# The role of artificial intelligence in project management

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***Abstract***

This study aimed to discuss the advantages of applying artificial intelligence in project management, specifically in areas such as resource allocation, decision-making, risk management, planning, and scheduling. By interpreting vast amounts of data from different sources, AI provides project managers with valuable insights to make better decisions.

But even though some tasks can be automated, there is a need for human intervention, as AI should complement human skills, not replace them. Project managers need to have analytical skills and stay up to date with AI technology to integrate it effectively.

***Key words:*** *Artificial Intelligence, Project Management, Resource Allocation ,Risk Management*

***Jel Codes Classification*** *: O32, 036*

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# دور الذكاء الاصطناعي في إدارة المشاريع

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**ملخص:**

تهدف هذه الدراسة إلى مناقشة مزايا تطبيق الذكاء الاصطناعي في إدارة المشاريع، لا سيما في مجالات تخصيص الموارد، واتخاذ القرار، وإدارة المخاطر، والتخطيط، والجدولة. ومن خلال تحليل كميات كبيرة من البيانات القادمة من مصادر متعددة، يوفر الذكاء الاصطناعي لمديري المشاريع رؤى قيّمة تساعدهم على اتخاذ قرارات أكثر دقة وفعالية.

ومع ذلك، وعلى الرغم من قدرة الذكاء الاصطناعي على أتمتة بعض المهام، فإن التدخل البشري يظل ضروريًا، إذ ينبغي أن يكون الذكاء الاصطناعي مكمّلًا للمهارات البشرية لا بديلًا عنها. لذلك، يتعين على مديري المشاريع امتلاك مهارات تحليلية قوية ومواكبة التطورات الحديثة في تقنيات الذكاء الاصطناعي من أجل دمجها بفعالية في ممارسات إدارة المشاريع.

**الكلمات المفاتيح:** الذكاء الاصطناعي، إدارة المشاريع، تخصيص الموارد،ادارة المخاطر.

التصنيف JEL: O32 ، O36

## Introduction:

Project management represents a multidisciplinary field that integrates technical competencies with human judgment to achieve the successful completion of projects within predefined constraints of time, cost, and quality. Despite its established frameworks, the growing complexity of modern projects, heightened stakeholder demands, and the instability of global business environments have revealed notable shortcomings in traditional project management practices. Persistent issues such as project delays, cost overruns, and inefficient resource utilization suggest that conventional approaches often fail to respond effectively to the dynamic and uncertain nature of contemporary projects. These limitations underscore the pressing need for innovative and adaptive solutions that can strengthen decision-making processes, enhance forecasting accuracy, and improve overall project flexibility.

Artificial Intelligence (AI), a branch of computer science and one of the fundamental pillars of today's technology industry, has led a transformative shift in traditional project management practices with the emergence of AI technologies such as machine learning, natural language processing, and predictive analytics. These tools offer advanced capabilities for planning, execution, monitoring, and control. As organizations strive to meet growing stakeholder demands, optimize resource utilization, and mitigate risks, integrating AI into project management has emerged as a strategic necessity.

This leads us to the central research question:

**What are the mechanisms for applying Artificial Intelligence in project management?**

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**Importance of the Study**

This study focuses on understanding how artificial intelligence (AI) can enhance project management practices. Understanding the role of AI in project management is crucial for organizations aiming to maintain competitiveness and achieve project success in today's complex and dynamic environment. The widespread impact of AI presents significant opportunities to improve processes, enhance decision-making, and successfully achieve project objectives. This transformation is critical to ensuring efficient project execution. By leveraging AI, organizations can overcome critical challenges such as delivery delays, rising costs, and quality inconsistencies—thereby improving financial viability and overall project outcomes.

**Objectives of the Study**

This study aims to examine the role of artificial intelligence in enhancing project management processes and outcomes. More specifically, it seeks to:

1. Identify the use of AI in project management and its impact on efficiency, decision-making processes, and some commonly adopted techniques.
2. Explore the applications of AI technologies across various aspects of project management.
3. Study the benefits and challenges associated with integrating AI into project management practices.

## I. Project Management in the Age of Artificial Intelligence

### I.1 The Concept of Project Management

Economic projects are one of the defining features of the modern era, having emerged as a result of contemporary business environments and various ongoing challenges characterized by constant change and the need to develop new markets and products. The rapid spread of economic projects and their significance across economic, developmental, social, cultural, and even political domains have made project success a vital factor in improving the performance of institutions—especially those that are customer-oriented. This has driven organizations and project owners to adopt specialized management approaches.

The primary aim of project management lies in applying the components of administrative processes in an objective and qualitative manner through the optimal use of resources with efficiency and effectiveness.

Project management is commonly defined as the systematic application of knowledge, skills, tools, and techniques to project activities in order to fulfill specific project requirements. This discipline is implemented through the coordinated execution of core project management processes, including planning, organizing, executing, monitoring, and controlling, culminating in project closure, while continuously balancing the fundamental constraints of time, cost, and quality.

### I.2 The Concept of Artificial Intelligence

Artificial Intelligence (AI) is defined as the science that enables machines to make decisions and act intelligently by simulating human behavior and thinking patterns. Just as humans receive information from the external world, process it in their minds, and make judgments and conclusions based on it and on prior experiences, AI seeks to replicate this process in machines. (Tuaima, p. 7)

It is also defined as:

*"A branch of modern science and technology that aims to explore the secrets of human intelligence on one hand, and to embed human-like intelligence into machines as much as possible on the other—so that machines are capable of performing functions intelligently to the extent they can."* (UNESCO, 2021, p. 9)

AI, therefore, focuses on making computers behave in a more human-like manner, and to do so in a fraction of the time it would take a person. It also aims to push the boundaries of practical computer science toward systems that are adaptive, flexible, and capable of shaping their analyses and problem-solving techniques by applying general knowledge to specific situations. (Manish Singh & Bilal Haju, 2022, p. 1210)

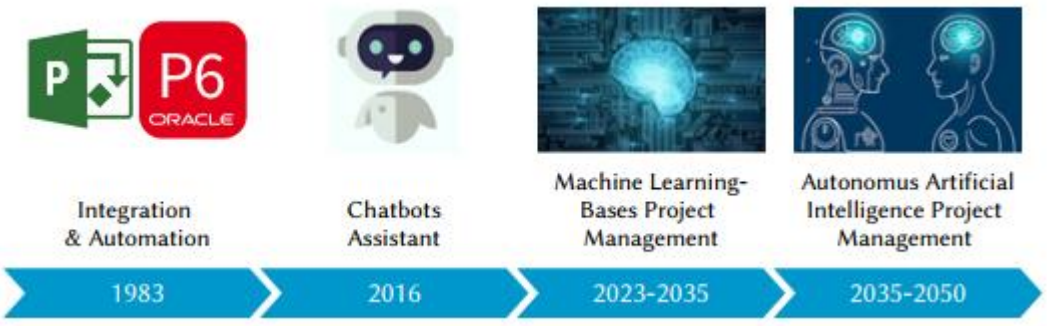
Among its core characteristics is its ability to perform the following tasks: (Asaad, 2020, p. 12)

- Learn from and utilize previous experiences
- Handle complex situations
- Solve problems even when key information is missing
- Distinguish important information from irrelevant data
- Act quickly and accurately
- Understand and interpret visual inputs
- Process symbols and characters
- Demonstrate creativity and imagination

### I.3 The Evolution of Project Management

- Project management has undergone substantial development over time. Early methodologies, such as the Critical Path Method (CPM) and the Program Evaluation and Review Technique (PERT), introduced structured and methodical approaches to project execution. These traditional models emphasized linear project phases, detailed scheduling, and rigorous control of timelines and budgets, laying the foundation for systematic project planning and control.
- Following this phase, **Information Technology (IT)** and **Knowledge Management** began to support project managers through the use of specialized software for project scheduling and control. This evolution eventually led to the integration of **Artificial Intelligence (AI)** in project management.
- The following figure (Figure 1) illustrates the development that has occurred over the past **37 years**, as well as what is anticipated for the future.

**Figure 1: The Evolution of Artificial Intelligence in Project Management**




**Source: (Ruiz, Torres, & Crespo, 2020, p. 55)**

The stages of development in project management can be categorized as follows:

**A. Project Management Based on Integration Assistants, Automation, and Chatbots (1983–2016)**

The initial stage of this phase focused on the adoption of task automation tools such as Microsoft Project and Primavera (Oracle), which were first introduced in 1983. Over subsequent years, these software solutions became widely utilized to support core project management functions, including project planning, scheduling, performance evaluation, and control.

At a later stage, **chatbot assistants** were employed for **meetings**, **management summaries**, **reminders**, and other tasks. These tools were used as a form of support in **decision-making** and in managing meetings related to the **preparation and execution of projects**.

**B. Project Management Based on Machine Learning**

The third phase marks a broader adoption and integration of **Artificial Intelligence (AI)** into the field of project management. During this stage, **Machine Learning (ML)** was implemented to enable **predictive and corrective analytics**, aimed at providing project managers with the necessary data to make informed decisions. These tools enabled project managers to plan and allocate resources within defined constraints, manage risks and issues effectively, and enhance decision-making processes by leveraging historical project data to improve project outcomes and overall success.

Within less than the next ten years, AI will be able to **leverage lessons learned** from project history and **propose new project schedules**, adjusting in real time according to resource performance and project progress. An AI system will be capable of alerting the project manager to any potential **risks or opportunities** by using **real-time project data analytics**. This will create a new vision for guiding projects, through **risk reduction in decision-making**.

In other words, **AI systems will be able to make decisions autonomously**, ushering in a **new era of Artificial Intelligence**—representing the **fourth stage** in the evolution of project

management.
(Source: Ruiz, Torres, & Crespo, 2020, p. 55)

**C. The Importance of Adopting Artificial Intelligence in Project Management**

Project management plays a critical role in strengthening organizational and strategic capabilities, supporting goal achievement, and improving competitive advantage. With the emergence of artificial intelligence, automation technologies, and advanced data processing systems, project management practices are undergoing rapid transformation and continuous development. Furthermore, progress in communication technologies and collaborative environments—such as remote working models and virtual teams—has significantly reshaped the coordination, execution, and monitoring of projects. (Mircea Constantin, Gabriela Vasciuc, & Panagoreț, 2024, p. 107)

According to projections by Gartner, Inc., by the year 2030, the adoption of Artificial Intelligence (AI) is anticipated to reduce the workload associated with project management activities by approximately 80%. This shift will involve AI systems assuming responsibility for conventional project management tasks, including data acquisition, progress tracking, and performance reporting. (Source: Techopedia)

The integration of AI in project management has the potential to **significantly enhance efficiency, decision-making, and outcomes**. It offers advanced capabilities to **automate repetitive tasks**, **analyze large datasets**, and **generate actionable insights**. In the context of project management, AI can augment human capabilities by providing intelligent tools for **project planning**, **scheduling**, **resource allocation**, **risk management**, and **stakeholder communication**.

AI-powered project management systems can analyze historical project data to identify patterns, forecast future outcomes, and optimize resource utilization. By leveraging advanced algorithms and analytics, AI can assist project managers in **making informed decisions**, **mitigating risks**, and **adapting to changing conditions**.

Moreover, **AI-driven chatbots and virtual assistants** can streamline communication, facilitate collaboration, and provide real-time updates to stakeholders—enhancing **transparency and accountability** throughout the project lifecycle.

According to a study conducted by Buffer (2020), 98% of participants indicated a preference for working remotely at some stage of their professional careers. This finding highlights the growing necessity for adopting appropriate tools, technologies, and managerial approaches that support efficient and effective project management in remote and distributed work environments. (Mircea Constantin, Gabriela Vasciuc, & Panagoreț, 2024, p. 107)

Studies also indicate that **56%** of organizations have already developed a strategy involving **AI-related digital transformation**. Furthermore, as previously mentioned in **Gartner's forecasts**, AI implementation is projected to reduce project management workloads by **80% by 2030**, by automating traditional tasks such as **data gathering, monitoring, and reporting**. (Mircea Constantin, Gabriela Vasciuc, & Panagoreț, 2024, p. 107)

Furthermore, within the next three years, project management professionals anticipate a substantial increase in the adoption of Artificial Intelligence (AI) in project execution, with the proportion of AI-managed projects expected to rise from 23% to 37%,

Moreover, recent market research indicates that the global market for Artificial Intelligence in project management is projected to expand from USD 2.5 billion in 2023 to approximately USD 5.7 billion by 2028, reflecting a compound annual growth rate (CAGR) of 17.3% over the forecast period. This growth trend demonstrates that AI is set to assume an increasingly significant role in shaping the future of project management practices. as depicted in the corresponding figure.




**Source:** (Sivasubramaniyan, 2023, p. 357)

## II. Applications of Artificial Intelligence in Project Management

The use of AI in project management encompasses a wide range of applications across different phases of the project lifecycle. In the planning stage, AI-based systems can evaluate project requirements, detect task interdependencies, and develop optimized project schedules by considering available resources and defined project goals.

During the **execution phase**, AI-powered systems can monitor progress, identify bottlenecks, and recommend adjustments to ensure timely delivery. In **risk management**, AI can analyze historical data, assess potential threats, and suggest mitigation strategies to minimize project risks.
(Shamim, 2024)

Moreover, **AI-based project management platforms** can facilitate stakeholder engagement, automate routine tasks, and provide personalized insights to project team members. By leveraging the power of AI, organizations can streamline project workflows, enhance collaboration, and achieve greater efficiency and effectiveness in project delivery.

### II.1 AI-Based Project Planning and Scheduling

AI technologies, such as **machine learning algorithms** and **optimization techniques**, can automate project planning and scheduling processes by analyzing historical data, identifying patterns, and generating optimal timelines based on resource constraints and project goals. These AI-driven systems enable project managers to develop realistic and achievable project plans, optimize resource utilization, and adapt effectively to changing conditions.

### II.2 AI-Based Resource Allocation and Optimization

Artificial Intelligence technologies significantly improve resource allocation by examining project requirements alongside the available competencies and skill sets of team members, enabling tasks to be assigned more effectively. In addition, AI-powered optimization techniques can uncover opportunities to enhance resource efficiency by reducing idle time and mitigating delays. As a result, these capabilities contribute to smoother workflows, better utilization of resources, and improved overall project performance.

### II.3 Focus on Goals Rather Than Processes

Finally, AI tools can help project managers focus more on **goals** rather than on **processes**. By analyzing project data, AI can identify the most effective techniques for achieving project objectives. Project managers can then concentrate on the most efficient process and select the best course of action to accomplish the project goals.

### II.4 The Role of Artificial Intelligence in Project Risk Management

AI-powered risk management systems can analyze historical project data, identify potential risks and uncertainties, and recommend supportive strategies to mitigate anticipated risks. These systems leverage machine learning algorithms to continuously monitor project performance, detect emerging risks, provide timely insights to stakeholders, and enable proactive risk management and decision-making.

AI has shifted risk management from a reactive to a proactive discipline. By scanning project documents and stakeholder communications using Natural Language Processing (NLP), AI systems identify patterns indicating potential issues before they escalate.

- **Key Insight:** AI-powered risk identification tools uncovered **30% more risks** than traditional methods.
- **Prediction Accuracy:** AI improves the ability to predict project outcomes by **25%** through Monte Carlo simulations and predictive analytics.

### 11.5 Faster Problem Analysis and Resolution

The integration of Artificial Intelligence (AI) into project management enables faster and more accurate analysis and resolution of defects. AI-based tools can rapidly detect issues, identify their underlying causes, and recommend appropriate corrective measures. This allows project managers to respond promptly to problems, thereby limiting their negative effects on project schedules and budgets. By leveraging real-time data and intelligent analytical tools, project teams are better equipped to make informed decisions and proactively avoid defects, which leads to enhanced product quality and improved project outcomes. (Sivasubramaniyan, 2023, p. 354)

Furthermore, the use of AI in defect analysis strengthens project efficiency and effectiveness by enabling the examination of historical data and the prediction of potential future issues. These predictive capabilities allow project teams to implement preventive actions before problems arise. Consequently, projects are delivered more successfully, with higher-quality outputs. The combination of rapid defect resolution and proactive risk prevention contributes to stronger project results and increased overall project success.

### II.6 AI-Supported Stakeholder Communication

Artificial Intelligence technologies, such as **chatbots** and **virtual assistants**, can facilitate stakeholder communication by providing **real-time updates**, answering inquiries, and enabling collaboration among project team members. These AI-based communication tools enhance **transparency**, **accountability**, and **engagement** throughout the project lifecycle, ultimately improving overall project outcomes.

### II.7 AI Improves Scope Creep Management and Expectation Handling

Scope creep refers to the gradual and often uncontrolled expansion of a project's scope beyond its initial boundaries, frequently resulting in schedule delays and cost overruns. In many cases, scope creep arises due to inadequate planning, ineffective communication, or continuous changes in project requirements.

By continuously monitoring project progress and analyzing performance data, AI systems can help detect potential changes in scope at an early stage. These tools support project managers in maintaining control over project boundaries by identifying scope-related deviations and forecasting expectation-related challenges. This enables timely interventions that help keep projects on track and within budget.

Moreover, AI-driven systems can offer recommendations for corrective actions and support effective communication with stakeholders, thereby reducing misunderstandings and minimizing the adverse effects of scope creep on project timelines and financial resources.

Overall, the integration of Artificial Intelligence (AI) into project management enhances the management of scope creep and stakeholder expectations, ultimately leading to higher success rates and more favorable project outcomes.(Sivasubramaniyan, 2023, p. 354)

### II.8 Some AI Applications Used in Project Management

Below are some AI-powered applications commonly utilized by project managers:

Figure 2: Some Artificial Intelligence Tools Used in Project Management




1. **Source:** Amin, M. (2024). Revolutionizing project management in the era of generative artificial intelligence. Retrieved from https://aicrafters.com/ar/ai-for-pms/

**Notion AI**

**Description:** Notion AI is an all-in-one project management and note-taking platform that uses artificial intelligence to improve organization, collaboration, and workflow management. It offers advanced features such as automatic content generation, intelligent data organization, and seamless integration with various productivity tools.

**Use Cases:** A project manager can use Notion AI to centralize and automate project documentation, creating interactive roadmaps and dynamic dashboards that update in real time as the team makes progress. This approach provides a clear overview of the project's progress and facilitates decision-making based on up-to-date data.

**Forecast AI**

**Description:** Forecast AI is an advanced project management tool that uses artificial intelligence to predict timelines and optimize resource planning, thereby providing greater visibility and improved accuracy in managing project deadlines. Its AI-driven analysis helps anticipate delays and improve decision-making.

**Use Case:** The project manager uses Forecast AI to automatically estimate the duration of a project's various phases based on historical data, enabling the creation of a realistic schedule and the anticipation of resource needs. This predictive analysis helps minimize delays and optimize resource allocation throughout the project.

**Stepsize AI**

**Description:** Stepsize AI is an AI tool that automatically analyzes project data to generate intuitive reports, providing daily updates on team progress and full visibility, while ensuring enhanced security and granular access controls. It replaces manual updates with automated summaries, facilitating coordination and communication within teams.

**Use Case:** Imagine a digital marketing project manager using Stepsize AI to analyze marketing campaign data. This tool allows them to quickly identify trends, issues, and opportunities, facilitating real-time strategy optimization and improving their team's collaboration and productivity.

**Asana**

**Description:** Asana is an online project management platform with AI-powered features that facilitate collaboration and task tracking within teams. It aims to improve productivity by allowing users to create, organize, and track projects seamlessly.

**Use Case:** For example, a software development project manager can use Asana to organize development stages, assign tasks to developers, and track bugs, which simplifies the management of complex projects and accelerates the delivery of high-quality products.

**Ayanza**

**Description:** Ayanza is an AI-powered project management software that offers a user-friendly interface, AI-driven suggestions for project optimization, and centralized collaboration for effective team coordination.

**Use Case:** For example, imagine an interior design project manager using Ayanza to receive AI suggestions on material, color, and layout choices to optimize project design. This tool provides innovative and creative ideas, allowing the manager to improve the design process and thereby increase the efficiency of planning and creation.

## III. Challenges and Ethical Implications of AI-Based Project Management

Despite the numerous benefits that **Artificial Intelligence** offers to project managers—such as **time-saving** and **enhancing the efficiency** of management processes to ensure the project is completed **on time**, **within scope**, and **at the desired quality level**—there are still **significant challenges** that managers must address. Below are some of the key challenges: (Shamim, 2024, p. 4)

**Figure 4: Barriers to the Use of Artificial Intelligence Tools in Project Management**




**(Sivasubramaniyan, 2023, p. 356)**

### III.1 Privacy, Security, and Data Quality Concerns

Integrating AI into project management raises concerns regarding **data privacy and security**. Organizations must ensure the **confidentiality, integrity, and availability** of project data to prevent unauthorized access and data breaches. (Shamim, 2024, p. 4)

Moreover, **poor data quality** may lead to **inaccurate outcomes**, negatively affecting decision-making and project results.

### III.2 Bias and Fairness in AI Algorithms

AI algorithms may exhibit **bias and discrimination**, resulting in **unfair outcomes** and **inequitable treatment** of stakeholders. Organizations must address **algorithmic bias** by implementing measures to **detect, mitigate, and prevent** biases in AI-driven decision-making processes.

### III.3 Integration with Existing Systems

To fully realize the advantages of Artificial Intelligence in project management, AI solutions must be effectively integrated into existing tools and operational workflows. However, in large-scale organizations, such integration processes are often complex, resource-intensive, and time-consuming due to system heterogeneity and organizational constraints.

### III.4 Cost

The implementation of AI-based project management systems can involve substantial financial investment

This presents a challenge especially for **small businesses** or organizations with **limited budgets**.
(Sivasubramaniyan, 2023, p. 356)

### III.5 Human–AI Collaboration Dynamics

The integration of AI into project management may influence the **dynamics of collaboration between humans and AI**, resulting in shifts in **roles**, **responsibilities**, and **power structures** within project teams.

Organizations must foster a culture of **collaboration**, **trust**, and **transparency** to ensure effective cooperation between human team members and AI systems.

### III.6 Lack of Expertise in Developing and Implementing AI Systems

Designing, developing, and implementing AI systems requires **trained professionals**. However, there is currently a **shortage of AI expertise**, which may hinder the effective **adoption and deployment** of AI in project management. (Sivasubramaniyan, 2023, p. 356)

## Conclusion

Artificial Intelligence (AI) represents a true revolution in the field of project management, opening up vast horizons for **possibilities and innovation**. With its cutting-edge tools, project managers can significantly **improve operational efficiency**, **enhance the quality of outcomes**, and **achieve success** across various projects. AI-based tools are highly beneficial for project managers in terms of **control and monitoring**.

However, despite its many advantages, **AI cannot—and should not—replace human intelligence**. It is essential to emphasize that AI is **not a substitute for project managers**, but rather a **powerful tool** that assists them in performing their roles more effectively. This emphasizes the continued importance of project managers applying professional expertise and sound judgment when conducting evaluations, while also adopting new leadership approaches to effectively guide teams.

Beyond technical proficiency, competencies such as emotional intelligence, effective communication, and active listening have become increasingly critical for managers. These skills are essential for supporting teams in adapting to digital transformation and in developing the ability to work efficiently alongside AI-enabled tools. (Mircea Constantin, Gabriela VASCIUC, & PANAGOREȚ, 2024, p. 121)

## Study Findings

1. The study concluded that Artificial Intelligence (AI) is a powerful driver for enhancing the efficiency of project management, improving the quality of decision-making processes, and optimizing project outcomes.
2. The mechanisms for applying AI extend across the entire project life cycle, encompassing planning and scheduling, resource allocation and optimization, risk

management, faster problem analysis and resolution, improved stakeholder communication, and even managing scope creep and expectation shifts. Practical applications such as Notion AI, Forecast AI, and Asana were reviewed to illustrate these mechanisms.

3. Despite the aforementioned advantages, the study emphasized that AI should complement—not replace—human skills. It requires smart human intervention and continually evolving analytical competencies from project managers.

**Recommendations**

1. Organizations must invest in developing the competencies of project managers, particularly in analytical skills and a deep understanding of AI technologies, to ensure effective integration.
2. Establish robust data governance frameworks that ensure data privacy, security, and quality, to mitigate the risks associated with AI.
3. Strategically plan the integration of AI with existing systems, taking into account initial costs and potential benefits.
4. Explore ways to develop ethical frameworks and regulatory standards that ensure the responsible use of AI in project management, particularly regarding bias and fairness.
5. Explore how to adapt educational and training curricula to prepare the next generation of project managers to navigate an AI-enabled work environment.

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