**ORIGINAL CONTRIBUTIONS OF THE DISSERTATION**

Dissertation title: ***Developing a model of sustainable-oriented factors affecting the project management process of construction projects in Vietnam***

Specialization: Economics (E-PhD) Specialization code:9310101

PhD candidate: Dinh Thuy Dung

Supervisor(s): Assoc.Prof.Dr. Ho Dinh Bao - Assoc.Prof.Dr. Luu Truong Van

Institution: National Economics University

**Original contributions on academic and theoretical aspect**

The thesis makes a theoretical contribution by addressing a gap in existing project management research, where sustainability-oriented factors embedded within Project Management Body of Knowledge (PMBOK). While previous literature has largely overlooked ISO 21500 process groups, often treating them as a minor or secondary factor in successful project management models, this study highlights a shortcoming in understanding their systemic impact. To address this gap, the study systematically identifies, categorizes, and integrates sustainability-oriented elements—including direct economic, environmental, and social aspects—within the five PMBOK/ISO 21500 process groups. Importantly, this study not only captures the direct influence of these elements but also the complex interrelationships between the process groups, providing a more comprehensive view of sustainability-oriented project management. By doing so, the thesis offers a structured and comprehensive framework for understanding how sustainability is operationalized within project management processes in the construction industry.

**Recommendations derived from the findings of the dissertation**

This thesis makes a contribution by empirically identifying the controlling process group as the strongest driver of project management effectiveness in construction, challenging traditional views that prioritize planning or implementing. In complex environments laden with uncertainty and sustainability demands, the capacity for rigorous monitoring and corrective action proves decisive. Therefore, construction firms are strongly recommended to prioritize investments in robust control mechanisms and real-time evaluation systems as essential strategies for ensuring project success and resilience.

Furthermore, the study develops a validated process model which reveals that in Vietnam, the initiating process significantly fails to influence the controlling process, deviating from international standards due to fragmented coordination and limited transparency. Addressing these structural disconnects, the thesis proposes a tailored management model that integrates sustainability principles specifically for the Vietnamese context. It is recommended that stakeholders adopt this revised framework to bridge the gap between initiation and control, ensuring cohesive governance and the effective realization of sustainability goals throughout the project lifecycle.

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| **Supervisor** | **PhD candidate** |