Вісник Національного університету "Львівська політехніка".
Серія "Проблеми економіки та управління"

Vol. 9, No. 1, 2025

UDC: 658.012.32:005.8
JEL Classification Code: M14

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PROJECT MANAGEMENT & CORPORATE SOCIAL RESPONSIBILITY IN THE INFORMATION TECHNOLOGY SECTOR: CORE CATEGORIES, OBJECTIVES, AND SCOPE

http://doi.org/10.23939/semi2025.01.

Purpose. This study explores the integration of Project Management (PM) and Corporate Social Responsibility (CSR) to enhance business sustainability and ethical practices, particularly in the IT sector. While PM focuses on efficiency, CSR ensures alignment with social, environmental, and governance principles. The research aims to classify and compare the core categories, objectives, and scope of PM and CSR, offering a structured framework for their integration. This study contributes to the discourse on responsible and efficient project strategies by examining their shared goals and distinctions.

Design / methodology / approach. A qualitative and analytical approach incorporates a systematic literature review, comparative analysis, and classification methods. The study evaluates interdependencies between PM and CSR, identifying how PM tools can enhance CSR initiatives and how CSR principles can improve project management effectiveness. The research focuses on the IT sector, where innovation and ethical considerations are closely linked.

Findings. The research identifies key overlaps between PM and CSR, particularly in stakeholder engagement, risk management, quality assurance, and value creation. While PM traditionally focuses on efficiency, deliverables, and performance metrics, CSR emphasizes ethical decision-making, sustainability, and community impact. The study finds that integrating CSR principles into project management enhances organizational reputation, strengthens stakeholder relationships, and promotes long-term sustainability. Conversely, applying structured PM methodologies to CSR initiatives improves goal-setting, resource allocation, and performance measurement, ensuring that social responsibility efforts are more effectively planned and executed. The study emphasizes the need for an interdisciplinary framework aligning business objectives with CSR commitments, ensuring effective and responsible project strategies.

Practical implications. The study provides insights for project managers and CSR professionals on aligning business success with ethical responsibility. Organizations can enhance project outcomes by:

1. Implementing PM tools for structured CSR execution.
2. Using CSR-driven PM strategies to build trust, reputation, and employee engagement.
3. Developing industry-specific frameworks for sustainable project management.

This integration fosters financial success and social impact, positioning organizations as leaders in responsible business practices.

Originality / value. This research uniquely examines the integration of PM and CSR, offering a comprehensive classification of their mutual benefits. While prior studies treat them separately, this study introduces a structured approach to responsible project management. The findings provide practical value for scholars and professionals, encouraging future research on industry applications, quantitative impacts, and technology-driven CSR initiatives.

Keywords: corporate social responsibility (CSR), project management (PM), categories, objectives, scope, information technology (IT) sector.

Paper type: research paper.

Problem statement

Integrating Project Management (PM) and Corporate Social Responsibility (CSR) in the rapidly evolving information technologies (IT) sector remains complex. While both disciplines focus on optimizing organizational performance and stakeholder engagement, there is a lack of structured frameworks that clearly define their interdependencies, objectives, and scope. Existing research often treats PM and CSR as separate domains, leaving a gap in understanding how PM tools can enhance CSR initiatives and vice versa.

This study addresses the challenge of identifying and classifying the core categories of PM and CSR to facilitate their integration. The research aims to provide actionable insights into leveraging project management methodologies for social responsibility objectives by systematically analyzing the similarities and differences between these disciplines. Additionally, it seeks to clarify the mutual benefits and strategic alignment of PM and CSR.

Without a structured approach to integrating PM and CSR, organizations risk inefficiencies in managing projects that align with ethical, environmental, and social goals. This study, therefore, aims to bridge this gap by offering a comprehensive framework that highlights how PM tools can support CSR efforts and how CSR principles can enhance project management effectiveness.

Analysis of recent research and publications

H. Rachynska and H. Kopets (2019) discuss tools for enhancing the social development of companies within the framework of business perfection, indicating that effective project management practices can directly contribute to sustainable business growth and social responsibility [1]. Their exploration points to the necessity of aligning corporate strategies with social objectives, a fundamental aspect of integrating CSR in project management. In the study by D. Sheibut et al. (2024), the authors examine how innovative strategies influence entrepreneurial growth and business development, which is crucial for contemporary project management [2]. The findings highlight the importance of adaptive approaches in project management that drive economic success and foster social change, reinforcing the potential intersection between entrepreneurial initiatives and CSR.

Adda, Azigwe, and Awuni (2016) [3] highlight how business ethics and CSR drive corporate reputation, competitive advantage, and sustainable growth. Their findings support this study's focus on integrating CSR into project management, emphasizing its role in enhancing both business success and societal impact. The article by T. Kulinich et al. (2021) discusses the application of lean technologies in project management to promote efficiency and resource savings, which is vital for sustainable practices [4]. Their analysis suggests that lean methodologies can be integrated with CSR principles, enhancing productivity while minimizing environmental impact.

T. Kulinich, V. Zvonar, and N. Naidonova (2021) assess corporate social responsibility using national and international indices, providing a framework for evaluating a company's performance to CSR criteria [5]. This significant analysis informs companies on strategically aligning their project management goals with broader social responsibility objectives. A. Tiurina et al. (2023) focus on developing social investment projects, arguing for balancing economic benefits and social needs [6]. Their insights advocate for incorporating social investment considerations into project management, reinforcing that social responsibility should be an integral part of corporate strategies for sustainable development.

There is a solid amount of research regarding project management and corporate social responsibility, but we still have blind spots to investigate. We do not have a clear understanding of PM and CSR categories. We are missing justification and references, which will help us be on the same page for further research. At the same time, objectives and scope for PM and CSR differ, so we need to have common ground on how different goals and scopes could be beneficial. Currently, cross-dimensional research with a focus on category justification, objectives, and scope correlation is something we need to improve.

Hypothesis formulation and presentation of goals

This study examines the integration of PM and CSR within the IT sector, focusing on their core categories, objectives, and scope. Based on this analysis, several hypotheses are proposed. Project management tools are expected to enhance the effectiveness of CSR initiatives within IT companies. Furthermore, incorporating CSR principles into project management practices is anticipated to improve project outcomes, particularly regarding stakeholder engagement and long-term sustainability. Additionally, a structured application of PM methodologies is hypothesized to positively correlate with attaining CSR objectives, thereby contributing to enhanced organizational performance and reputation.

The primary objective of this research is to analyze and classify the fundamental categories of PM and CSR to better understand their interrelationship and potential for integration. Specifically, the study seeks to identify and compare the core categories of PM and CSR within the IT sector, examine their respective objectives to determine alignment and mutual benefit areas and explore the interdependencies between these domains to develop a framework that facilitates their integration. Furthermore, this research aims to provide practical insights for IT organizations, enabling them to optimize project efficiency while upholding corporate social responsibility commitments.

The study aspires to bridge the gap between strategic project management and ethical business practices by addressing these objectives, offering a foundation for sustainable development within the IT industry.

Research methods

This study employs a qualitative and analytical research approach to examine the integration of PM and CSR in the IT sector. The following research methods were utilized:

1. Comparative analysis – a structured comparison of PM and CSR principles to determine their similarities, differences, and potential synergies. This method identifies areas where PM tools can enhance CSR initiatives and vice versa.
2. Categorization and classification – definitions and key components of PM and CSR are systematically classified to create a structured framework for understanding their interdependencies.
3. Correlation analysis – examining relationships between PM and CSR elements to assess how the integration of these fields impacts organizational performance, stakeholder engagement, and sustainability.

These methods ensure a comprehensive, data-driven understanding of how PM and CSR can effectively combine to improve project outcomes and corporate responsibility efforts in the IT sector.

Presentation of the main material

Effective project management is essential for ensuring successful project outcomes in the IT sector and software development. The process encompasses a variety of interrelated disciplines that address the complexities of managing human resources, stakeholder relationships, financial constraints, and project goals. Table 1 provides a comprehensive overview of critical categories associated with project management in IT to aid scientific readers and practitioners in navigating these multifaceted challenges.

Each category focuses on its significance and application within software projects, offering insights into the strategies necessary for project success. By categorizing key aspects such as people management, leadership, negotiations, and quality management, this table serves as a valuable resource for project managers, stakeholders, and researchers alike. Understanding these elements is crucial for aligning project

objectives with organizational goals, optimizing resources, and mitigating risks, ultimately leading to enhanced project performance and value delivery. This information is vital for fostering a collaborative environment that encourages continuous improvement and innovation in software development practices.

Table 1

Project management core categories (IT sector)

Category Name	Description of the Category	Researches / Institutions
Team Management	Involves organizing, leading, and developing the software development team, including defining roles and responsibilities and fostering collaboration and skill development through training and mentorship to achieve personal and organizational goals	S. Robbins, & T. Judge [7], D. Ulrich, & W. Brockbank [8]
Leadership	Focuses on setting a vision for the software project, motivating team members, and leading by example to align the team with project objectives and organizational goals	J. Kotter [9], P. Northouse [10]
Negotiations	The method is helpful to settle differences. It encompasses the discussions and agreements necessary to manage project resources, including vendor contracts, stakeholder agreements, and conflict resolution among team members	R. Fisher & W. Ury [11], R. Lewicki, B. Barry & D. Saunders [12]
Project Success	It involves measuring and defining the criteria for project success, focusing on deliverables that satisfy stakeholder expectations, meet quality requirements, and achieve project objectives	Project Management Institute [13], H. Kerzner [14]
Expectations Management	Centers around identifying stakeholder needs, communicating clear project goals, and managing stakeholder beliefs or assumptions about the future throughout the project lifecycle to ensure satisfaction at completion	K. Schwalbe [15], J. Gido & J. Clements [16]
Risk Management	Focuses on identifying, analyzing, and mitigating risks associated with software projects, including technical and project management risks, to minimize potential negative impacts	D. Hillson & P. Simon [17], C. Chapman & S. Ward [18]
Project Financials	Involves estimating, budgeting, and controlling costs associated with software development projects, ensuring that financial resources are used efficiently throughout the project lifecycle	C. Gray & E. Larson [19]
Project Value Management	A structured, systematic, and analytical process that focuses on maximizing the value delivered from the project by aligning project deliverables with business goals to achieve essential functions at the lowest cost consistent with the required level of project performance	Project Management Institute [13], H. Kerzner [14]
Quality Management	Encompasses processes and practices, ensuring the software deliverables meet defined quality standards and products and services are consistent. It involves testing, reviews, etc., to achieve long-term success and customer satisfaction	I. Sommerville [20], ISO 9001:2015 [21]
Agile	Refers to an iterative approach to software development that promotes flexibility, collaboration, and customer feedback, allowing teams to adapt to changes and quickly deliver incremental improvements	K. Schwaber, & J. Sutherland [22]
Lean	Emphasizes the elimination of waste within the development process, focusing on creating value for customers while optimizing resources and improving efficiency across software projects	T. Ohno [23]

The information in the table highlights several key conclusions regarding project management in IT and software development. Firstly, effective people management and leadership are fundamental to fostering a collaborative work environment where team members feel motivated and empowered to contribute to project goals. The ability to align team dynamics with organizational objectives is essential for project success. Secondly, the importance of negotiations is underscored as a critical skill for project managers. Successful negotiations can facilitate resource allocation, stakeholder alignment, and conflict resolution, streamlining project execution and enhancing overall efficiency. Furthermore, a clear focus on expectations management is necessary to ensure stakeholder needs are consistently met throughout the project lifecycle. By maintaining open lines of communication and actively engaging stakeholders, project managers can better manage perceptions and satisfaction levels.

The table also emphasizes the need for robust risk management practices. Proactively identifying and mitigating potential risks enables teams to minimize disruptions and safeguard project timelines, ultimately contributing to the project's sustainability and success. Additionally, attention to project financials and value management is crucial. Effective budgeting and financial oversight ensure that the usage of resources is optimized while focusing on delivering value aligns project outputs with the organization's broader strategic goals. Finally, approaches like Agile and Lean emphasize the current trends in project management methodologies that prioritize flexibility, efficiency, and customer value. These frameworks encourage continuous improvement and rapid iteration, which is essential in today's fast-paced software development landscape.

The insights from the table reinforce the importance of an integrated and adaptive approach to project management in IT. By applying these principles, practitioners can enhance their ability to deliver successful projects that meet or exceed stakeholder expectations while driving innovation and organizational performance.

As we compare PM and CSR categories, the next step is to explore CSR, which encompasses a broad spectrum of initiatives and practices businesses implement to contribute positively to society while managing their operational impacts. The core categories of CSR serve as essential frameworks for assessing a company's commitment to responsible practices. Each category not only delineates specific areas of responsibility but also underscores the growing importance of stakeholder engagement and accountability in the IT sector. The following table (Table 2) provides a comprehensive overview of these CSR categories, offering descriptive insights and highlighting pertinent researchers and institutions that have contributed to the discourse on CSR. This synthesis aims to facilitate a deeper understanding of how these core responsibilities can guide IT organizations in fostering sustainable development and ethical operations.

CSR encompasses many categories, from environmental and social responsibility to ethical and economic commitments. As technology plays an integral role in society, IT companies must navigate their responsibilities thoughtfully to foster sustainable practices and promote equitable access to technology. Ethical considerations, particularly concerning data privacy and the implications of artificial intelligence, remain paramount in maintaining public trust and accountability. Moreover, engaging in philanthropic efforts and community development initiatives enriches the communities served and contributes to the long-term viability and reputation of the organizations involved. By adhering to these CSR categories, companies can ultimately catalyze positive change, drive innovation, and create a more inclusive and ethical technological landscape for all stakeholders.

The next step in our research is objectives. We will analyze their core objectives to better understand PM and CSR. PM is a structured approach aimed at achieving specific organizational goals through the effective planning, execution, and completion of projects. The core objectives of PM encompass [34, 35]:

1. *Alignment with strategic goals and stakeholders expectations*: Ensuring that projects contribute directly to the overarching mission and vision of the organization. At the same time, identifying and managing stakeholders' expectations to ensure the best value of the project.

Table 2

CSR core categories (IT sector)

Category Name	Description of the Category	Researches / Institutions
Environmental Responsibility	Involves developing energy-efficient technologies, reducing electronic waste, and implementing sustainable practices within data centers and operations	S. Murugesan [24]
Social Responsibility	Refers to the responsibility of IT companies to ensure equitable access to technology, promote digital literacy, and actively engage in community development through technology initiatives or any other social initiatives	D. Salb, H. Friedman & L. Friedman [25]
Ethical Responsibility	It encompasses the obligation of IT professionals to ensure ethical conduct in software development, data privacy, and the use of artificial intelligence, promoting transparency and accountability in technological solutions	N. Bostrom & E. Yudkowsky [26]
Economic Responsibility	Companies contribute to economic development through innovation, job creation in technology sectors, and ensuring fair economic practices in technology deployment	H. Varian, J. Farrell & C. Shapiro [27]
Legal Responsibility	Pertains to adherence to laws and regulations regarding software licensing, cybersecurity, data protection, and intellectual property rights in the fast-evolving IT landscape	United Nations Human Rights Council [28]
Philanthropic Responsibility	Engaging in charitable initiatives, such as providing technology access to underserved communities and supporting or providing free educational programs in science and technology, donating to tech-related causes, and supporting open-source projects	M. Orlitzky, F. Schmidt & S. Rynes 29]
Governance Responsibility	Refers to the ethical and responsible management of resources and stakeholder relationships within organizations, emphasizing transparency, accountability, and participation	D. Larcker, S. Richardson & I. Tuna [30]
Human Rights Protection	Ensures that IT products and services respect human rights, particularly regarding data privacy, freedom of expression, and anti-discrimination policies in technology	United Nations Human Rights Council [28], M. Klang & A. Murray [31]
Community Development	Refers to initiatives to foster community development and engagement through technology access, digital platforms, and educational programs to empower marginalized groups.	G. Walsham [32]
Employee Resource Groups	Focus on voluntary, employee-led groups that foster an inclusive workplace, promote professional development, and support community engagement among employees with shared identities or interests.	K. Bezrukova, K. Jehn & C. Spell [33]

2. *Resource Optimization*: Efficient utilization of resources, including time, finances, and human capital, to achieve project success within defined constraints and provide value to the stakeholders. Effective resource management, particularly people management, is crucial for maintaining project viability and organizational sustainability.

3. *Risk Management*: Identifying potential risks and developing strategies to mitigate their impact on project outcomes. Proactive risk management ensures smoother project execution and enhances the likelihood of success.

CSR refers to a company's commitment to operate ethically and contribute to economic development while improving the quality of life of the workforce, their families, the local community, and society. The core objectives of CSR encompass [36, 37]:

1. *Ethical Responsibility*: Adhering to moral principles and standards in business operations, ensuring fairness, transparency, and integrity in all dealings.
2. *Social Equity*: Contributing to societal well-being and equitable growth, addressing social issues, and supporting community development initiatives.
3. *Environmental Stewardship*: Implementing sustainable practices to minimize environmental impact and ensure the long-term health of ecological systems.

With a closer look at the objectives, PM can be beneficial in achieving CSR goals as well as CSR in achieving PM objectives. Integrating PM and CSR objectives can yield mutual benefits [37–40]:

1. *Enhanced Stakeholder Engagement*: CSR initiatives can inform project management practices by highlighting stakeholder needs, leading to more socially responsible projects and better received by the community.
2. *Improved Organizational Reputation*: Projects managed with a CSR perspective can enhance a company's reputation, fostering trust and loyalty among consumers and partners.
3. *Sustainable Development*: Incorporating CSR into project management ensures that projects contribute positively to environmental and social sustainability, aligning with broader societal goals.
4. *Competitive Advantage*: Organizations that effectively integrate CSR into their project management processes can differentiate themselves in the market, attracting customers and talent who value ethical and responsible business practices.

Aligning project management with corporate social responsibility objectives enhances project outcomes and contributes to the broader mission of sustainable and ethical business practices. With the help of CSR, we can improve project value ethically and socially. Integration of goals will work for the long-term cooperation with clients and sustainable development of the project.

In the final stage of the investigation, we will analyze the scope of PM & CSR to identify how they could benefit each other. PM involves the application of knowledge, skills, tools, and techniques to project activities to meet specific objectives. The scope of PM includes [17, 19, 21, 41]:

1. *Defining Project Boundaries* – delineating what is included and excluded in the project to prevent scope creep and ensure focused efforts. Manage scope change by implementing a precise, predefined, initially approved change management process.
2. *Resource Allocation* – identifying and assigning necessary human, financial, and material resources to execute project tasks effectively. Lean methodology will help to make the project cost-effective in delivering value.
3. *Time Management* – establishing timelines and schedules to ensure timely project milestones and deliverables completion. Agile methodologies are often helpful for effective time management and frequently delivering working software.
4. *Quality Assurance* – setting quality standards and implementing processes to maintain them throughout the project lifecycle.
5. *Risk Management* – identifying potential risks and developing mitigation strategies to address uncertainties that may impact project success.
6. *People Management* – organizing, managing, and leading the project team to enhance performance and achieve project success.
7. *Expectation Management* – managing stakeholder expectations to ensure alignment with project goals and outcomes.
8. *Project Value Management* – ensures accomplishing the project objectives at minimum total cost without compromising essential functionality.

The list above shows that the primary scope of PM focuses on project values and success, covering all aspects of managing the project. The next step is to reconsider the CSR scope. The scope of CSR includes [25, 28, 31]:

1. *Ethical Business Practices* – ensuring transparency, integrity, and fairness in all business operations.
2. *Environmental Sustainability* – implementing practices that reduce environmental impact and promote ecological balance.
3. *Community Engagement* – participating in initiatives that support local communities and contribute to social welfare.
4. *Employee Welfare* – promoting fair labor practices, providing safe working conditions, and investing in employee development.
5. *Stakeholder Relations* – maintaining open communication and building trust with all stakeholders, including customers, suppliers, and investors.

If we compare both lists, we can see that the scope of PM and CSR intersect in several areas:

1. *Stakeholder Engagement*: Both disciplines emphasize the importance of identifying and managing stakeholder expectations and interests.
2. *Risk Management*: To ensure sustainable outcomes, addressing social and environmental risks is crucial in both PM and CSR.
3. *Quality Management*: Maintaining high-quality standards is essential in project deliverables and fulfilling CSR commitments.
4. *Value Creation*: PM and CSR aim to deliver value to stakeholders through successful project outcomes or ethical business practices that benefit society.

Despite overlaps, PM and CSR have distinct areas of focus:

1. *Project Management*: Primarily concerned with achieving specific project success and providing project value within time, budget, and scope constraints.
2. *Corporate Social Responsibility*: Focused on broader ethical obligations, including social equity and environmental stewardship, extending beyond individual projects to overall corporate conduct.

While Project Management and Corporate Social Responsibility have unique scopes, their intersection offers opportunities for integrating ethical considerations into project processes, leading to more sustainable and socially responsible outcomes.

Conclusions

This article has explored the intricate relationship between Project Management and Corporate Social Responsibility within the IT sector, emphasizing their core categories, objectives, and scope. Through a detailed analysis, we have highlighted the shared goals and distinct areas that PM and CSR cover, demonstrating how their integration can foster more effective and responsible organizational practices. Despite their distinct primary focuses, PM's focus is on achieving project efficiency, and CSR's focus is on ethical and sustainable business practices, their integration presents mutual benefits for organizations.

The findings highlight that PM tools can enhance the effectiveness of CSR initiatives by providing structured methodologies for planning, execution, and evaluation. Likewise, incorporating CSR principles into project management can improve stakeholder relationships, enhance corporate reputation, and contribute to sustainable development. The study also emphasizes the need for organizations to establish interdisciplinary frameworks that align project objectives with social responsibility commitments.

Ultimately, this research contributes to the academic discourse on PM and CSR by identifying their interdependencies and providing practical insights for businesses seeking to balance profitability with ethical responsibility. Integrating PM tools with CSR objectives enhances project efficiency and success and aligns business operations with the growing emphasis on sustainability and corporate accountability in the IT sector.

Prospects for further research

While this study provides a comprehensive analysis of the integration between Project Management (PM) and Corporate Social Responsibility (CSR) in the IT sector, several areas remain open for further investigation.

Firstly, empirical validation. Future research could employ quantitative methods to measure the impact of integrating PM and CSR on business performance, stakeholder satisfaction, and long-term sustainability. Case studies and statistical models could provide deeper insights into these correlations.

Secondly, the development of a standardized framework. A structured model or best-practice guidelines for integrating CSR into project management could be developed and tested in real-world scenarios, helping organizations implement sustainable and ethical project strategies effectively.

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УПРАВЛІННЯ ПРОЄКТАМИ ТА КОРПОРАТИВНА СОЦІАЛЬНА ВІДПОВІДАЛЬНІСТЬ: ОСНОВНІ КАТЕГОРІЇ, ЦІЛІ ТА СФЕРА ЗАСТОСУВАННЯ

Узагальнено основні категорії управління проєктами та корпоративної соціальної відповідальності (КСВ) у сфері інформаційних технологій. Досліджено визначення ключових категорій, проаналізовано їхні подібності та відмінності з метою виявлення можливостей застосування інструментів управління проєктами для потреб КСВ і навпаки. Класифіковано та систематизовано основні категорії, що сприяє подальшим дослідженням. Проаналізовано цілі та сферу застосування управління проєктами та КСВ, що дає змогу визначити взаємозв'язок між ними. Досліджено взаємозалежності та кореляції між категоріями, цілями та сферами застосування, що підвищує наукову цінність роботи. Під час дослідження використано порівняльний аналіз, категоризацію та класифікацію, а також кореляційний аналіз, що дало можливість визначити взаємозалежності між проєктним менеджментом і КСВ, систематизувати знання та виявити взаємодоповнювальні компоненти кожної категорії.

Ключові слова: корпоративна соціальна відповідальність (КСВ), управління проєктами (проєктний менеджмент (ПМ), категорії, цілі, сфера застосування, сектор інформаційних технологій (ІТ).