerial approaches towards stakeholders. Project governance literature mainly overpasses the consideration non-financial aspects of external stakeholders' concerns. Frequent societal aspects of the stakeholders are leaved unaddressed in the literature. In parallel to Phillips et al., (2003) we propose that future researchers should bridge from the fundamental dimensions of stakeholder theory to other societal and psychological theories, in order to explain and explore the humanitarian aspects of external stakeholders (Derekshanalavijeh et al., 2018). By referring back to the basic philosophy of stakeholder theory, we realize that managing stakeholders is doable by "adopting a view of stakeholders as real people with names and faces" (McVea and Freeman, 2005, P. 57), and therefore, the necessity for the consideration of the human aspects of people in the research becomes more evident. These theories should be able to interpret concepts such as trust building, communication and perception formation. Examples of such theories could be attribution theory (Jones and Davis, 1965; Kelley, 1973), institutional theory (Dimaggio and Powell, 2000; Zucker, 1977) and so many other theories explored and applied by future researchers.

5.2.2. Roles

Majority of the reviewed studies are concentrating on the value creation process and mechanisms which result in higher creation of values, remaining the value capturing process merely unexplored. Additionally, the role of external stakeholders as the targets and creators of value are historically overlooked in the governance literature. Therefore, we propose that further research should explore how external stakeholders' perception from organizational legitimacy should be managed by development of appropriate governance mechanisms. Values created by the external stakeholders at the project

level should be managed to be captured by the portfolio level and be transferred to the corporate level. This analysis should be supported by evaluating mechanisms which are developed to measure the efficiency of these mechanisms in creating and more importantly capturing the values (See Table 2).

Many of the previous studies consider the role of internal decision makers, few concentrate on the external decision makers at organizational level in PPP contexts and some study the role of external decision makers at the project level, narrowed by suppliers and contractors. We believe that a major research stream in the project governance should be dedicated to studying how project governance should develop tools for involving public, society, NGO and media in decision makings.

5.2.3. Relationships

We suggest that in the light of stakeholder theory, future researchers should first initiate exploring the relationships between the organizations and external stakeholders. Second, stemmed from the lack of an appropriate theory to support the non-monetary aspects of relationships with stakeholders, we propose that all of the various types of relations inside and outside of the organization should be analyzed considering the cultural, social and psychological aspects of the stakeholder individuals and groups.

6. Conclusion

This paper is designed with the aim of mapping internal stakeholders at different levels of the organization and illustrating their relationships with the external stakeholders. What emerged from reviewing 87 articles with the main topic of project governance was a limited consideration of external

Table 2
Roles and relationships of stakeholders, current knowledge and future directions.

		Covered	Missing
Roles	Decisions makers	1. Studying the influence of internal decision makers	1. Studying the influence of external decision makers at organizational and project level (Government, society, NGO, Suppliers, contractors)
		2. Using project governance theories to study the internal decision makers	2. Analyzing behaviors of external stakeholders in the decision-making process through application of societal and psychological theories
	Actors in the value process	1. Focusing mainly on the value creation process	1. Analyzing and evaluating value realization by external stakeholders
		2. Consideration of internal stakeholders as the main targets and creators of value	2. Analyzing and evaluating governance of values created by external stakeholders (legitimacy, support, trust, knowledge)
Relationships	Between internal stakeholders	1. Consideration of the outcome oriented relations among internal stakeholders at different governance levels	1. Studying relations among internal stakeholders focusing on trust building, transparency and commitment
		2. Analyzing internal relation only through dominant governance theories	2. Application of psychological theories to analyze communications between internal stakeholders
	Between internal and external stakeholders	1. Studying the relations with public owners in a public private partnership	1. Exploring the non- monetary aspects of relationship with public owners (i.e. governments)
		2. The triangular relationship between society, government and the project organization in public projects	2. Considering non-monetary aspects of society, their perceptions and relationships with the organization
			3. Understanding how relationships with society could be maintained successfully

stakeholders within existing project governance studies. Much has been known about the internal stakeholders in the organization and the governance dominant theories are majorly applicable to analyzing the relationships between internal stakeholders. The studies are also mostly detached from the project context, neglecting the influencing contextual factors which should be considered for analyzing the governance mechanisms.

In addition to summarizing the current state of governance studies, the study has proposed adaptation of a broader view for having a more stakeholder inclusive approach in governance studies. The study suggests application of stakeholder theory as an overarching umbrella that supports and directs all other theories in governance studies. This calls for seeking for new theories which are able to interpret stakeholders as humans with faces and names. The developed conceptual model explains that a stakeholder oriented approach starts from the organizational level, is operationalised at portfolio level and is applied in a day-to-day interaction at the project level (Thiry and Deguire, 2007).

This paper illustrated that despite the lucrative role of project governance in modifying the organization's stakeholder approach, this tool is mainly used to manage internal stakeholders. (Derekshanalavijeh et al., 2018; Derakhshan et al., 2019) have investigated how external stakeholders perceive the motives of project investors and project teams. If researchers in project governance give a greater emphasis on the relationship between project governance and external stakeholders, it could help project investors and project teams achieve better support from the external stakeholders, and improve the short term and long-term prosperity of the project and the organization.

Failure to address the needs of external stakeholders can have a deleterious effect on project outcomes (Di Maddaloni and Davis, 2017). Organizations with megaprojects or public projects should acknowledge the importance and influence of external stakeholders and involve them in decision making processes and be aware of the values they can create for the organization.

If the project or investors wish to engage the external stakeholders, the external stakeholders must perceive that the project will provide them with value, (Turner & Lecoeuvre, 2017). External stakeholders, therefore, would transform from being the value targets to active decision makers and the experiences of collaborating with them, the legitimacy perceived by them and their trust in the organization are values created by them for the organization. We believe this is linked to the governance of capabilities (Turner, 2014). Project organizations need to develop governance capabilities at the organizational and individual project levels to enhance communications and understanding, thereby involving and managing external stakeholders, (Di Maddaloni and Davis, 2017) in order to be able to capture the values created by external stakeholders at the project level.

The study has several limitations, through the choices made at the research design. We focused our review on articles published in the most valid project management journals, thus purposively excluding broad and more general possibilities in

governance studies in other management journals. Although this focus limits the validity, this made making a conclusion from the project specific contexts feasible. The subjective interpretations of the authors during the thematic analysis and the inclusion and exclusion of the papers are the next limitation of this study. A more inclusive research in other fields of management or database would bring different results in terms of thematic analysis and identification of stakeholder roles and relations and would require more elaborated coding and analysis method.

Appendix A

Themes			Code
Level 1	Level 2	Level 3	
Success	Success	Organization	Doing the right project
			Strategic values
			Sustainable prosperity of organization
			Organizational legitimacy
		Project	Tactic values
			Society involvement in decision making
			Shareholders' priorities
			Stakeholders' priorities
		Value	Value creation for internal stakeholders
			Value creation for external stakeholders
			Stakeholder satisfaction
	Knowledge	Knowledge	Risk knowledge
			Knowledge creation
			Doing the right project
			Knowledge spread
		Application	Risk sharing
			Contracting
			Society involvement in decision making
			Public-private risk allocation
	governance mechanisms	General	Purpose of governance
			Punishments
			Decision making
			Reporting
			Accountability
			Risk sharing
		Organization	Sustainable prosperity of organization
			Strategic values
			Doing the right project
		Project	Society involvement in decision making
			Contracting
			Tactic values
			Doing the project right
		Value	Value sharing
			Shareholders Vs. Stakeholders
Ethics	Stakeholders	Internal	Decision making
			Sponsorship
			Value creation for internal stakeholders

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(*continued*)

Themes			Code
Level 1	Level 2	Level 3	
	Trust and Ethics	External	Managing organizational relations
			Relational trust
			Trust building
			Value creation for external stakeholders
			Relational trust
			Trust building
			Society involvement in decision making
			Relations with external stakeholders
		With Internal stakeholders	Accountability
			Transparency inside organization
			Ethical dilemma
			Role of trust in project success
			Punishments
			Reporting
		With External stakeholders	Accountability
			Relations with external stakeholders
			Trust building
			Role of trust in project success

Theme	Code
Megaprojects	Risk sharing
	Trust building
	Decision making with society
	External stakeholder's priorities
	Public-private conflict
	Value creation for external stakeholders
	Relational trust

Appendix B

Code	Definition
Doing the right project	Governance mechanisms helping to select the project in alignment with organizational strategies
Doing the project right	Governance mechanisms helping to deployment of projects correctly
Strategic values	Organizational long term values defined at the organizational level
Sustainable prosperity of organization	Definition of long term success of the organization and development of mechanisms to achieve it
Organizational legitimacy	Stakeholders" perception from the legitimacy of organization and how the organization values that
Tactic values	Organizational short term values which are implied at all levels of the organization
Society involvement in decision making	Organizational approaches adopted to involve society in decision making
Shareholders' priorities	Demands and concerns defined by shareholders
Stakeholders' priorities	Demands and concerns defined by stakeholders (apart from shareholders)
Value creation for internal stakeholders	Mechanisms adopted to address demands and concerns of internal stakeholders
Value creation for external stakeholders	Mechanisms adopted to address demands and concerns of external stakeholders

(*continued*)

Code	Definition
Stakeholder satisfaction	Definition of stakeholder satisfaction criteria and mechanisms adopted to reach them
Risk knowledge	Organizational activities for collecting experience and lessons learned from risk
Knowledge creation	Mechanisms adopted to collect the knowledge gained from the project (individual and collective level)
Knowledge spread	Mechanisms adopted to spread the knowledge at different organizational levels
Risk sharing	Mechanisms adopted for sharing risk with external stakeholders
Contracting	Methods of contracting and the contracting experiences
Public-private risk allocation	Mechanisms of sharing risk with public owners
Purpose of governance	Governance application in the organization to achieve organizational goals
Punishments	Policies for penalizing internal and external stakeholders
Decision making	General policies adopted for making decisions at different levels of organization
Reporting	Application of governance in the organization to achieve organizational goals
Accountability	Spreading responsibilities to different stakeholders and development of mechanisms for tracking them
Value sharing	Sharing project values with stakeholders
Shareholders Vs. Stakeholders	Consideration of conflicts between shareholders and other stakeholders' demands
Sponsorship	The role of sponsor in organizational decision makings
Managing organizational relations	Governance mechanisms to manage the relations inside and outside of the organization
Relational trust	The role of trust in the communications inside and outside of the organization
Trust building	Means adopted to build trustful relations inside and outside if he organization
Relations with external stakeholders	Communication policies for making relations with external stakeholders
Transparency inside organization	Communication means inside the organization, among different levels or at the same level
Ethical dilemma	Stakeholders' decision making while facing with ethical dilemma
Role of trust in project success	The influence of trust on achieving success
External stakeholder's priorities	Consideration of demands and concerns of external stakeholders
Public-private conflict	Different concerns and demands of organization and public owner

Appendix C

Articles			Concept		
ID.	Author, Year	Journal	Success	Megaproject	Ethics
1	Crawford et al., (2008)	PMJ	✔		
2	Klakegg et al., (2008)	PMJ	✔	✔	
3	Crawford and Helm (2009)	PMJ	✔	✔	✔
4	Ritson et al., (2012)	PMJ	✔		
5	Shiferaw et al., (2012)	PMJ		✔	
6	Müller et al., (2013a)	PMJ			✔

(*continued*)

ID.	Author, Year	Journal	Success	Megaproject	Ethics
7	Müller et al., (2013b)	PMJ	✓		
8	Müller et al., (2014a)	PMJ			✓
9	Wearne (2014)	PMJ	✓		
10	Abednego and Ogunlana (2006)	IJPM	✓		
11	Clifton and Duffield (2006)	IJPM		✓	
12	Fischer et al., (2006)	IJPM	✓	✓	
13	Thiry and Deguire (2007)	IJPM	✓		
14	Williams et al., (2010)	IJPM		✓	
15	Marnewick and Labuschagne (2011)	IJPM		✓	
16	Ruuska et al., (2011)	IJPM	✓		
17	Pemsel and Müller (2012)	IJPM	✓		
18	Sanderson (2012)	IJPM		✓	
19	Young et al., (2012)	IJPM	✓		
20	Hellström et al., (2013)	IJPM		✓	
21	Mosavi (2014)	IJPM	✓		
22	Nisar (2013)	IJPM	✓	✓	
23	Ahern et al., (2014)	IJPM		✓	
24	Ahola et al., (2014)	IJPM	✓	✓	
25	Aubry (2011)	IJPM	✓		
26	Biesenthal, C., & Wilden, R. (2014)	IJPM		✓	
27	Guo et al., (2014)	IJPM	✓	✓	
28	Liu and Wilkinson (2014)	IJPM	✓	✓	✓
29	Locatelli et al., (2014)	IJPM	✓	✓	
30	Müller and Lecoeuvre (2014)	IJPM	✓		
31	Müller et al., (2014b)	IJPM	✓		
32	Pemsel et al., (2014)	IJPM	✓		
33	Pinto (2014)	IJPM	✓		
34	Pitsis et al. (2014)	IJPM		✓	
35	Sommer et al. (2014)	IJPM	✓		
36	Toivonen and Toivonen (2014)	IJPM	✓	✓	✓
37	Too and Weaver (2014)	IJPM	✓		
38	Brahm and Tarziján (2015)	IJPM		✓	
39	Chang (2015)	IJPM	✓		
40	Joslin and Müller (2016)	IJPM	✓		
41	Lu et al., (2015)	IJPM	✓		✓
42	Müller and Martinsuo (2015)	IJPM	✓		
43	Serra and Kunc (2015)	IJPM	✓		
44	Tsaturyan & Müller, (2015)	IJPM		✓	
45	Zhang et al., (2015)	IJPM	✓	✓	
46	Zwikael and Smyrk (2015)	IJPM	✓		✓
47	Badewi, 2016	IJPM	✓	✓	✓
48	Badewi & Shehab (2016)	IJPM	✓		
49	Brunet and Aubry (2016)	IJPM	✓	✓	
50	Joslin and Müller (2016)	IJPM	✓		
51	Klakegg et al., (2016)	IJPM	✓	✓	
52	Liu et al., (2016)	IJPM	✓	✓	✓
53	Miterev et al., (2016)	IJPM	✓		
54	Müller et al., (2016)	IJPM	✓		
55	Samset and Volden (2016)	IJPM	✓	✓	
56	Van Fenema et al., (2016)	IJPM		✓	
57	Van Marrewijk and Smits, 2016	IJPM		✓	
58	Wu et al., (2017)	IJPM	✓		✓
59	Burga and Rezania, 2017	IJPM			✓
60	Cardenas et al., (2017)	IJPM	✓		
61	Hueskes et al., (2017)	IJPM		✓	
62	Kivilä et al., (2017)	IJPM	✓	✓	
63	Levie et al., (2017)	IJPM		✓	
64	Müller et al., (2017)	IJPM	✓		
65	Ma et al., (2017)	IJPM		✓	✓
66	Sydow & Braun, (2017)	IJPM	✓		

(*continued*)

ID.	Author, Year	Journal	Success	Megaproject	Ethics
67	Xie et al., (2017)	IJPM		✓	
68	Klakegg (2009)	IJMPiB	✓	✓	
69	Henry and Elhag, 2010	IJMPiB		✓	
70	Osei-Tutu et al., (2010)	IJMPiB		✓	✓
71	Christensen, (2011)	IJMPiB		✓	
72	Klakegg & Haavaldsen, (2011)	IJMPiB	✓	✓	
73	Aubry (2011)	IJMPiB	✓		✓
74	Ahola & Davies (2012)	IJMPiB		✓	
75	Andersen (2012)	IJMPiB	✓		
76	Hjelmbrekke et al., (2017); Hjelmbrekke et.al., (2014)	IJMPiB	✓		
77	Walker and Lloyd-Walker (2014)	IJMPiB		✓	✓
78	Lopez & Medina, (2015)	IJMPiB			✓
79	McGrath & Whitty, (2015)	IJMPiB	✓		
80	Müller and Martinsuo (2015)	IJMPiB		✓	
81	Joslin and Müller (2016)	IJMPiB	✓		
82	Lappi and Aaltonen (2017)	IJMPiB	✓	✓	
83	Agarchand and Laishram (2017)	IJMPiB		✓	
84	Hällgren & Lindahl, (2017)	IJMPiB	✓		
85	Hjelmbrekke et al., (2017)	IJMPiB	✓		
86	Lappi and Aaltonen (2017)	IJMPiB	✓	✓	
87	Sarhan et al., (2017)	IJMPiB	✓		

Appendix D

ID.	Author, year	Research approach	Research strategy	Scope of governance
1	Crawford et al., (2008)	Inductive	Case study	Organization
2	Klakegg et al., (2008)	Inductive	Case Study	Organization/Project
3	Crawford and Helm, 2009	Inductive	Case study	Organization
4	Ritson et al., (2012)	Inductive	Mixed: Survey + Text analysis	Program
5	Shiferaw et al., (2012)	Inductive	Case study	Project
6	Müller et al., (2013a)	Inductive	Case study	Organization/Project
7	Müller et al., (2013b)	Inductive	Case study	Organization/Port./Project
8	Müller et al., (2014a)	Deductive	Survey	Project
9	Wearne (2014)	Inductive	Qualitative	Organization/Project
10	Abednego and Ogunlana (2006)	Inductive	Case study	Organization
11	Clifton and Duffield (2006)	Deductive	Survey	Organization/Project
12	Fischer et al., 2006	Deductive	Survey	Organization/Project
13	Thiry and Deguire, 2007	Inductive	Conceptual	Organization/Project/Program
14	Williams et al., (2010)	Inductive	Case study	Organization/Project

(*continued*)

ID.	Author, year	Research approach	Research strategy	Scope of governance
15	Marnewick and Labuschagne (2011)	Inductive	Interview	Project
16	Ruuska et al., (2011)	Inductive	Archival research	Project
17	Pemsel and Müller (2012)	Deductive	Interview	Organization
18	Sanderson (2012)	Inductive	Conceptual	Project
19	Young et al., (2012)	Inductive	Case study	Project
20	Hellström et al., (2013)	Inductive	Case study	Project
21	Mosavi (2014)	Inductive	Case study	Portfolio
22	Nisar, 2013	Inductive	Case study	Project
23	Ahern et al., (2014)	Inductive	Case study	Organization
24	Ahola et al., (2014)	Inductive	Conceptual	Organization/ PMO/Project
25	Aubry et al., (2014)	Inductive	Case study	Portfolio
26	Biesenthal, C., & Wilden, R. (2014)	Inductive	Conceptual	Organization/ Port./Project
27	Guo et al., (2014)	Inductive	Case study	Project
28	Liu and Wilkinson (2014)	Inductive	Case study	Organization
29	Locatelli et al., (2014)	Inductive	Conceptual	Project
30	Müller and Lecoeuvre (2014)	Deductive	Survey	Organization/ Project
31	Müller et al., (2014b)	Inductive	Conceptual	Organization/ Project
32	Pemsel et al., (2014)	Inductive	Conceptual	Organization/ Portfolio
33	Pinto (2014)	Inductive	Interview	Organization
34	Pitsis et al., (2014)	Inductive	Conceptual	Organization/ Port./Project
35	Sommer et al., (2014)	Inductive	Case study	Project
36	Toivonen and Toivonen (2014)	Inductive	Case study	Organization/ Project
37	Too and Weaver (2014)	Inductive	Conceptual	Organization/ Port./Project
38	Brahm and Tarziján (2015)	Inductive	Case study	Project
39	Chang (2015)	Inductive	Conceptual	Organization/ Project
40	Joslin and Müller (2016)	Deductive	Survey	Project
41	Lu et al., (2015)	Deductive	Survey	Project
42	Müller and Martinsuo (2015)	Inductive	Case study	Project
43	Serra and Kunc (2015)	Deductive	Survey	Organization
44	Tsaturyan & Müller, (2015)	Inductive	Case study	Portfolio
45	Zhang et al., (2015)	Inductive	Case study	Organization
46	Zwikael and Smyrk (2015)	Inductive	Conceptual	Organization/ Project
47	Badewi, 2016	Deductive	Survey	Organization
48	Badewi & Shehab (2016)	Deductive	Survey	Organization/ Project
49	Brunet and Aubry (2016)	Inductive	Conceptual	Organization/ Project
50	Joslin and Müller (2016)	Deductive	Survey	Organization/ Project
51	Klakegg et al., (2016)	Inductive	Archival research	Project

(*continued*)

ID.	Author, year	Research approach	Research strategy	Scope of governance
52	Liu and Wilkinson, 2014	Inductive	Mixed: Survey + Case study	Organization
53	Miterev et al., (2016)	Inductive	Case study	Program
54	Müller et al., (2016)	Inductive	Case study	Organization/ Project
55	Samset and Volden (2016)	Inductive	Conceptual	Project
56	Van Fenema et al., (2016)	Inductive	Case study	Project
57	Van Marrewijk and Smits, 2016	Inductive	Case study	Project
58	Wu et al., (2017)	Deductive	Survey	Organization
59	Burga and Rezania, 2017	Inductive	Case study	Project
60	Cardenas et al., (2017)	Inductive	Archival research	Project
61	Hueskes et al., (2017)	Inductive	Mixed: Archival research + Case study	Organization
62	Kivilä et al., (2017)	Inductive	Case study	Organization/ Project
63	Levie et al., (2017)	Inductive	Case study	Organization
64	Müller et al., 2016	Deductive	Survey	Organization/ Project
65	Ma et al., (2017)	Inductive	Conceptual	Organization/ Project
66	Sydow & Braun, (2017)	Inductive	Conceptual	Organization/ Project
67	Xie et al., (2017)	Inductive	Case study	Organization
68	Klakegg (2009)	Deductive	Survey	Organization/ Project
69	Henry and Elhag, 2010	Inductive	Case study	Organization
70	Osei-Tutu et al., (2010)	Inductive	Archival research	Project
71	Christensen, (2011)	Inductive	Case study	Organization
72	Klakegg & Haavaldsen, (2011)	Inductive	Mixed: Survey/Case study	Organization/ Project
73	Aubry (2011)	Inductive	Case study	Organization/ Portfolio
74	Ahola et al., (2014)	Inductive	Conceptual	Organization/ Port./Project
75	Andersen (2012)	Inductive	Interview	Organization
76	Hjelmbrekke et al., (2017)	Inductive	Case study	Organization
77	Walker and Lloyd-Walker (2014)	Inductive	Case study	Project
78	Lopez & Medina, (2015)	Inductive	Mixed: Case study/ Survey	Organization
79	McGrath & Whitty, (2015)	Inductive	Conceptual	Organization/ Port./Project
80	Müller and Martinsuo (2015)	Deductive	Survey	Project
81	Joslin and Müller (2016)	Deductive		Project
82	Lappi and Aaltonen (2017)	Inductive	Case study	Organization/ Project
83	Agarchand and Laishram (2017)	Inductive	Interview	Organization
84	Hällgren & Lindahl, (2017)	Inductive	Case study	Project
85		Inductive	Conceptual	Project

ID.	Author, year	Research approach	Research strategy	Scope of governance
	Hjelmbrekke et al., (2017)			
86	Lappi and Aaltonen (2017)	Inductive	Case study	Organization/ Project
87	Sarhan et al., (2017)	Inductive	Conceptual	Project

Appendix E

Focus of research	IJPM	PMJ	IJMPiB	All
Governance mechanisms				
Controlling	18	3	2	23
Balancing goals	9	5	4	18
Rights and responsibilities of stakeholders	21	3	13	37
Purpose of governance	33	4	13	50
Number	81	15	32	128

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