Advances in Consumer Research
https://acr-journal.com/
Volume-02 | Issue-1 | Jan - Feb 2025

Original Researcher Article *DOI: xxxxxxxxxxxxxxxx*

Revolutionizing Project Management with Artificial Intelligence: Increasing Efficiency and Decision-Making Capabilities

Arlene Shalma Fernandes[1], Dsouza Prima Frederick [2*], Apoorva Mary Osta[3], Ganesha S[4], Manoj Fernandes[5], Ramadas Naik[6], Nigel Barreto[7], Ashwini V.[8], Varun Dongre[9]

[1]Research Scholar, School of Humanities, Social Sciences and Management, National Institute of Technology Karnataka, Mangalore, India
[2]Assistant Professor, Department of Business Administration, Sahyadri College of Engineering & Management, Mangaluru, India.
[3]Research Scholar, Department Of Commerce, Manipal Academy of Higher Education, Manipal, India
[4]Associate professor, Department of Commerce, MP
[5]Assistant Professor, St Aloysius Deemed to be University, Mangaluru, India
[6]Assistant Professor, Trisha Vidya College, Katapady, Udupi, India
[7]Assistant Professor Don Bosco College, Panjim, Goa, India
[8]Research Scholar, Institute of Management & Commerce, Srinivas University, Mangalore, India
[9]Assistant Professor, Dr. NSAM First Grade College, Bengaluru, India

Received: 18 Dec 2024
Revised: 31 Dec 2024
Accepted: 15 Jan 2025
Published: 04 Feb 2025

***Corresponding author.**
Dsouza Prima Frederick

Email:
drprimadsouza25@gmail.com

Abstract

Project planning, execution, and monitoring are being revolutionized by the use of Artificial Intelligence (AI) in project management. Artificial intelligence (AI) has the potential to greatly increase productivity and boost decision-making skills. Examples of these technologies are machine learning, natural language processing, and predictive analytics. In order to automate repetitive procedures, analyze massive datasets, and provide data-driven insights, this study investigates how AI-driven tools and systems simplify project management processes. Project results may be improved by the use of AI, which can forecast possible hazards, optimize resource allocation, and support real-time decision-making. AI also improves teamwork and communication by leveraging chatbots and virtual assistants that are intelligent and can offer real-time assistance and direction. The power of AI to save costs, decrease mistakes, and enhance overall project performance is demonstrated in this study, which emphasizes the revolutionary influence of AI on project management. The report highlights best practices for incorporating AI into project management processes by looking at a variety of case studies and existing industry practices. In the end, this article seeks to offer a thorough grasp of how artificial intelligence (AI) technologies are changing the project management environment, enabling managers to make better decisions and accomplish greater levels of efficiency and project success.

Keywords: Artificial Intelligence (AI), Project Management, Efficiency Enhancement, Decision-Making Capabilities, Resource Optimization, Performance Improvement

INTRODUCTION

Project management is undergoing a fast transformation as a result of the incorporation of Artificial Intelligence (AI) into the process. AI is radically improving efficiency and decision-making skills in project management, transforming conventional methods with its capacity to analyze enormous volumes of data, forecast results, and automate repetitive processes (Alevizos, V., et. al., (2023). More efficient and flexible management tools are now more important than ever in the dynamic and complicated business world of today, when projects frequently deal with short timelines, scarce resources, and shifting customers' needs (Akhtar, N., & Kumar, W. (2024). AI technologies are increasingly being used to enhance resource allocation, streamline project workflows, and give managers instantaneous insights that help them make choices more quickly. Examples of these technologies include machine learning, natural language processing, and predictive analytics. Beyond mere automation, AI plays

a more strategic role in project management by using data-driven insights to predict obstacles and opportunities and ultimately improve project results (Haleem, A., et. al., (2023). AI systems, for instance, are able to proactively handle problems before they get out of hand by analyzing historical project data to find trends and forecast possible dangers. AI-powered solutions may also automate updates and reporting, which can reduce the administrative load on managers and free them up to concentrate on making strategic decisions. This can improve communication between project teams. In addition to increasing productivity, this improved capacity to anticipate and adapt to project dynamics also promotes a more flexible and adaptable approach to project management (Li, H., et. al., (2024).

Moreover, the integration of artificial intelligence (AI) in project management is expediting a transition towards customized and focused project approaches. AI-driven analytics may assist in customizing project plans to meet the unique requirements, inclinations, and actions of stakeholders, guaranteeing that project goals closely correspond with company objectives and consumer expectations (Joshi, H. (2024). Project managers are better equipped to provide greater value, raise stakeholder satisfaction, and boost success rates when they use this customized strategy and are able to adjust in real-time. The impact of artificial intelligence (AI) on project management is anticipated to increase as it develops further, presenting fresh chances for creativity, effectiveness, and competitive advantage in a corporate environment that is changing quickly (Shrestha, Y. R., et. al., (2019). In conclusion, AI is a catalyst for changing project management into a more effective, data-driven, and strategic discipline rather than merely a tool for work automation (Victor, N. O. C. (2023).

LITERATURE REVIEW

Research on the revolutionary effects of Artificial Intelligence (AI) on project management has proliferated, with an industrial and academic focus. The main goal of this influence is to improve efficiency and decision-making skills. A trend toward more data-driven, automated, and predictive management approaches has been observed in the extensive research on the incorporation of AI into project management processes. In order to help project managers make well-informed decisions and proactively manage risks, Abrokwah-Larbi, K., & Awuku-Larbi, Y. (2024) demonstrate how AI-driven predictive analytics can estimate project outcomes with increased accuracy. Analyzing previous project data with machine learning algorithms is also becoming more common, as seen by the work of Bharati, A., & Sandbrink, C. (2024) which allows for better resource allocation and timetable accuracy. According to Niederman, F. (2021) project managers may focus on strategic planning and innovative problem-solving by using AI to automate repetitive operations, which considerably lessens their administrative workload. Shang, G., et. al., (2023) have conducted additional study that explores the potential of natural language processing (NLP) to improve communication within project teams. They contend that AI-powered solutions can guarantee that all stakeholders are in agreement with project goals, promote real-time updates, and expedite information flow. Tominc, P., et. al., (2023), who investigate the application of AI in managing project documentation and reporting, provide support for this claim. They indicate that AI can automatically create reports based on project progress, decreasing human mistake and lowering manual work. Utilizing AI in risk management is another area that has gained considerable attention. In order to enable teams to apply mitigation methods before concerns become significant, Mangal, A. (2023) study demonstrates how AI algorithms may identify possible hazards early in the project lifecycle by examining patterns and abnormalities in data. In addition, research on the application of AI to improve teamwork and collaboration has been done. AI-driven collaboration solutions can improve team productivity by enabling improved task coordination, tracking progress, and offering insights into team performance, claim Alshboul, O., et.al., (2024). Jannat, S. F, et. al., (2024) elaborate more on this, describing how AI may provide a more flexible and adaptable project management environment by dynamically modifying procedures based on real-time data. There are difficulties in integrating AI into project management. However, Odejide, O. A., & Edunjobi, T. E. (2024) study claims that for AI technology to be successfully used, enterprises must undergo a culture transition, which includes giving project managers new competences and abilities. Debatable have been the ethical implications of AI in project management. In order to guarantee that AI applications are utilized responsibly and ethically, Sahadevan, S. (2023) draw attention to problems about data privacy and security and emphasize the necessity of strong governance structures. Weng, J. C. (2023) express worry about the possibility of AI exacerbating biases in decision-making and advocate for increased accountability and openness in AI algorithm development and implementation.

The general opinion among academics is that, despite these difficulties, AI has significantly more advantages for project management than negatives. By integrating AI, projects are expected to be completed more quickly, with greater creativity and agility. The financial impact of AI on project management has also been the subject

of several research. AI can result in considerable cost savings by maximizing resource usage and lowering project overruns, according to a thorough assessment by Karamthulla, et. al., (2024). Adegbite, A. O., et. al., (2023) go deeper into the financial advantages of artificial intelligence (AI), positing that AI-powered project management solutions may boost ROI by shortening time-to-market and increasing project efficiency. The significance of AI lies in its ability to promote a culture of ongoing enhancement (Masoodifar, M., et. al., (2023). In order to assist project managers constantly improve procedures and raise overall project performance, Hussain, T., et. al., (2023) claim that AI technology may offer them insights into areas that need development. Another developing field of study is how AI affects project management techniques. The adaptation of conventional project management frameworks, such as Waterfall and Agile, to include AI capabilities is examined by Taboada, I., et. al., (2023). They contend that using AI effectively necessitates a change to more flexible and iterative methods, where data-driven decision-making is essential to the success of projects. Yet another developing subject is how AI may change stakeholder participation. Sahadevan, S. (2023) point out that project managers may gain a better understanding of stakeholder demands and preferences by utilizing AI-powered analytics, which can facilitate more focused and efficient communication strategies. Beyond these results, a number of best practices for integrating AI into project management have been found in the literature. Organizations ought to begin by articulating their AI goals precisely and coordinating them with their broader project management approach, per research conducted by Nagireddy, S. R. (2023). They advise making training and development investments as well in order to guarantee that project managers have the know-how to properly utilize AI technology. According to Brem, A., et. al., (2021) a cross-functional strategy is necessary for effective AI integration, underscoring the need of cooperation between IT and project management teams.

OBJECTIVES:

1. Investigate the purposes of AI in different project management domains.
2. Analyze the positive aspects and drawbacks of using AI into project management procedures.
3. Examine the social and ethical ramifications of AI-driven project management.
4. Offer predictions about next developments and trends in the industry

RESEARCH METHODOLOGY

The current research exclusively looks at already available materials, such as books, industry reports, and peer-reviewed journals, to examine the impact of cooperation on worker performance in the commercial sector. A complete review of established theories, models, and empirical studies on Artificial Intelligence (AI), Project Management, Efficiency Enhancement, Decision-Making Capabilities, Resource Optimization, and Performance Improvement is made feasible by the emphasis on secondary sources. By incorporating these many points of view, the study aims to provide a thorough understanding of how effective the techniques may advance AI effectiveness and success in project management.

THE GOALS OF AI ACROSS VARIOUS PROJECT MANAGEMENT FIELDS:

1. Allocating Resources and Optimization: The Case of AI may be used in project planning and resource management to optimize resource allocation by analyzing past data and present project needs. AI assists in ensuring that projects remain on track and within budget, eliminating downtime and optimizing efficiency, by anticipating resource requirements and dynamically changing allocations.
2. Risk Mitigation: artificial intelligence (AI) technology, in particular machine learning algorithms, may be used to foresee potential future problems by examining historical project data, finding trends, and predicting prospective hazards in projects. By proactively identifying risks, project managers may reduce their influence on schedules and results by implementing mitigation methods early on.
3. Programming and Chronology Management: By automating the development of project timelines based on past data, project scope, and resource availability, artificial intelligence (AI) may improve scheduling. Artificial intelligence (AI) systems have the ability to monitor and analyze project progress continuously, allowing for real-time schedule adjustments that guarantee project milestones are reached and possible delays are reduced.
4. Systems to Support Decisions: Project managers may make well-informed decisions by using data-driven insights and suggestions from AI-driven decision support systems. By analyzing large, complicated datasets and recommending the optimal course of action, these systems enhance decision-making and lessen the need for gut feeling or insufficient facts.
5. Streamlining Routine operations: AI may be used in task management to automate time-consuming and repetitive operations including project documentation, status reporting, and data entry. AI increases project productivity by freeing up time for more strategic tasks by

lessening the administrative load on team members and project managers.

6. Improving Collaboration and Communication: Artificial intelligence (AI) techniques such as natural language processing (NLP) and chatbots can help project teams communicate and work together more effectively. Artificial intelligence (AI) improves team relations and helps projects succeed by giving real-time updates, responding to inquiries, and making sure that everyone in the team is focused on the project's objectives.
7. Financial Management and The Price Command: By projecting expenses, spotting possible overruns, and recommending cost-cutting strategies, artificial intelligence (AI) may be a key component of financial management inside projects. In order to optimize budget allocations and enhance cost efficiency and guarantee that projects are finished within financial limitations, artificial intelligence (AI) systems may evaluate expenditure patterns and project financials.
8. Assurance of Quality and Management: AI may be used in quality management to keep an eye on project deliverables to make sure they meet quality requirements and standards. Artificial intelligence (AI) can ensure that project outputs meet or beyond quality standards by evaluating data from several sources, detecting abnormalities and sending out notifications for remedial action.

PERKS AND DOWNSIDES OF USING AI INTO PROJECT MANAGEMENT PROCEDURES:

PERKS:

1. Increased Cost effectiveness: Project managers and team members may concentrate on more strategic responsibilities by using AI to automate repetitive chores like scheduling, data input, and reporting. As a result, administrative overhead is decreased and project execution is accelerated.
2. Accelerated Decision-Making: Project managers may make well-informed decisions more rapidly by using data-driven insights that AI-powered analytics can offer. Artificial Intelligence (AI) enhances project outcomes by predicting possible hazards and suggesting ideal tactics through the analysis and identification of patterns in huge datasets.
3. Realistic risk mitigation: AI can evaluate past project data to anticipate possible hazards and spot problems before they become more serious. By taking a proactive stance, project managers may put preventive measures into place, which lowers the risk of delays and overspending.
4. Material Optimization: By examining project specifications, schedules, and resource availability, AI can optimize the allocation of resources. This maximizes productivity and reduces resource waste by ensuring that the appropriate resources are assigned to the appropriate activities at the appropriate times.
5. Improved Coordination and Outreach: AI solutions like chatbots and virtual assistants can help project team members communicate more effectively. They enhance cooperation and teamwork by giving out real-time information, responding to questions, and making ensuring that everyone is in agreement.

DOWNSIDES:

1. Substantial Deployment expenses: The expense of technology, software, training, and continuing maintenance may make integrating AI into project management systems a costly endeavor. These expenses could be too much for small and medium-sized businesses, which would restrict their capacity to use AI solutions.
2. Data Safety and confidentiality Issues: Using AI in project management frequently necessitates gathering and analyzing vast volumes of data. Data security and privacy are raised by this, particularly when managing private or sensitive data.
3. Dependency on Technology: Project managers and team members may become less capable of making key decisions if they place an excessive amount of trust on AI technologies. There might be major project interruptions or poor judgments if the AI system malfunctions or makes a mistake.
4. Opposition to Evolution: Workers used to traditional ways may be resistant to the use of AI in project management. Teams may experience difficulties adjusting to new technologies and procedures during this difficult time, which might lower morale and reduce productivity.
5. Absence of Manual Discretion: Although AI is capable of processing data and making suggestions, it lacks the human intuition and judgment needed in circumstances that are unclear or complicated. This constraint may be detrimental when making complex judgments that call for a thorough comprehension of the demands of stakeholders or the context of the project.

CONSEQUENCES FOR SOCIETY AND ETHICS OF AI-POWERED PROJECT MANAGEMENT

Integrating AI-powered project management systems has important social ramifications and brings up a number of moral issues that need to be resolved. On the one hand, by automating repetitive processes, improving

resource allocation, and offering data-driven insights, artificial intelligence (AI) may significantly improve efficiency, productivity, and decision-making in project management. This might lead to process simplification in a number of industries, which would spur innovation and economic growth. AI, for instance, may help projects proceed more successfully by lowering delays, increasing forecast accuracy, and facilitating improved risk management. But these advantages have significant social and ethical ramifications (El Khatib, M., et. al., (2023). As AI systems take over jobs that people have historically filled, employment displacement might result from the widespread use of AI, which could worsen income inequality and unemployment. A further worry regarding the loss of human control and responsibility is the dependence on AI for decision-making. Although AI systems are quite advanced, they do not possess the ethical judgment and sophisticated knowledge that human project managers do. As a result, if the underlying algorithms are not adequately checked for fairness, they may make biased judgments or perpetuate existing disparities. AI systems frequently need large data gathering and analysis, which might put sensitive information at danger if improperly managed. Data privacy and security are also crucial concerns. Ensuring that AI systems are built to respect user privacy and adhere to data protection requirements is crucial for enterprises, making ethical data usage essential. Furthermore, it is imperative that AI systems be transparent so that all parties involved can comprehend the decision-making process. Careful thought must be given to the ethical conundrums presented by the possible abuse of AI, such as monitoring or manipulation (Prasanth, A., et. al., (2023). It is imperative that enterprises implement strong ethical frameworks and governance structures that direct the proper application of AI in project management in order to lessen these effects. Fostering openness, protecting data privacy, reducing prejudice, and preserving human supervision in crucial decision-making processes are all part of this. It is possible to manage the integration of AI in project management in a way that optimizes its advantages and minimizes negative effects on society by tackling these ethical and sociological issues.

FORECASTS ON UPCOMING CHANGES AND TRENDS IN THE SECTOR:

Growing market dynamics and new technology are putting the industry on the verge of a major shift. An expected development is the quickening pace of digital transformation in many industries, which will modify conventional company models and operational procedures. Improved predictive analytics, task automation, and more individualized customer experiences are anticipated outcomes of the widespread use of artificial intelligence (AI) and machine learning (Nenni, M. E., et. al., (2024). Decision-making will involve AI more and more as it allows companies to mine data for deeper insights, streamline operations, and spur innovation more quickly. More networked systems will result from the growth of the Internet of Things (IoT), offering real-time data and enhancing operational efficiency in industries including manufacturing, shipping, and healthcare. Additionally, it is anticipated that blockchain technology will become more popular. It will provide more transparent and safe record-keeping and transaction processes, which will have a significant influence on supply chain management and finance. Furthermore, the industry will be impacted by the COVID-19 pandemic's acceleration of the transition towards remote and hybrid work modes, which will spur the uptake of cutting-edge digital workspace solutions and collaboration technologies. In order to defend against the growing dangers linked to remote work settings, this shift will also encourage the development of cybersecurity solutions. As corporations come under growing pressure from customers and regulatory agencies to embrace environmentally friendly practices and exhibit ethical governance, sustainability and corporate social responsibility will become more and more important topics. Incorporating sustainable methods and green technology will not only solve environmental issues but also improve compliance and brand reputation. Furthermore, as 5G technology continues to progress, it will improve connection and facilitate the growth of autonomous systems and smart cities, creating new opportunities and efficiency. Businesses need to be flexible and forward-thinking as these trends develop in order to take advantage of new technology, adjust to shifting market dynamics, and keep a competitive advantage in an environment that is changing quickly.

CONCLUSION

Ultimately, the use of artificial intelligence into project management is a revolutionary development that greatly improves productivity and judgment. Organizations may utilize AI technology to improve operations, shorten project timeframes, and anticipate and manage risks by automating mundane tasks and optimizing resource allocation. Project managers can now make more confident and accurate data-driven decisions thanks to the insightful insights offered by AI-driven analytics and decision-support technologies. The integration of artificial intelligence (AI) may also lead to better project monitoring, communication, and planning, all of which help projects accomplish their goals more successfully. AI deployment opens up new avenues for efficiency and creativity, but it also raises ethical questions that must be carefully considered, along with concerns about data protection and the ongoing need to upskill the workforce. When integrated properly and strategically, artificial intelligence (AI) has the potential to significantly enhance project results and organizational performance, hence revolutionizing project management processes.

REFERENCES

1. Abrokwah-Larbi, K., & Awuku-Larbi, Y. (2024). The impact of artificial intelligence in marketing on the performance of business

organizations: evidence from SMEs in an emerging economy. Journal of Entrepreneurship in Emerging Economies, 16(4), 1090-1117.
2. Adegbite, A. O., Adefemi, A., Ukpoju, E. A., Abatan, A., Adekoya, O., & Obaedo, B. O. (2023). Innovations in project management: trends and best practices. Engineering Science & Technology Journal, 4(6), 509-532.
3. Akhtar, N., & Kumar, W. (2024). Maximizing Business Growth with Big Data: Strategies and Project Excellence in Analytics Scaling. Journal Environmental Sciences And Technology, 3(1), 477-483.
4. Alevizos, V., Georgousis, I., Simasiku, A., Karypidou, S., & Messinis, A. (2023). Evaluating the Inclusiveness of Artificial Intelligence Software in Enhancing Project Management Efficiency--A Review. arXiv preprint arXiv:2311.11159.
5. Alshboul, O., Al Mamlook, R. E., Shehadeh, A., & Munir, T. (2024). Empirical exploration of predictive maintenance in concrete manufacturing: Harnessing machine learning for enhanced equipment reliability in construction project management. Computers & Industrial Engineering, 190, 110046.
6. Bharati, A., & Sandbrink, C. (2024). The Implementation of Artificial Intelligence in Project Management. KEEP ON PLANNING FOR THE REAL WORLD. Climate Change calls for Nature-based Solutions and Smart Technologies. Proceedings of REAL CORP.
7. Brem, A., Giones, F., & Werle, M. (2021). The AI digital revolution in innovation: A conceptual framework of artificial intelligence technologies for the management of innovation. IEEE Transactions on Engineering Management, 70(2), 770-776.
8. El Khatib, M., Zitar, R. A., Alnaqbi, A., Alnaqbi, A., Alsuwaidi, H., Al Marri, M., & Ankit, A. (2023). Implementing IOT in effective project management. International Journal for Computers & Their Applications, 30(2).
9. Haleem, A., Javaid, M., Singh, R. P., Suman, R., & Khan, S. (2023). Management 4.0: Concept, applications and advancements. Sustainable Operations and Computers, 4, 10-21.
10. Hussain, T., Rashid, T., & Abbas, M. (2023). Present Role of Artificial Intelligence in Software Project Management and in the Future. Available at SSRN 4546139.
11. Jannat, S. F., Ahmed, M. S., Rajput, S. A., & Hasan, S. (2024). AI-Powered Project Management: Myth or Reality? Analyzing the Integration and Impact of Artificial Intelligence in Contemporary Project Environments. International Journal of Applied Engineering & Technology, 6(1), 1810-1820.
12. Joshi, H. (2024). Artificial Intelligence in Project Management: A Study of The Role of Ai-Powered Chatbots in Project Stakeholder Engagement. Indian Journal of Software Engineering and Project Management (IJSEPM), 4(1), 20-25.
13. Karamthulla, M. J., Muthusubramanian, M., Tadimarri, A., & Tillu, R. (2024). Navigating the Future: AI-Driven Project Management in the Digital Era. International Journal for Multidisciplinary Research, 6(2), 1-11.
14. Li, H., Yazdi, M., Nedjati, A., Moradi, R., Adumene, S., Dao, U., ... & Garg, H. (2024). Harnessing AI for Project Risk Management: A Paradigm Shift. In Progressive Decision-Making Tools and Applications in Project and Operation Management: Approaches, Case Studies, Multi-criteria Decision-Making, Multi-objective Decision-Making, Decision under Uncertainty (pp. 253-272). Cham: Springer Nature Switzerland.
15. Mangal, A. (2023). Revolutionizing Project Management with Generative AI. ESP Journal of Engineering & Technology Advancements, 3(4), 53-60.
16. Masoodifar, M., Arslan, İ. K., & Tekeoğlu, A. N. T. (2023). Artificial Intelligence in Global Business and Its Communication. Journal of International Trade, Logistics and Law, 9(1), 278-284.
17. Nagireddy, S. R. (2023). Artificial Intelligence and Its Impacts on Project Management. University of the Cumberlands.
18. Nenni, M. E., De Felice, F., De Luca, C., & Forcina, A. (2024). How artificial intelligence will transform project management in the age of digitization: a systematic literature review. Management Review Quarterly, 1-48.
19. Niederman, F. (2021). Project management: openings for disruption from AI and advanced analytics. Information Technology & People, 34(6), 1570-1599.
20. Odejide, O. A., & Edunjobi, T. E. (2024). AI in project management: exploring theoretical models for decision-making and risk management. Engineering Science & Technology Journal, 5(3), 1072-1085.
21. Prasanth, A., Densy, J. V., Surendran, P., & Bindhya, T. (2023). Role of artificial intelligence and business decision making. International Journal of Advanced Computer Science and Applications, 14(6).
22. Sahadevan, S. (2023). Project Management in the Era of Artificial Intelligence. European Journal of Theoretical and Applied Sciences, 1(3), 349-359.
23. Sahadevan, S. (2023). Project Management in the Era of Artificial Intelligence. European

Journal of Theoretical and Applied Sciences, 1(3), 349-359.
24. Shang, G., Low, S. P., & Lim, X. Y. V. (2023). Prospects, drivers of and barriers to artificial intelligence adoption in project management. Built Environment Project and Asset Management, 13(5), 629-645.
25. Shrestha, Y. R., Ben-Menahem, S. M., & Von Krogh, G. (2019). Organizational decision-making structures in the age of artificial intelligence. California management review, 61(4), 66-83.
26. Taboada, I., Daneshpajouh, A., Toledo, N., & de Vass, T. (2023). Artificial intelligence enabled project management: a systematic literature review. Applied Sciences, 13(8), 5014.
27. Tominc, P., Oreški, D., & Rožman, M. (2023). Artificial intelligence and agility-based model for successful project implementation and company competitiveness. Information, 14(6), 337.
28. Victor, N. O. C. (2023). How Artificial Intelligence Influences Project Management.
29. Weng, J. C. (2023). Putting Intellectual Robots to Work: Implementing Generative AI Tools in Project Management. NYU SPS Applied Analytics Laboratory.