

# The Implementation of Artificial Intelligence in Project Management

*Aditi Bharati, Christoph Sandbrink*

(MA Aditi Bharati, University of Applied Management Studies Mannheim, aditi.bharati@stud.hdwm.org)  
(Prof. Dr.rer.pol. Christoph Sandbrink, University of Applied Management Studies Mannheim, christoph.sandbrink@hdwm.org)

DOI: 10.48494/REALCORP2024.0078

## 1 ABSTRACT

Successful Project Management plays a more than ever before central and crucial role in Smart City Planning and Operations in times of multiple examples of public funded major project, which could only be realized paired by cost explosions and long expanded timelines. The central idea for this research is to implement the current achievements of Artificial Intelligence resulting in innovative Project Management.

The implementation of Artificial Intelligence (AI) in Project Management (PM) has gained significant attention, with roots dating back to 1987 but experiencing recent advancements in machine learning and data analytics. AI has the potential to revolutionize project management, affecting planning, scheduling, risk management, and decision-making. However, its impact on working personnel remains a debated topic.

This thesis explores the impact of Artificial Intelligence (AI) on project management, specifically focusing on its effects on employees. It aims to understand how AI adoption can enhance project management processes, improve certain areas of PM, and boost productivity, while also addressing ethical concerns.

The research combines literature analysis and semi-structured interviews with project managers from Europe and India to investigate the advantages and challenges of integrating AI in project management. It highlights benefits such as workload reduction, better decision-making, and access to insightful data through AI-driven analytics.

Moreover, the study underscores the importance of addressing ethical issues like algorithmic bias, data privacy, and decision-making transparency associated with AI adoption. It emphasizes the need for providing proper training and support to team members to ensure successful AI utilization and mitigate potential opposition or anxiety among project stakeholders.

Overall, this research contributes to the ongoing discourse on AI's role in project management by emphasizing its benefits for employees. It aims to provide insights into AI integration to guide future strategies while prioritizing ethical considerations and ensuring the effectiveness and well-being of project management teams.

Keywords: machine learning, smart city planning, artificial intelligence, project leadership, project management

## 2 RESEARCH GAP

This paper delves into the integration of artificial intelligence (AI) into project management, focusing on its practical applications and the subsequent adjustments in traditional roles. It contributes insights on how AI can enhance project management practices, reflecting the growing interest among project managers (Holzmann et al., 2022).

AI is acknowledged for its potential to enhance decision-making, resource allocation, and overall project performance, as evidenced by studies by Verma et al. (2021), Ruiz et al. (2021), and Soomro et al. (2019). The importance of considering the impact of AI on workers, particularly in terms of roles, responsibilities, and job satisfaction, is emphasized for effective integration (Fridgeirsson et al., 2021).

While research has examined the benefits of AI in project management, there remains a significant gap in understanding its consequences for employees, including concerns about job displacement and skill requirements (Safdar et al., 2019; Hui et al., 2023; Lee K., 2023).

Recent studies have focused on investigating how AI affects project team cooperation and communication, highlighting the need to understand its impact on coordination, information sharing, and teamwork (Volkmar et al., 2022; PMI, 2023).

This paper aims to bridge this gap by exploring individual perceptions of AI adoption's effects on job roles, skill requirements, job satisfaction, team collaboration, and communication patterns through a

comprehensive review of previous research and interviews with project management practitioners (Chernov & Chernova, 2019; Usher, 2020).

The findings offer insights for organizations incorporating AI into project management, emphasizing the importance of considering employee welfare, professional growth, and teamwork effectiveness. Additionally, the paper suggests how businesses can leverage AI to improve project management practices and achieve better project outcomes.

### 3 RESEARCH DESIGN

Research Objectives:

- To find factors that influence the role of project managers (human interaction) in the automation era.
- To assess the areas of project management that will be impacted by artificial intelligence
- To develop strategies to adopt automation in day-to-day work

Research Questions:

- How does the application of AI to PM result in a change in power and alter customary roles and relationships within project teams?
- In which specific areas of project management does this potential takeover apply?
- What are the approaches to embracing automation, and how can they be undertaken?

### 4 INTRODUCTION

Ricardo (1817) and Schumpeter (1943) laid the groundwork for understanding the relationship between technological advancement and economic growth, while Turing (1950) marked a shift in the perception of technical innovation as transformative. Solow (1956) and Swan (1956) further highlighted the impact of computer science advancements, exemplified by Moore's Law, on realizing theoretical ideas.

Edquist (2000) categorized technological innovations, including disruptive technologies like AI, which significantly impact firms' economic activities, necessitating changes in business rules and organizational culture. The New Economy concept emerged, emphasizing the role of digital technology, particularly information and communication technologies (ICTs), in driving economic growth through knowledge elevation.

Project management, as defined by the Project Management Institute (PMI, 2018), involves creating a temporary endeavor to deliver unique results, emphasizing collaboration and successful completion within constraints (Seymour, 2014). The integration of technology into project management, guided by principles outlined by Edkins (2017), emphasizes the presence of competent project managers, supportive environments, and organizational accountability.

While AI integration in project management has led to improved efficiency and effectiveness, questions remain about its impact on project managers and the broader workforce (Costa et al., 2022; Lin et al., 2022). Concerns include the need for skill adaptability and potential job displacement.

Research gaps exist regarding the implications of AI on project management and workforce dynamics, prompting investigations into its benefits, drawbacks, and training implications (Pereira et al., 2021; Lin et al., 2022). Through case studies, literature review, and interviews, this research aims to contribute to the discourse on AI in project management and provide solutions for workforce management.

### 5 LIERATURE REVIEW

#### 5.1 Integration of AI into Project Management

Artificial intelligence (AI) has emerged as a transformative technology in project management, offering opportunities to improve productivity, decision-making, and efficiency. Key themes in AI integration include:

**Data-Driven Decision-Making:** AI enables project managers to make data-driven decisions by analyzing large datasets and predicting outcomes (Anantrasirichai & Bull, 2021; Nadimpalli, 2017).

**Efficiency and Automation:** AI-driven automation reduces project management timeframes by streamlining workflows and implementing technologies like Robotic Process Automation (RPA) (Cordeiro & Cozman, 2024; Nividous, n.d.).

**Resource Optimization:** AI technologies assess resource availability and project needs to minimize bottlenecks and enhance project performance (Hamm & Klesel, 2021; Lin et al., 2022).

**Risk Mitigation:** AI-powered systems use machine learning algorithms to evaluate historical data, identify project hazards, and suggest real-time mitigation strategies (Seyedhosseini et al., 2021; Haefner et al., 2020).

Challenges in AI integration include ensuring data quality and accessibility, addressing talent acquisition and skill gaps, and managing risks to security and cybersecurity. Future research should focus on developing AI ethics and governance frameworks, enhancing AI-enabled decision support systems, and exploring models for productive human-AI collaboration.

The structure of AI includes machine learning (ML), which improves algorithms to handle data and create AI models, and artificial neural networks (ANNs), which simulate the brain's neuronal connections. The AI planning process in project management involves problem identification, data gathering and preparation, algorithm selection and training, model evaluation and refinement, and deployment.

The evolution of AI in project management progresses from automation and integration to potentially enabling autonomous project management. However, challenges such as complex environments, technical support, strategic judgments, and limitations in leadership need to be addressed.

## 5.2 Factors Influencing the Role of Project Managers

Incorporating AI with human managers can enhance productivity and decision-making in various sectors. Project managers play crucial roles in establishing reasonable goals, encouraging teams, building team skills, ensuring accountability, empowering team members, facilitating communication, using tools, adapting to change, and evaluating performance (Harvard Business Review, 2016; PMI, 2019; Pereira et al., 2021).

## 5.3 Areas of Project Management Impacted by Artificial Intelligence

AI impacts project management decision-making, efficiency, and risk management. Resource allocation, risk management, and project planning are key areas where AI can be applied. Challenges include ethical implications, job displacement concerns, and the balance between leveraging AI's strengths and addressing ethical and reliability issues (Geraldi et al., 2007; Li et al., 2021).

## 5.4 Technology Adoption Theories, Frameworks, and Models

AI integration promises to improve project management, with businesses using AI being more likely to complete projects on time and achieve ROI projections (PMI, 2023). Challenges in scaling AI adoption include overcoming resistance to change and equipping team members with necessary AI skills. The UTAUT model, Social Cognitive Theory (SCT), Technology Acceptance Model (TAM), Task-Technology Fit (TTF) theory, Organizational Change Theory (OCT), and Human-Computer Interaction (HCI) offer frameworks for understanding and addressing technology adoption in project management (Venkatesh et al., 2003; Bandura, 1977; Davis, 1989; Lin et al., 2020; Poon et al., 2010; Marks & Mirvis, 2011).

### Initial Conceptualisation

The model illustrated in the image depicts the relationship between project managers, the adoption of automation strategies, and their influence on effective project implementation, with AI as a central factor.

Influential factors for project managers with AI integration include AI's adaptive features, model complexity, data accuracy, and AI limitations, emphasizing the nuanced interaction between project managers and AI systems in navigating project management in the automation age.

Areas of project management impacted by artificial intelligence include decision-making, efficiency, and risk management capabilities, albeit with concerns regarding ethical issues and effects on job roles. AI's integration reshapes the traditional responsibilities of project managers, augmenting tasks to improve project outcomes while highlighting potential downsides like job displacement and the need for workforce training.

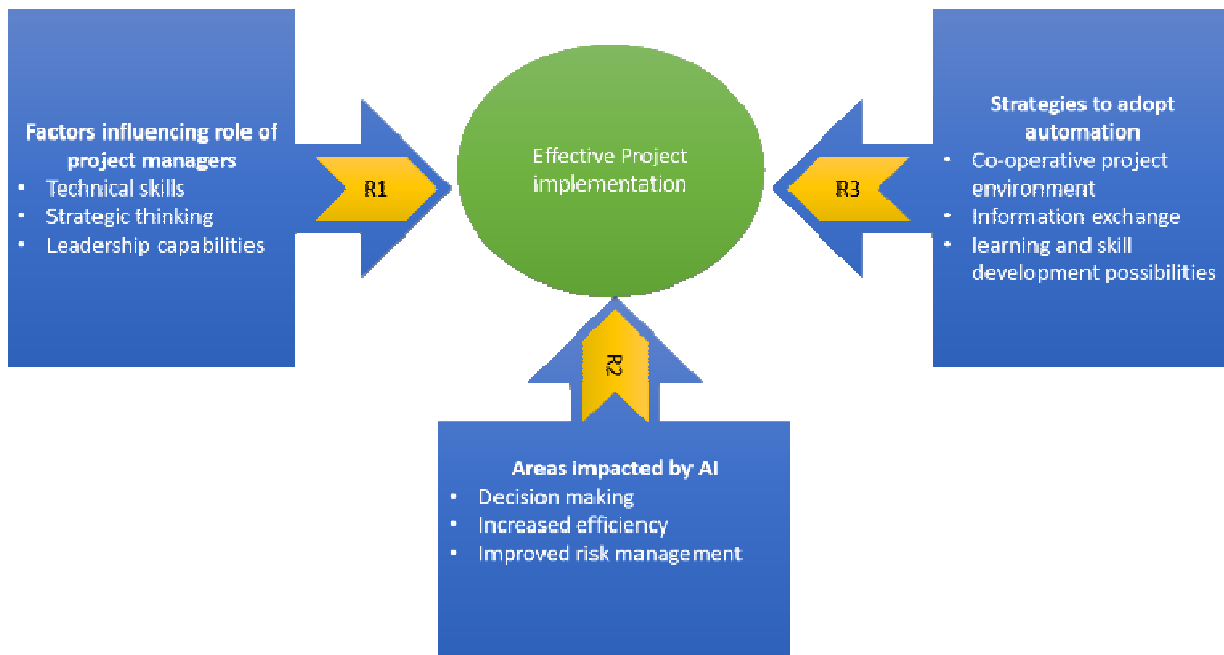


Fig. 1: Initial model of implementation of AI (own illustration).

Strategies for adopting automation in day-to-day work include applying various theoretical models such as UTAUT, TTF, OCT, HCI, SCT, and TAM to effectively incorporate AI in project management. These models emphasize the importance of AI systems matching job demands, navigating adoption barriers, providing intuitive interfaces, and considering social and attitudinal factors. By fostering a collaborative atmosphere and prioritizing learning, project managers can leverage these models for effective AI use, enhancing leadership, agility, and project success while acknowledging the critical need for human expertise and strategic foresight in technological adoption.

## 6 METHODOLOGY

The study utilized a qualitative research design, gathering both primary and secondary data sources to explore the impact of artificial intelligence (AI) on project management. Primary data was collected through interviews conducted in December 2023 and January 2024 via audio and video platforms such as Zoom and Microsoft Teams. Secondary data sources included books, journals, papers, and internal firm sources relevant to the study question.

The analysis employed both inductive and deductive qualitative approaches, as outlined by Philipp Mayring (2000). The inductive approach allowed for an open exploration of AI's impact on project management, uncovering new themes and insights from diverse data sources. Systematic coding identified significant trends regarding AI's role in automating tasks, enhancing decision-making, and improving risk management and teamwork.

Semi-structured interviews were the primary data collection method, blending predetermined questions with exploratory follow-ups to facilitate detailed discussions and enrich understanding of participants' experiences and perspectives. This approach supported an inductive approach to generate new insights and aimed to enrich debates around AI's integration in project management and guide workforce strategies. The combination of a case study design and qualitative analysis effectively revealed the complexities of participant experiences.

The research employed a purposive sampling strategy to gather a diverse dataset, supplemented by snowball sampling to expand the sample size. Interviews were conducted over a period from December 16, 2023, to January 23, 2024, totaling 10 sessions, offering both in-person and virtual options. Each session was audio-recorded and transcribed using speech-to-text software.

Interviews ranged from 40 to 85 minutes, aiming to explore perspectives of professionals across Europe and India. Data saturation determined the conclusion of interviews, indicating no new themes emerging. The qualitative analysis utilized coding and categorizing methods, with the MaxQda program managing data.

Direct quotes from participants were included in findings to ensure authenticity, with access to original transcripts provided in the appendix.

Ethical considerations included informed consent, confidentiality, anonymity, withdrawal options, and participant well-being. These guidelines aimed to uphold honesty, respect individuality, maintain privacy, and enhance study validity.

## 7 FINDINGS

### 7.1 Factors influencing the role of project managers in automation era

The responses outline diverse perspectives on the integration of artificial intelligence (AI) into project management, highlighting anticipated changes in job roles, dynamics, potential displacement of human workers, complementarity between human and AI intelligence, and the possibility of humans being at par with AI.

#### Anticipated Changes in Job Roles:

Respondents anticipate transformative changes in project management due to AI, including enhanced decision-making precision, task automation, improved risk management, and personalized learning opportunities. Challenges such as mindset shifts, resistance to change, and ethical considerations are emphasized, calling for a holistic approach encompassing education, organizational support, and ethical considerations.

#### Estimated Change in Dynamics:

Integration of AI is expected to lead to flatter hierarchies, foster collaborative work environments, and reshape work functionalities, with AI influencing areas such as task management, data analysis, and forecasting. Challenges include resistance to change, micro-management issues, and the importance of maintaining traditional organizational structures.

#### AI Leading to Displacement of Human Workers:

Perspectives vary on whether AI will displace human workers, with some emphasizing AI's role in redefining job roles rather than outright job loss. Challenges highlighted include mindset shifts, skill gaps, data quality, ethical considerations, and the need for effective human-AI collaboration.

#### Human Intelligence and Artificial Intelligence Complementing Each Other:

Respondents stress the importance of openness to new technologies, skill improvement, and a shift in mindset for project managers. There's recognition of the unique strengths of both human and AI intelligence, with an emphasis on their complementarity and the need for a balanced approach.

#### Humans at Par with AI:

Views differ on whether humans can be at par with AI, with emphasis on the development of soft skills and careful navigation of ethical considerations for effective AI integration. Challenges highlighted include resistance to change, organizational challenges, potential compromise of human attributes, and the need for continuous learning and adaptation.

Overall, the responses underscore the complexity of integrating AI into project management workflows, emphasizing the need for a holistic approach to address challenges and leverage the potential benefits of AI technologies effectively.

### 7.2 Areas of Project Management impacted by AI

The respondents collectively recognize the transformative potential of artificial intelligence (AI) across various areas of project management, highlighting its impact on decision-making processes, task automation, communication, collaboration, risk management, and resource allocation. They anticipate AI to streamline operations, enhance efficiency, and provide strategic insights. Key points from the discussions include:

#### Areas Impacted by AI:

AI is expected to influence various aspects of project management, including decision-making, communication, collaboration, task automation, risk management, performance monitoring, quality

management, and continuous improvement. Specific examples include AI's role in streamlining task allocation, scheduling, communication management, and resource optimization.

#### Tasks Benefitting from AI Integration:

Respondents identify tasks such as task scheduling, risk management, communication management, decision-making, trend analysis, resource allocation, and real-time monitoring as areas poised to benefit significantly from AI integration. They highlight AI's potential to automate routine tasks, provide insights for strategic decision-making, and improve overall project efficiency.

#### Leveraging AI for Decision-Making:

AI is seen as a valuable tool for enhancing decision-making processes by providing real-time insights, numerical comparisons, predictive analytics, and comprehensive data analysis. While AI can assist in decision-making by uncovering patterns and trends, respondents emphasize the importance of human judgment and oversight to ensure decisions consider all relevant factors.

#### Cautionary Notes and Perspectives:

Some respondents caution about the limitations of AI, particularly in handling complex communication tasks and human-centric aspects like creativity and emotional intelligence. They stress the need for a balanced approach, viewing AI as an advisor rather than a replacement for human judgment, and ensuring that AI-driven insights are carefully evaluated and overseen.

In summary, while AI is expected to bring significant benefits to project management by enhancing efficiency and providing valuable insights, it should be integrated thoughtfully, considering both its capabilities and limitations, and maintaining a balance between AI-driven automation and human decision-making.

### 7.3 Strategies to adopt automation in day to day work

The responses regarding effective strategies for adopting AI in project management emphasize the need for leadership support, strategic planning, team education, and a phased approach to implementation. Key points include:

#### Leadership and Cultural Shift:

Top-down leadership is crucial for fostering a learning environment and driving a cultural shift towards embracing AI in project management. Strategies should focus on raising awareness about AI, encouraging continuous learning, and creating a supportive environment for adopting new tools and workflows.

#### Strategic Planning and Adaptability:

Successful integration of AI requires strategic planning, adaptability, and careful task selection. Project managers need to keep pace with the rapid evolution of technology, ensure data reliability, and navigate ethical concerns associated with AI implementation.

#### Change Management and Training:

Change management training is essential to mitigate resistance to AI adoption and address micro-management issues. Practical skills development, including AI literacy, data literacy, technical proficiency in automation tools, and change management, is necessary for project personnel to effectively leverage AI.

#### Phased Implementation and Continuous Improvement:

A phased approach to AI integration, starting with small pilot projects and gradually scaling up, allows for learning from past experiences and continuous improvement. Training initiatives should provide practical exposure to real-life scenarios, emphasize communication skills, and include awareness of ethical considerations and cybersecurity best practices.

Overall, the responses underscore the importance of balancing technological advancements with human oversight and expertise, ensuring that AI complements rather than replaces human capabilities in project management.

#### Final Model Conceptualization

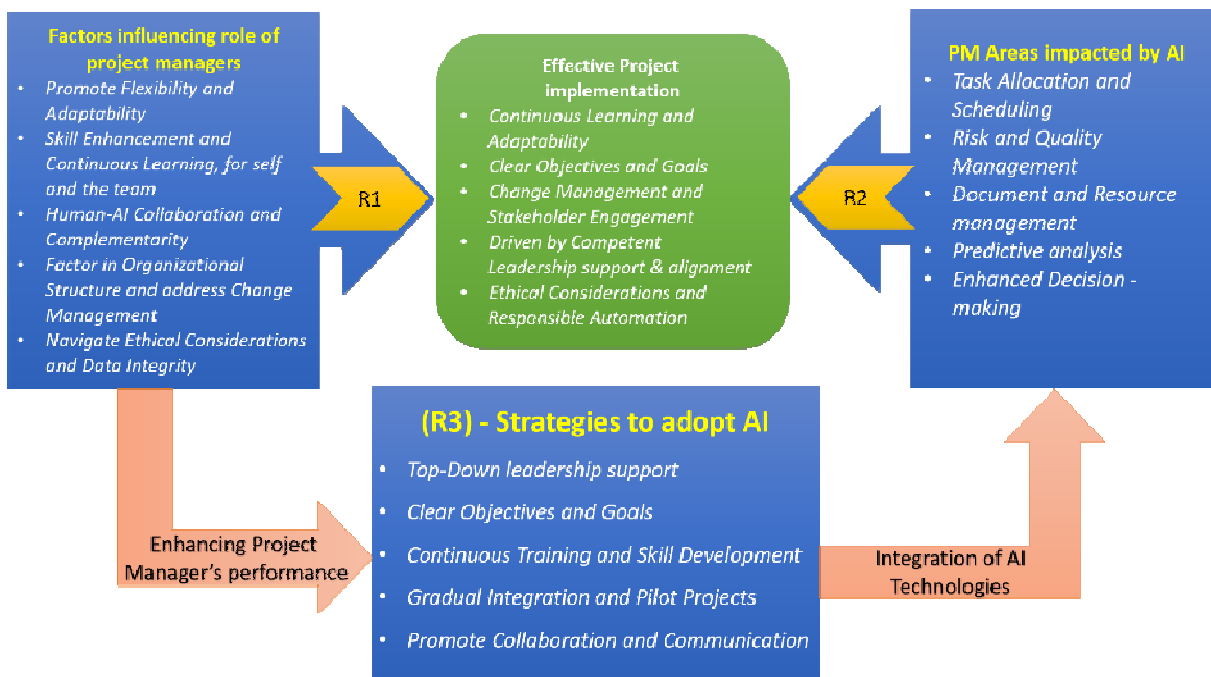


Fig. 2: Final model of implementation of AI in PM (own illustration).

The model outlines the process and considerations for integrating AI into project management to enhance project managers' performance and achieve effective project implementation. Key components of the model include:

**Factors Influencing the Role of Project Managers:**

Emphasizes the importance of project managers being adaptable, continuously improving their skills, effectively collaborating with AI, considering organizational structure, managing change, and upholding ethical standards and data integrity.

**Strategies to Adopt AI:**

Provides a roadmap for integrating AI into project management, highlighting the need for leadership support, clear goals, continuous learning, gradual AI integration through pilot projects, and fostering collaboration and communication.

**PM Areas Impacted by AI:**

Lists specific project management areas that AI will enhance, such as task allocation, risk and quality management, document and resource management, predictive analysis, and decision-making.

The model illustrates the flow and relationship between these elements, suggesting that enhancing project managers' performance with these factors and strategies will lead to successful integration of AI technologies, ultimately contributing to effective project implementation.

## 8 DISCUSSION

This study examines the impact of artificial intelligence (AI) on project management, including its effect on project managers' roles, vulnerable areas in project management, and strategies for AI integration.

**Research Question 1:**

Respondents (R1-R10) provide insights into the evolving role of project managers amidst AI integration.

**Optimism about AI's potential:**

- Emphasis on adaptability and continuous learning (R2, R6, R9).
- Importance of technical proficiency and ethical usage (Dacre & Kockum, 2022; Russell & Norvig, 2011).

**Concerns raised:**

Job displacement and micro-management issues (R1, R4, R7).



- Ethical implications and risks of AI technologies (Crawford et al., 2006; Hitt et al., 2017).
- Emphasis on balancing human intuition with technological assistance.

Research Question 2:

Recognition of AI's transformative potential:

Improvements in efficiency, decision-making, and team dynamics (R2, R7, R9).

Impact on project management areas:

- Planning, resource management, and communication (Hashfi & Raharjo, 2023; Lin et al., 2022).
- Advantages in scheduling, task allocation, and risk management (R1, R2).

Concerns about AI's limitations and job displacement (Geraldini et al., 2011; Li et al., 2021).

Research Question 3:

Strategies for AI integration:

- Top-down leadership (R1, R7; Venkatesh et al., 2003).
- Detailed roadmaps for gradual integration and upskilling (R2, R6; Davis, 1989).
- Practical tools and awareness programs (R3, R5).
- Systematic approach covering process assessment and continuous improvement (R9; Kwon & Zmud, 1987).

Emphasis on leadership support, clear objectives, upskilling, and ongoing evaluation for successful AI adoption.

## 9 CONCLUSION

This investigation explores the integration of automation and artificial intelligence (AI) into project management (PM), highlighting diverse stakeholder perceptions ranging from enthusiasm to concerns. It emphasizes the need for adaptability, lifelong learning, and strong leadership to navigate these transitions successfully. The analysis identifies key areas within PM, such as project planning and decision-making, poised to benefit from AI integration, despite its limitations in understanding human dynamics. Strategies for embedding automation into daily operations include leadership endorsement, skill development, incremental integration, and consistent review mechanisms. Overall, the research underscores the importance of informed strategies to fully embrace the transformative potential of automation and AI, propelling project management towards innovation and efficiency.

## 10 LIMITATIONS AND FUTURE RESEARCH

The study highlights significant insights into integrating artificial intelligence (AI) into project management (PM) but acknowledges methodological limitations. These include a small participant sample, a focus solely on project managers' perspectives, and reliance on self-reported interview data. Future research could address these limitations by expanding the sample size, incorporating diverse perspectives, and employing mixed-methods approaches for more robust data triangulation. Additionally, avenues for future exploration include investigating ethical considerations, conducting longitudinal studies on AI adoption's sustained impacts, and comparative studies across sectors and regions to understand contextual influences. Overcoming these limitations and pursuing these avenues can enhance our understanding of AI's role in PM and contribute to more effective and ethical project management practices.

## 11 REFERENCES

- Anantrasirichai, N. and Bull, D. (2021). Artificial Intelligence in the Creative industries: A Review. *Artificial Intelligence Review*, 55(1). doi:<https://doi.org/10.1007/s10462-021-10039-7>.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall, Inc.
- Chernov, A. & Chernova, V. (2019). *Artificial Intelligence in Management: Challenges and Opportunities*. 38th International Scientific Conference on Economic and Social Development.
- Cordeiro, V.D. and Cozman, F. (2024). *Artificial Intelligence and Everyday Knowledge*. Springer eBooks, *The Palgrave Handbook of Everyday Digital Life* pp.23–35. doi:[https://doi.org/10.1007/978-3-031-30438-5\\_2](https://doi.org/10.1007/978-3-031-30438-5_2).



- Costa, R. L., Dias, A. L., Gonçalves, R. A. H., & Pereira, L. F., Bento, S., (2022). Artificial Intelligence in Project Management: Systematic Literature Review. *International Journal of Technology Intelligence and Planning* 13(2):1, DOI:10.1504/IJTIP.2022.10050400.
- Crawford, L., Hobbs, B., & Turner, J. R. (2006). Project categorization systems: Aligning capability with strategy for better results. *Project Management Journal*, 38(8), 437-446. DOI:10.1177/875697280603700205
- Dacre, N. & Kockum, F., (2022). Artificial intelligence in project management: A review. *Association for Project Management*, 1-15.
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13(3), 319-340.
- Edkins, A. and Smith, A. (2016). The challenge of managing modern complex projects. [online] scholar.google.com.
- Edquist, C. (2000). *Systems of Innovation*. Routledge.
- Fridgeirsson, T.V., Ingason, H.T., Jonasson, H.I. and Jonsdottir, H. (2021). An Authoritative Study on the Near Future Effect of Artificial Intelligence on Project Management Knowledge Areas. *Sustainability*, 13(4), p.2345. doi:https://doi.org/10.3390/su13042345.
- Geraldi, J.G. and Adlbrecht, G. (2007). On Faith, Fact, and Interaction in Projects. *Project Management Journal*, 38(1), pp.32-43. doi:https://doi.org/10.1177/875697280703800104.
- Haefner, N., Wincent, J., Parida, V., Gassmann, G., (2020). Artificial intelligence and innovation management: A review, framework, and research agenda. *University of St. Gallen, St. Gallen, Switzerland*, 162(2), 120392. https://doi.org/10.1016/j.techfore.2020.120392
- Hamm, P., & Klesel, M. (2021). Success Factors for the Adoption of Artificial Intelligence in Organizations: A Literature Review. 27th Americas Conference on Information Systems (AMCIS) at Montreal, Canada
- Hashfi, M.I. and Raharjo, T. (2023). Exploring the Challenges and Impacts of Artificial Intelligence Implementation in Project Management: A Systematic Literature Review. *International Journal of Advanced Computer Science and Applications*, [online] 14(9). doi:https://doi.org/10.14569/ijacsa.2023.0140940.
- Harvard Business Review (2016). Five Critical Roles in Project Management. *Harvard Business Review*. Available at: https://hbr.org/2016/11/five-critical-roles-in-project-management.
- Hitt, M.A., Ireland, R.D. and Hoskisson, R.E. (2017). *STRATEGIC MANAGEMENT: concepts and cases, competitiveness and globalization access card* (12th ed.). Cengage Learning.
- Holzmann, V., Zitter, D., & Peshkess, S. (2022). The Expectations of Project Managers from Artificial Intelligence: A Delphi Study. *Project Management Journal*, 53(5), 438-455. Accessed at 16 May 2023. Available at: https://doi.org/10.1177/87569728211047067
- Hui, X., Reshef, O. and Zhou, L. (2023). Artificial intelligence and its short-term effects on employment. *CEPR*. Available at: https://cepr.org/voxeu/columns/artificial-intelligence-and-its-short-term-effects-employment.
- Kelepouris, P. (2023). Implementation of Artificial Intelligence in Project Management and effect in working personnel: Literature Review and Case Studies in Athens, Greece and Stockholm, Sweden. https://kth.divaportal.org/smash/record.jsf?pid=diva2%3A1771036&dswid=3848
- Lee, K. (2023). The Myth of AI-Driven Unemployment | by Keun Lee. *Project Syndicate*. Available at: https://www.project-syndicate.org/commentary/will-generative-ai-lead-to-mass-unemployment-schumpeter-creative-destruction-by-keun-lee-2023-06.
- Lin, H.-C., Han, X., Lyu, T., Ho, W.-H., Xu, Y., Hsieh, T.-C., Zhu, L. and Zhang, L. (2020). Task-technology fit analysis of social media use for marketing in the tourism and hospitality industry: a systematic literature review. *International Journal of Contemporary Hospitality Management*, ahead-of-print. doi:https://doi.org/10.1108/ijchm-12-2019-1031.
- Lin, R., Zhang, Q., Xi, L. and Chu, J. (2022). Exploring the Effectiveness and Moderators of Artificial Intelligence in the Classroom: A Meta-Analysis. *Lecture notes in educational technology*, [online] pp.61-66. doi:https://doi.org/10.1007/978-981-19-5967-7\_7.
- Marks, M. L., & Mirvis, P. H. (2011). Merge ahead: M&A culture clash. *Human Resource Management* 50(6). DOI: 10.1002/hrm.20445
- Mayring, P. (2000). View of Qualitative Content Analysis | *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research*, www.qualitative-research.net. Available at: https://www.qualitative-research.net/index.php/fqs/article/view/1089/2385.
- Niederman, F. (2021). Project management: Openings for disruption from AI and advanced analytics. *Information Technology & People*. DOI: 10.1108/ITP-09-2020-0639
- Nividous. (n.d.). *Robotic Process Automation (RPA) - Automate your business processes*. Retrieved from https://nividous.com/automation/rpa/.
- Pereira, V., Hadjielias, E., Christofi, M., Vrontis, D., (2021). A systematic literature review on the impact of artificial intelligence on workplace outcomes: A multi-process perspective. *Journal of Intelligent Manufacturing*,32(1), 13-28. DOI:10.1016/j.hrmr.2021.100857
- PMI. (2019). *The PMI Talent Triangle®: A guide to understanding and implementing the PMI Talent Triangle®*. Retrieved from https://www.pmi.org/learning/library/pm-talent-triangleguide-10623 (Accessed: 15 Dec 2023)
- PMI (2023). *Shaping the Future of Project Management with AI*. Project Management Institute, PMI Annual Global Survey 2023.
- Poon, E. G., Jha, A. K., Christino, M., Honour, M. M., Fernandopulle, R., Middleton, B., & Bates, D. W. (2010). Assessing the level of healthcare information technology adoption in the United States: A snapshot. *BMC Medical Informatics and Decision Making*, 10(1), 1-12.
- Ruiz, J. G., Martínez, J., Crespo, R. G., (2021). The Application of Artificial Intelligence in Project Management Research: A Review. *International Journal of Interactive Multimedia*, 6(9), 455-460. DOI: 10.9781/ijimai.2020.12.003
- Russell, S., & Norvig, P. (2011). *Artificial Intelligence: A Modern Approach* (3rd ed.). Pearson. DOI: 10.1016/j.artint.2011.01.005
- Safdar, N. M., Banja, J. D., Meltzer, C. C., (2019). Ethical considerations in artificial intelligence. *European Journal of Radiology*. 95(4), 541-553. https://doi.org/10.1016/j.ejrad.2019.108768
- Schumpeter, J.A. (1943). *Capitalism, Socialism, and Democracy*. *Political Science Quarterly*, 58(2), p.265. doi:https://doi.org/10.2307/2144919.
- Seyedhosseini, S. M., Tabaian, S. K., & Aghajanian, S. (2019). Providing a conceptual framework for managing open innovation project portfolios in information and communication technology companies, 39(1), 195-211.

- Seymour, T. and Hussein, S. (2014). The History Of Project Management. *International Journal of Management & Information Systems (IJMIS)*, [online] 18(4), p.233. doi:<https://doi.org/10.19030/ijmis.v18i4.8820>.
- Solow, R.M. (1956). A contribution to the theory of economic growth. *The Quarterly Journal of Economics*, 70(1), pp.65–94. doi:<https://doi.org/10.2307/1884513>.
- Soomro, Z. A., Shah, M. H., Ahmed, J., (2019). Information security management needs more holistic approach: A literature review. *International Journal of Information Management*. <https://doi.org/10.1016/j.ijinfomgt.2015.11.009>
- Swan, T.W. (1956). ECONOMIC GROWTH and CAPITAL ACCUMULATION. *Economic Record*, 32(2), pp.334–361. doi:<https://doi.org/10.1111/j.1475-4932.1956.tb00434.x>.
- Usher, G., (2020). The impact of AI on project management. RPS, a Tetra Tech company. <https://www.rpsgroup.com/insights/aap/the-impact-of-ai-on-project-management/>
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 27(3), 425-478.
- Verma, S., Sharma, R., Deb, S., & Maitra, D. (2021). Artificial intelligence in marketing: Systematic review and future research direction. *National Institute of Industrial Engineering (NITIE)*. <https://doi.org/10.1016/j.jjime.2020.100002>
- Volkmar, G., Fischer, P.M. and Reinecke, S. (2022). Artificial Intelligence and Machine Learning: Exploring drivers, barriers, and future developments in marketing management. *Journal of Business Research*, 149, pp.599–614. doi:<https://doi.org/10.1016/j.jbusres.2022.04.007>.