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How Artificial Intelligence Influences Project Management

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Abstract

Despite the fact that artificial intelligence and machine learning have already found a wide range of applications in business, their impact on project management is only just starting to become obvious. This is despite the fact that these two technologies have been around for quite some time. In this report, we share our findings to help in understanding the impacts of artificial intelligence on projects and how they will reshape project management in the future based on suitable AI inputs. The purpose of this report is to assist in understanding the impacts of artificial intelligence on projects. This report's objective is to provide assistance in better comprehending the effects that artificial intelligence has on various initiatives. Both the findings of management case studies and those of AI have nothing to do with the most essential aspect of future project management, which has nothing to do with either subject. This aspect is unconnected to both of them. It is more comparable to the theory of evolution, which states that natural selection ensures that those who are able to live will be those who are the most adaptable to change, which will undoubtedly take place. This assertion is based on the idea that those who are able to live will be those who are the most adaptable to change. We recommend that you think about the implications of our findings in terms of long-term change management and digital transformation if you are an interested reader who wants to go further beyond the bounds of our study.

Keywords: *Artificial Intelligence, Machine Learning, Project Management*

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1. Introduction

AI began as a sub-branch of computer science that aimed to make computers and robots intelligent. In the near term, intelligence included reasoning, knowledge representation, planning, learning, natural language processing, vision, and perception. Long term, the goal is to create Artificial General Intelligence (AGI), or "strong AI," where intelligence incorporates a sophisticated problematization of numerous scientific fields such as mathematics, psychology, engineering, etc. According to the worldwide AI community, the "singularity" (a requirement for AGI) is not on the horizon. Alan Turing, regarded by many to be the pioneer of contemporary computer science, released his Turing test in 1950. If the computer passed Turing's criteria, he would call it

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"intelligent." He dreamed about humanity's last invention. Since then, advances in computer science and Moore's Law have made it feasible for these entirely theoretical speculations to acquire some practical form. AI has made great strides recently. AI today can drive a vehicle, organise appointments, and make phone calls on your behalf. AI's subsets and tactics delivered these improvements. This Venn diagram shows AI's current layers.

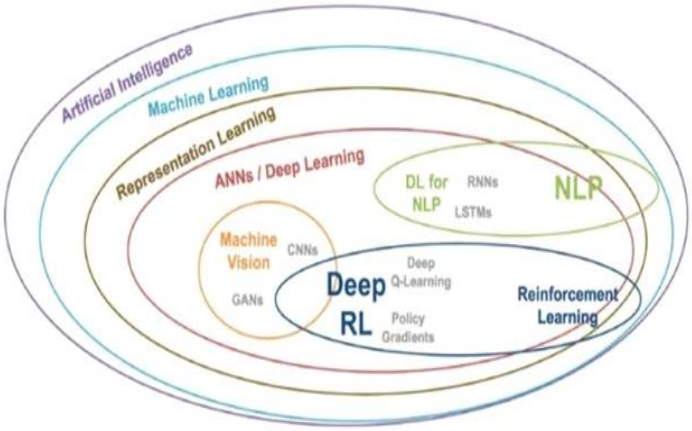

Figure 1: Venn Diagram Representing AI and Its Subsets

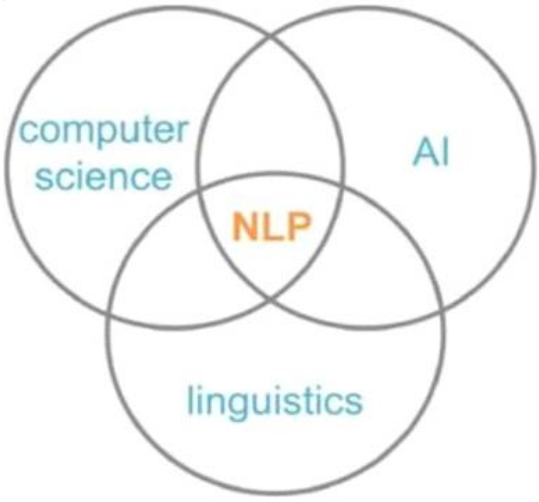

Figure 2: Venn Diagram of Natural Language Processing

Figure 3 shows a process map of the Project Management Institute's (PMI) process. This map outlines the five phases of project management and the associated activities, tools, and techniques that are used throughout the project. The PMI process begins with the initiation phase, which involves setting the project goals and objectives, developing the project plan, and obtaining stakeholder approval. The planning phase follows, which includes developing the project schedule, budget, and risk management plan. The execution phase follows, which involves carrying out the project activities and working with stakeholders to ensure the project

is on track. The monitoring and controlling phase is next, which includes tracking the project progress, managing changes, and making adjustments as needed. Lastly, the closing phase completes the project, which includes obtaining sign-off from stakeholders, closing out the project, and performing the post-project review. This process map provides a comprehensive overview of the PMI process and is a valuable tool for project managers.

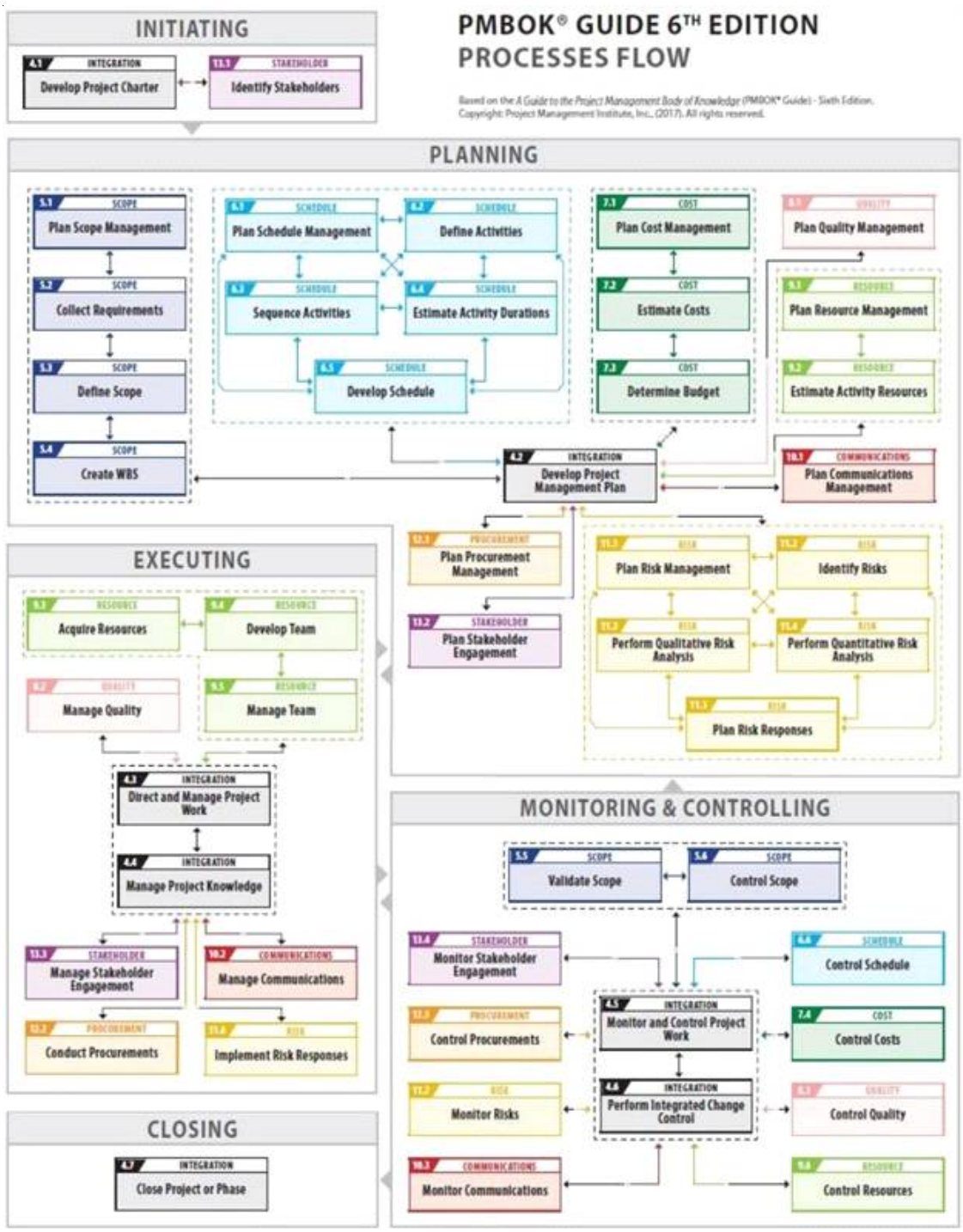

Figure 3: PMI Process Map

2. Literature Review

This paper begins with a discussion of the sectors that are most amenable to AI implementation. The emphasis then shifts to how AI influences project management in these specific sectors. Next, we will evaluate the susceptibility of the PMBOK stages.

2.1. Industries Receptive to AI Implementation

In the last five years, AI has invaded several businesses. Many established industries have been disrupted by machine learning and deep learning algorithms. As of 2020, data collection and storage will be the standard, and industries with well-established data banks, such as banking, healthcare, and logistics, will profit most from AI. The public must soon agree on how to quantify and govern these breakthroughs for social acceptability. When do we let AI diagnose a patient or drive while we sleep? Logically, if the number, rate, and lethality of AI mistakes are lower than when humans are in control, society should have no issues turning over the keys to AI. Social epistemology suggests that the public will be less forgiving if human decision-makers are not involved. Let's examine several sectors integrating AI.

2.2. Impact of Artificial Intelligence on Project Management in the Aforementioned Industries

AI is a difficult field with many complexities, but when used correctly, it has the potential to increase productivity and reduce errors. Using such technologies to reduce mistakes in software development projects, where faults may be found at any time, is a key measure of project quality. AI improves project management by providing additional insights into probable outcomes. By detecting data linkages and patterns, the system removes extraneous information so management can concentrate on the most relevant facts.

2.3. The PMBOK Phases and Their Vulnerability

The PMBOK version 6 "Initiating" phase, of which sub-process 4.1 (Develop Project Charter) is a significant element, ensures a clear relationship between the project and the organization's strategic goals. thus ensuring project success. This begs the question: Are there measurable project goals and success criteria? According to the PMBOK, expert judgement and data collection and analysis are the most significant tools for most processes. Data collection is also human-driven. Lack of expertise and understanding while handling new projects with unexpected scopes or unique obstacles might affect data quality. This doesn't portend success and opens the door for AI solutions. AI is affecting project management by removing risk and ambiguity in planning and execution.

3. Methodology

3.1. Current AI and PMI Methodology

AI will change (software) project management in numerous ways, from automating fundamental administrative activities to giving analytics-driven risk forecasts and quantification, aiding project planning, and generating actionable suggestions. Agile implementation will be changed. AI can help with the following elements of project management, according to a study of 56 project managers from diverse sectors. Project manager duties include project planning. The WBS is planned and laid out. Machine learning algorithms can turn WBS into mind maps and extract activities and relationships. Dam *et al*. (2018) demonstrate how to employ an AI-based agile project assistant to improve project success. This AI system has analytics, planning, and optimization engines. These machines rely on the learning representation engine to build mathematically and computationally convenient project data representations. The system is designed to take raw, unstructured data from real-world projects and make it readable for algorithms that will bring new business value to the project. The product owner in charge of the backlog and item tracking will have less to do since the system will classify and prioritise items. With Natural Language Processing (NLP) at the heart and additional machine learning and deep learning approaches, the system may increase the "why" (descriptive analytics), "when" (predictive analytics), and the optimal course of action for agile teams in a certain circumstance (prescriptive analytics). Integrating this method into project management is difficult. This system can handle administrative and core project components. AI is revolutionizing project management and implementation. It drove specialists to design a new AI implementation approach. Cognilytica has developed a process for delivering in-production, high-value, low-risk AI projects via hundreds of real-world implementations. CPMAI adds AI- and ML-specific documents, processes, and activities to CRISP-

DM. CPMAI blends agile methodologies and data operations activities to make it data-first, AI-relevant, iterative, and focused on the necessary tasks for operational success.

Because the problems associated with the manner in which artificial intelligence will have an effect on the worlds of projects and project management are so complicated, we thought that a good method for displaying the complexity could be through the controversy actor network approach, which was introduced to us earlier on in the MOTIS year. To get started with this controversial method, we will first show the primary disputes that we have uncovered. After that, we will choose one of those conflicts to apply the principle and the procedure to in order to make everything crystal clear for the reader. This will include explaining the controversy, determining what is at stake, listing the key players involved (advocates and opponents), presenting their respective arguments, demonstrating how the controversy may develop over time through a series of phases, and finally presenting a two-dimensional map showing the various positions that these players hold in the debate.

4. Results

4.1. Introduction to Results

With AI, PMs may spend more time on strategic and tactical thinking and judgment. A PM will concentrate on value-added tasks. As AI improves, project managers will depend on computers to advise on future trends, automate time allocation, and respond to superior and employee demands.Such frameworks interface with Slack and JIRA to improve problem-solving.

According to studies, project managers spend more than half their time on administrative chores like check-ins and updates.

AI helps project managers in the following ways:

AI lets project managers concentrate on strategic objectives and planning.

AI may seem like a danger to job security, but it may boost the value of project management experts. AI helps firms accomplish long-term goals by adding value to positions.

AI bots can do less intense project management activities, decreasing busywork time by half. This saves a lot of time, allowing project managers to: focus more on the dynamic processes underpinning their strategic management; focus more on their staff, which may help them empower them and uncover efficiencies; and focus more on what's important to them. Create a comfortable work environment where employees feel appreciated and have resources.AI gadgets can save project managers time on busywork, at least for now. Most workers spend time on record-keeping and other remedial tasks. This makes the process more productive, saving time and money by enabling personnel to focus on important tasks.

4.2. The Effect of Artificial Intelligence on Project Managers

AI is a project manager's "virtual companion," so project leaders must be imaginative and personalise their expertise to promote digital change. Digital know-how, data science, and security and privacy understanding are crucial. Contracts need legal and regulatory understanding. In the digital world, AI and project managers must interact. As knowledge of the profession grows, more project activity will be attributed to the profession, earning project managers more respect and admiration.

AI can automate many of the everyday duties project managers conduct, but their actual value resides in their ability to teach, lead, and engage with stakeholders. Human contact, good and flexible judgement, empathy, and connection to teams and stakeholders need "Humanness" to be successful. Robots and AI may automate boring chores that waste a project manager's time, such as putting together PowerPoint presentations, focusing on right messaging to the appropriate audience, and / or standardising project data from incompatible systems. Project managers must be leaders and communicators. As noted before, AI can't replicate the "humanness" of project management. This implies the project management job is here to stay or perhaps grow into other sectors. According to PMO directors and senior leaders interviewed for the 2018 PMI pulse of profession study, the PM's function is extending to Strategic Advisor plans, executes, delivers. Innovator: operates as product owner and developer; Communicator: always clear and succinct, no matter the audience; Big Thinker: adaptive, flexible, and emotionally intelligent; Versatile Manager: experienced with waterfall, Scrum, agile,

lean, design thinking. According to PMI's 2018 Job Growth and Talent Gap Report, companies will require 87.7 million project managers by 2027, increasing the demand for talented and experienced managers.

Figure 4 shows a sample RPA bot quality compliance report. This report provides an overview of the performance of the RPA bot, including the number of errors, the percentage of successful transactions, and the turnaround time for each task. It also includes a breakdown of the tasks that the bot was able to successfully complete, as well as any errors that occurred and how they were resolved. Overall, this report provides an effective way to measure and monitor the performance of the RPA bot. By looking at the data, organizations can quickly identify any areas that need improvement and take corrective action. Additionally, it can serve as a helpful tool for making decisions about which tasks to assign to the bot, and when to use it. Overall, this report is an invaluable asset for any organization looking to make the most of their RPA bots. By providing a detailed analysis of bot performance, it can help organizations ensure that their bots are operating at peak efficiency and delivering the highest quality of service possible.

Figure 4: Sample RPA Bot Quality Compliance Report

4.3. AI-Based Instruments and Methods for the Project Manager Role

PMI identified six AI technologies influencing global enterprises. Project managers expect that the influence of the following three AI technologies will expand in the next three years. Current project management tools and software may help managers optimize their effectiveness and monitor KPIs and milestones. They can't forecast "what if" situations or inform project managers before a significant crisis. Current tools draw, not push, information. According to PwC's 2018 Workforce of the Future Report, demand is growing for quicker, more flexible, and easier-to-learn project management practices. With social media, web-based apps, and learning management systems all changing, there are a lot of chances to do research and try new things. AI will increase on-demand, personalised, problem-specific learning. Learning innovations will allow future workers to learn anything, anytime, and anywhere. In today's complex project management contexts, technologies that proactively "think" and "do" on behalf of the project manager and deliver on-demand information to assist their efficiency and effectiveness are needed.

Figure 5 illustrates how Artificial Intelligence (AI) can be used to support project management. AI can aid in project planning, scheduling, resource allocation, and task execution. AI can also be used to monitor progress, detect risks and identify potential problems. AI can even be used to provide insights into the project's success or failure.AI can be an invaluable asset to project managers, as it can provide them with faster and more accurate analysis than traditional methods. AI can also help to automate some of the processes, such as scheduling, resource allocation and task execution, which can help to save time and resources. Overall, AI can be a great tool for project managers to use. It can provide them with predictive analytics, improved decision-making capabilities and a more efficient way to manage the project. AI can also help managers identify potential problems and risks, as well as help them to make the most of the resources and time available.

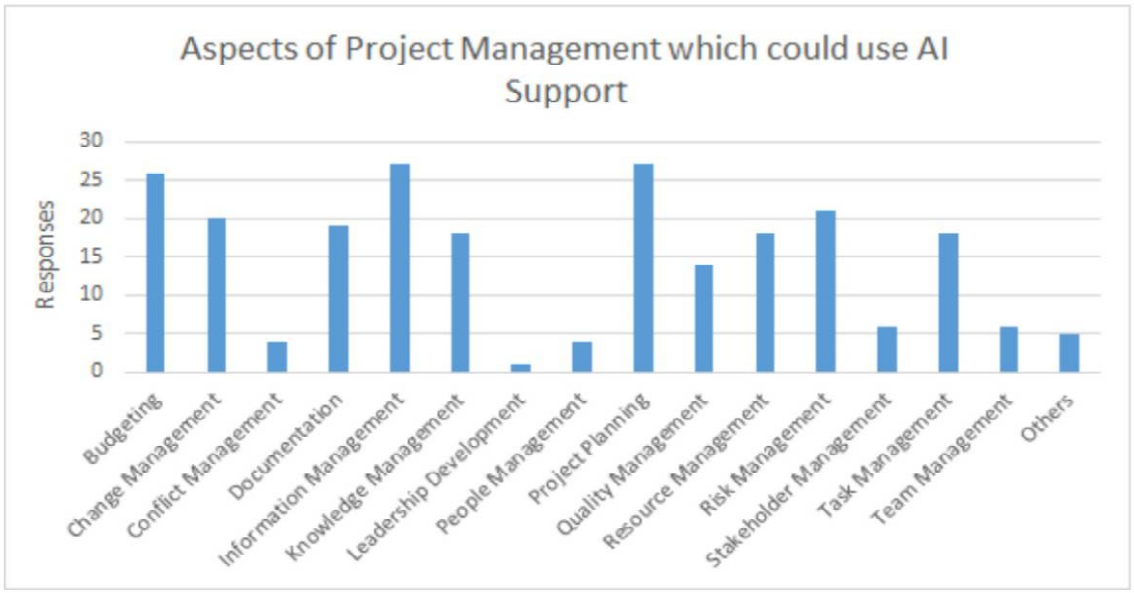

Figure 5: Areas where AI Support can be used for Project Management

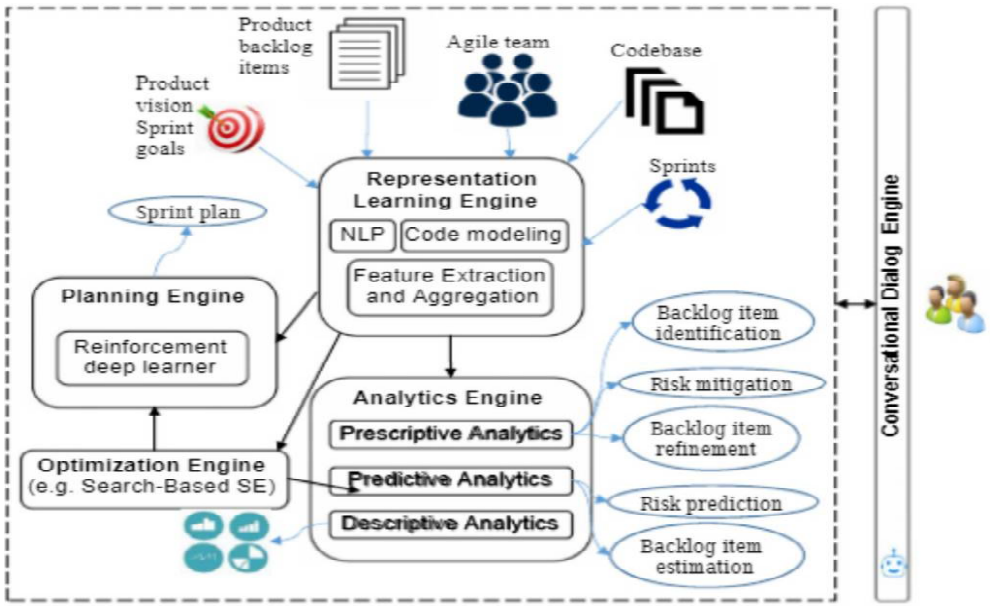

Figure 6: The Architecture of an AI-Powered Agile Project Management Assistant

Figure 6 shows the architecture of an AI-Powered Agile Project Management Assistant. This assistant can provide intelligent recommendations, automating repetitive tasks, and helping to make better decisions. This architecture allows for a more efficient and effective way to manage projects and tasks, as well as providing intelligent recommendations to help make better decisions.

Figure 7: Core Element of CPMAI Methodology provides a visual representation of the core elements of the CPMAI methodology. This methodology is a systematic approach to improving the performance of a company or organization by focusing on the key elements of strategy, processes, people, technology, and information. The methodology is composed of five core elements that each have a unique role in the overall performance of the organization:

- Strategy: Establishing and maintaining a clear business strategy that is aligned with the company's goals.
- Processes: Developing and implementing processes that are tailored to the company's needs and resources.
- People: Training and developing the right people who are empowered to make decisions and act.
- Technology: Utilizing the right technology to support the processes and enable the people to reach their goals.
- Information: Collecting, analysing, and using data to inform decisions and improve performance.

The CPMAI methodology can be used to help companies and organizations achieve their desired performance levels. By focusing on the core elements, the organization can ensure that their processes are efficient and effective, the right people are in place, the technology is up to date and relevant, and the information is being used to inform decisions. This in turn can lead to improved performance, increased profitability, and greater customer satisfaction.

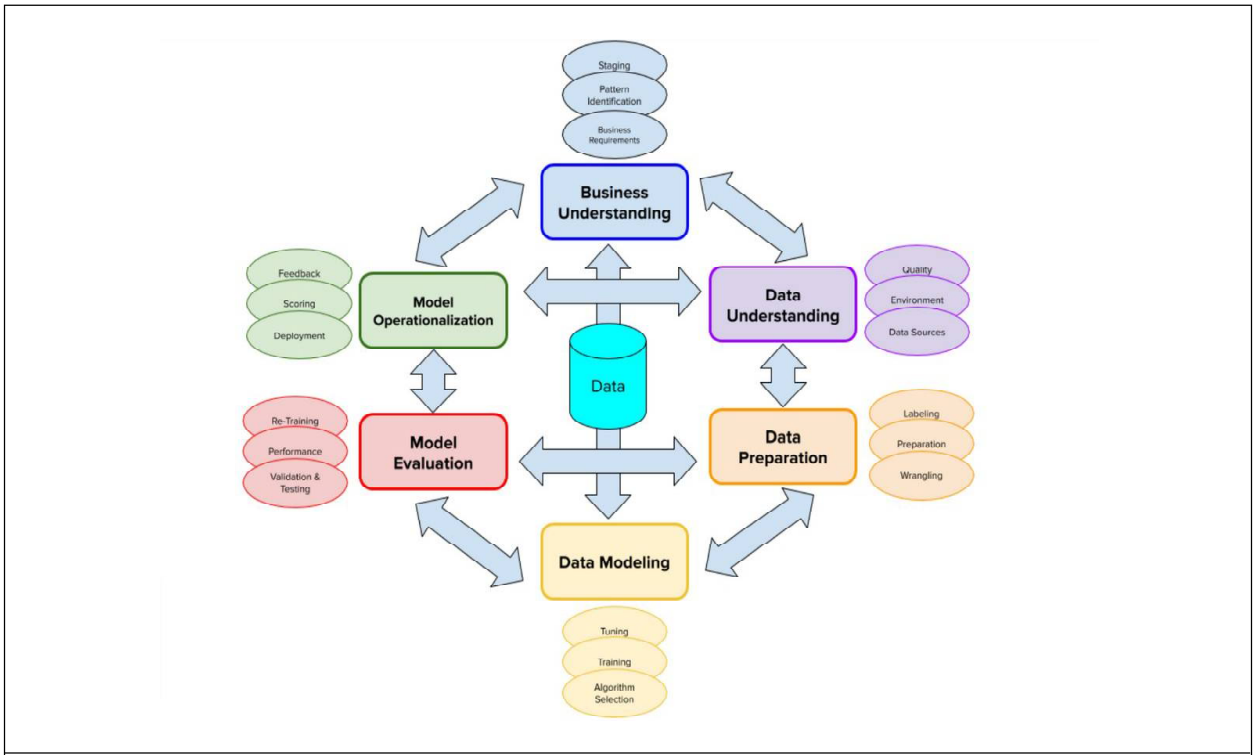

Figure 7: Core Element of CPMAI Methodology

Figure 8: A Virtual Partnership is an innovative approach to forming business partnerships between two parties in a virtual environment. This type of partnership is ideal for businesses, entrepreneurs, and other organizations that are looking to form a mutually beneficial relationship without the need for physical contact. The virtual partnership is designed to provide the same benefits of a traditional partnership, such as shared resources, shared profits, and mutual trust. The difference lies in the fact that the entire agreement is done virtually, meaning that the two parties never actually meet in person. This can be beneficial for those who are

unable to travel, who are in different parts of the world, or who prefer to conduct business virtually. The main advantage of a virtual partnership is the ability to form a partnership quickly and efficiently, without the need for a lengthy negotiation process. The virtual process also eliminates the risk of being scammed, as all communication is done over the internet. Additionally, virtual partnerships are typically less expensive than traditional partnerships as there are fewer costs associated with the setup. In conclusion, Figure 8: A Virtual Partnership is an innovative way to form a business partnership without the need for physical contact. The virtual process is quick, efficient, and cost-effective, making it an ideal solution for those looking to form a mutually beneficial relationship.

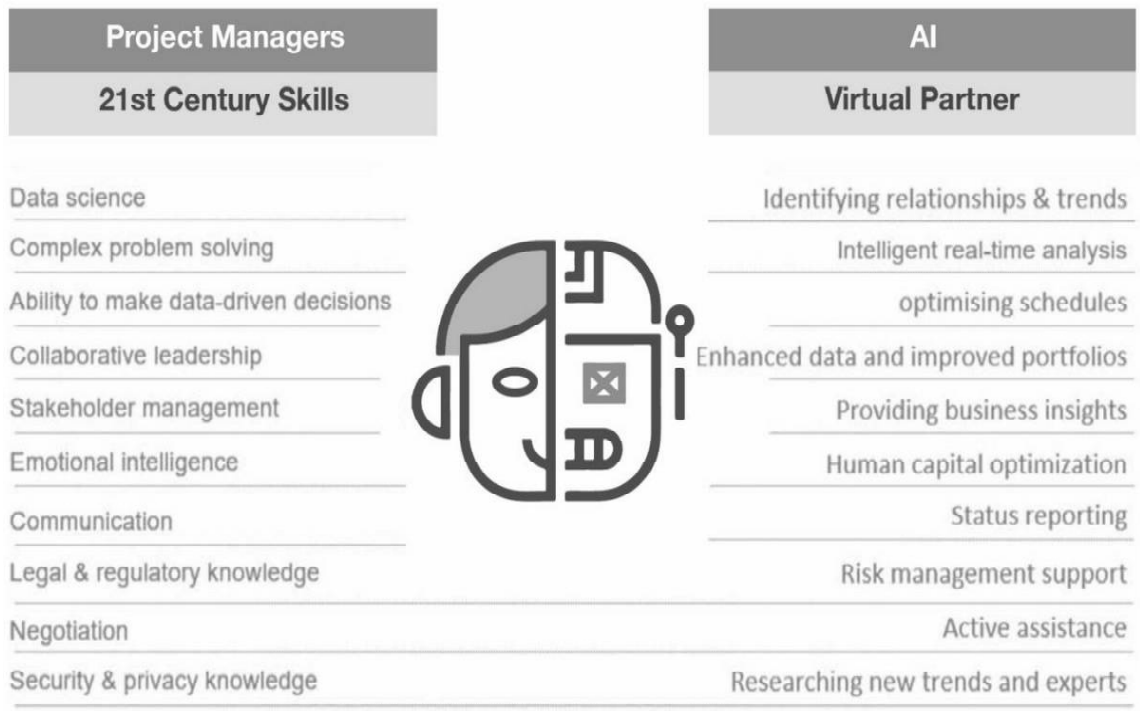

Figure 8: A Virtual Partnership

Figure 9: PMI Pulse of the Profession is an annual report published by the Project Management Institute (PMI). It examines the state of the project management profession, with a focus on project success, project

Figure 9: PMI Pulse of Profession

management job growth, and the necessary skills for project managers to succeed. The report examines topics such as the impact of digital transformation, emerging technologies, and global trends on project management. It also looks at the impact of changes in the workforce, such as the increasing use of contractors and remote work. The report is based on a survey of over 3,000 project management professionals and includes insights from over 500 global experts. This annual report provides valuable insights into the current state of project management and helps project managers stay ahead of the curve.

Figure 10: PMI Pulse of AI Technologies provides a comprehensive view of the global Artificial Intelligence (AI) market. It shows the current state of the AI industry, with the total market size, spending, and investments over the past five years. The figure also highlights the key AI technologies driving the industry, including machine learning, natural language processing, computer vision, and robotics. Additionally, it provides an overview of the current AI landscape, including the leading players, emerging trends, and future opportunities. The PMI Pulse of AI Technologies provides valuable insight into the health of the AI industry and can help inform strategic decisions.

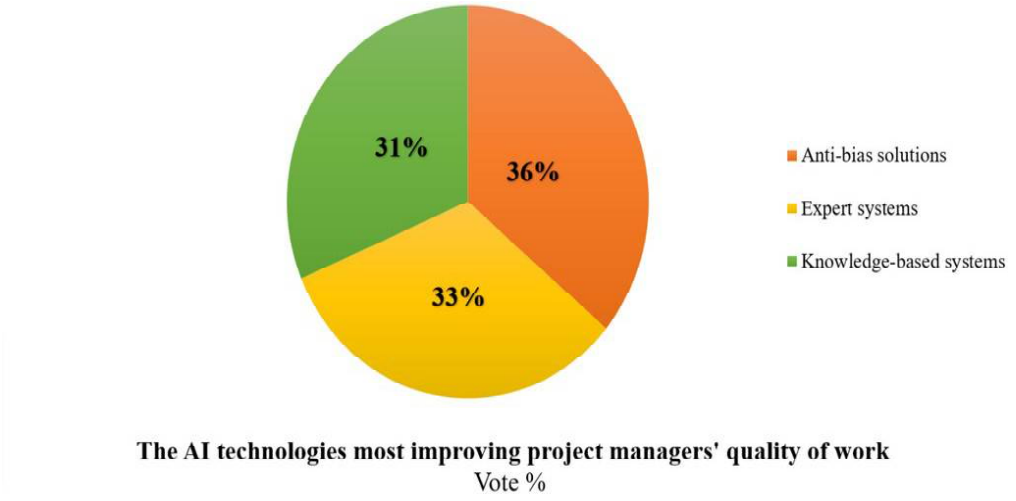

Figure 10: PMI pulse of AI Technologies

Figure 11: Atlassian user Review and PMI's Pulse of the Profession Survey provide valuable insights into the current state of project management. The Atlassian user review shows that project teams are looking for solutions that are intuitive, provide real-time visibility, and foster collaboration. The PMI's Pulse of the Profession survey found that project success rates have increased over the last five years, with organizations investing more in project management training and technology. The survey also revealed that organizations

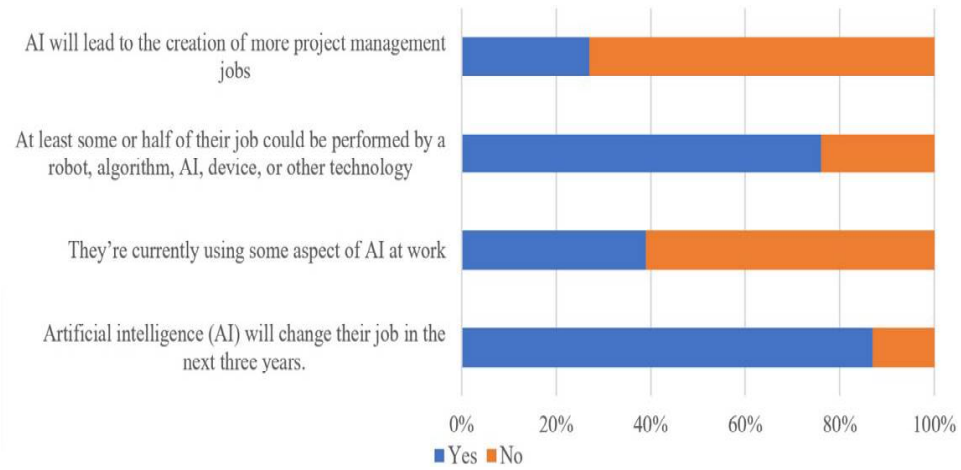

Figure 11:Atlassian user Review and PMI's Pulse of the Profession Survey

are struggling to keep up with the changing needs of their project teams, so they need to invest in the right tools and practices to ensure successful project outcomes. With the right tools and support, project teams can be more productive and efficient, resulting in improved project success rates.

Figure 12 of PMI's A Virtual Partnership Report is a chart that illustrates the results of a survey conducted by the organization. The survey asked virtual team members to rate their satisfaction with different aspects of their team. It shows that overall satisfaction with the team was high, with most respondents rating their satisfaction as either "very satisfied" or "satisfied". The chart also reveals that the highest satisfaction ratings were given to the team's communication, trust and respect for each other, and overall team performance.

These results demonstrate that virtual teams can be just as successful as traditional teams, as long as the team members can effectively collaborate and communicate. This is an encouraging finding for those who are considering working in a virtual team setting, as it shows that the benefits of working in such an environment can be achieved. Furthermore, the findings from this survey suggest that virtual teams should focus on building trust and respect among their members in order to ensure successful collaboration.

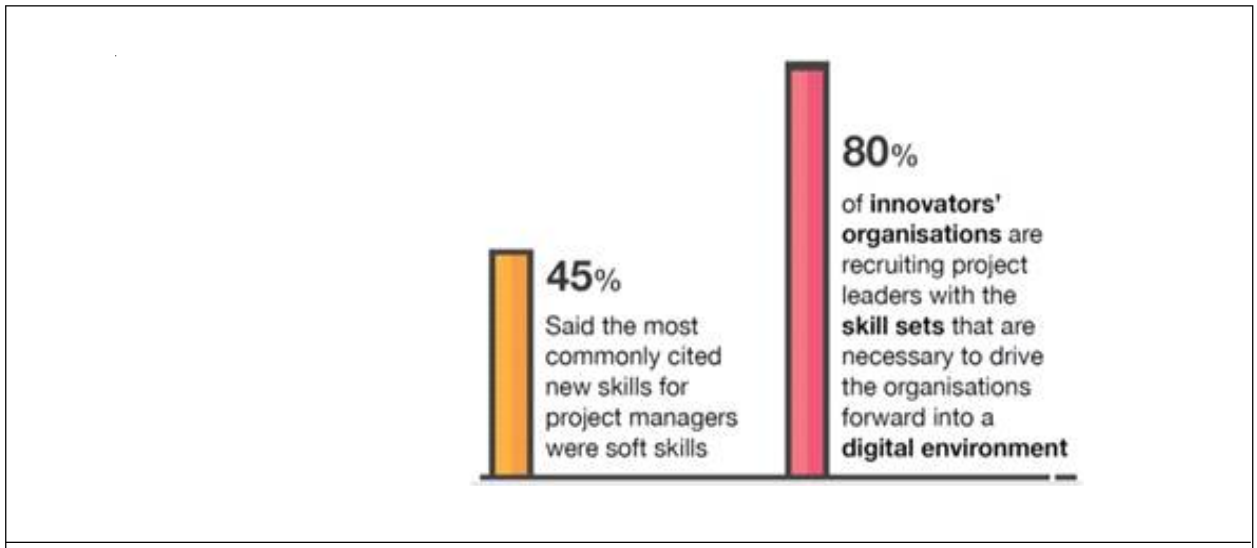

Figure 12: PMI's A Virtual Partnership Report

Figure 13 shows the results of the Project Management Institute's (PMI) Pulse of the Profession Survey. The survey reveals that organizations that have invested in project management are significantly more successful than those who have not. Furthermore, the survey found that organizations with mature project management practices report a higher rate of projects completed on time and within budget, and a greater return on investment.

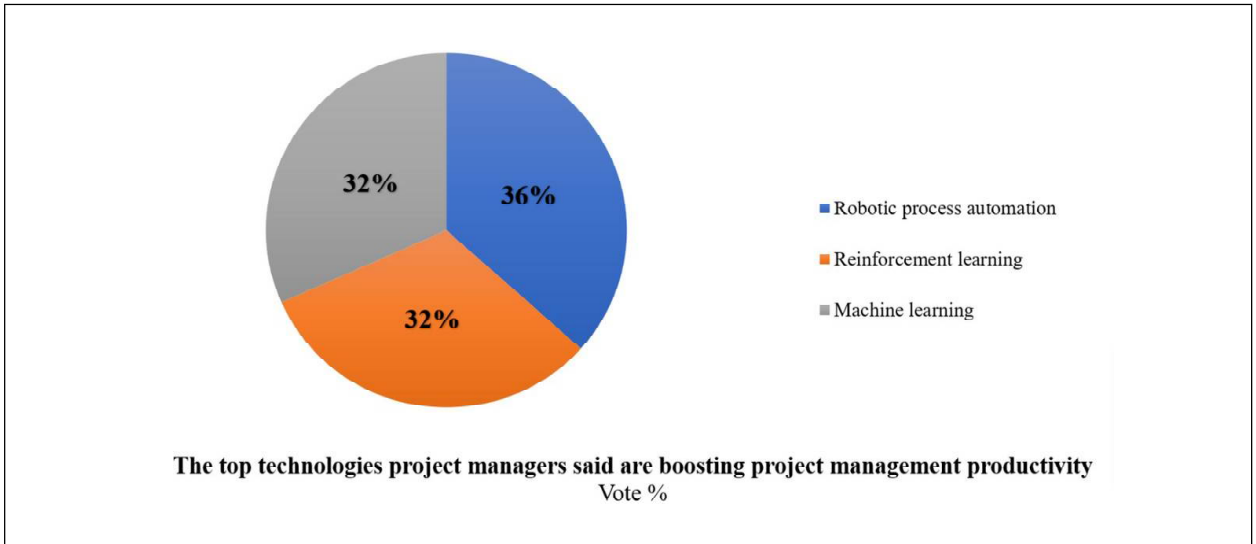

Figure 13: PMI's Pulse of the Profession Survey

Overall, the survey provides strong evidence that organizations benefit from investing in project management and that mature project management practices lead to greater success. This information is particularly useful for organizations looking to improve their project management capabilities. By understanding the value of project management, organizations can make informed decisions on how to invest in their project management practices and achieve greater success.

Figure 14: Champions used the Approach Best Suited for Them is an illustration of how different champions in different fields have used different approaches to success. This figure demonstrates the breadth of approaches that can be taken to achieve success. From sports to business, different strategies, tactics, and tools can be used to reach the top.

This figure also shows how different champions have used the approach best suited for them. For example, athletes may use physical training, practice, and psychological techniques, while entrepreneurs may use networking, marketing, and financial strategies. The takeaway is that each individual needs to adjust their approach based on their strengths, weaknesses, and goals.

Ultimately, the path to success looks different for everyone, but the key is to find the approach that works best for the individual. This figure demonstrates how different champions have used their unique strategies to reach the top. It's a reminder that success is possible for anyone, if they use the approach best suited for them.

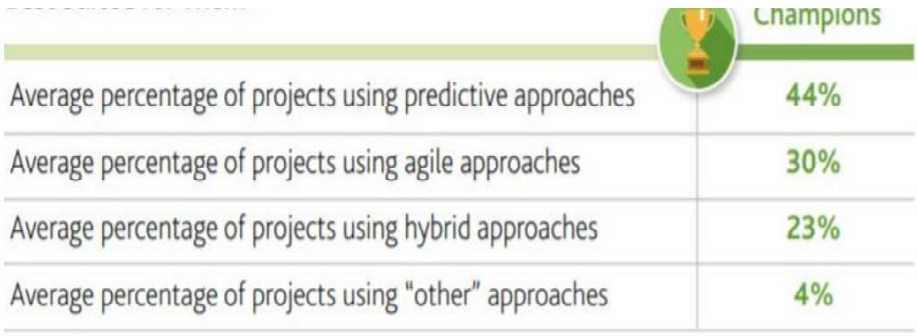

Figure 14: Champions used the Approach Best Suited for Them

4.4. Enhancing Project Management Abilities

Project managers need more than technical abilities to adapt in this climate. Knowing an organization's strategic goals and how its initiatives connect can help them detect change. The most significant skills are leadership and management, budgeting and financial management, planning and monitoring, strategic management, digital skills, and risk and opportunity management, according to research commissioned by APM and conducted by PwC. Over 80% of firms ranked these as significant.Leaders with strong business acumen and a high level of uncertainty tolerance may encourage change in their organizations. Improving delivery will be a critical project management tool. Project managers must understand the technological developments that will have the greatest impact on project work demand in order to participate in value creation. PM's value extends beyond the functional component of project management. Organizations will continue to grow and upskill project leaders so they can contribute value and guide them through digital transformation. RPA, reinforcement learning, and machine learning are the future of AI in project management. The graph depicts project management technology.

4.5. Statistical Analysis

Predictive analytics uses past data to reveal real-time insights and forecast future occurrences, according to IBM. When you combine traditional statistical analysis with Artificial Intelligence (AI), this is a big step in your analytics journey. According to PMI's Pulse of the Profession 2018 report, most "champions" (organisations with 80% or more projects completed on time, on budget, meeting business intent, and having high benefits realization maturity) in the industry use predictive analytics to ensure their goals are met, delivered on time, and within budget. Predictive analytics and modeling are now available thanks to straightforward tools, novel predictive methodologies, and hybrid cloud deployment patterns.

Organizations may now extract value from "dark data" like raw text and geolocational information. Machine learning algorithms are used in project management to predict cost overruns, estimate resource demands, and simplify time monitoring.

4.6. How May Predictive Analytics Benefit Project Managers?

Tasks, time estimates, priorities, milestones, capacity, workload, expenses, and other digital factors abound for project managers. Data is only useful when it has been dissected, evaluated, and polished. Applying a predictive model to project data is one method to uncover its value.

1. Predictive analytics assists project managers in analyzing their projects under different scenarios and simulating program and portfolio performance.
2. It helps project managers answer a wide range of "what-if" questions that predict what will probably happen to the project if changes are made.
3. When project management is a concern, the predictive analytics that power project forecasting software will immediately assist them in analyzing the chain reaction and making data-driven decisions.

5. Conclusion and Suggestions for Further Work

5.1. The Future of Project Management

Because the primary functions of PMOs are heavily reliant on the collection and analysis of large amounts of data, it is unavoidable that the implementation of artificial intelligence, which has significantly superior capacities to those of humans in terms of managing and processing data, will result in a number of significant disruptions.

Desouza and Evaristo categorize PMOs along two dimensions: administrative and knowledge-intensive. They also divide the tasks of PMOs into three levels: strategic, tactical, and operational, with each level having a unique set of responsibilities (Table 1).

Table 1: PMO Classification

FUNCTION/PMO TYPE	Administrative	Knowledge Intensive	
	Supporting (Operational Level)	Controlling (Tactical Level)	Directing (Strategic Level)
Monitoring, Reporting & Communications	X	X	X
Knowledge Integration & Information Reposting	X	X	X
Project Evaluation Process (reviews, change requests)	X	X	X
Mini Project Coordination		X	X
Portfolio Oversight		X	X
Compliance Management		X	X
HR Responsibilities			X
Strategic Management (Organisational Change Management			X
Organizational Knowledge Management (Capture, Sharing, Transfer and Reuse)			X

1. Administrative PMO: This PMO performs largely administrative duties and is not directly accountable for project performance. It is a passive PMO that only provides services on demand.The majority of these tasks can be performed by AI. As shown in this paper, AI has been demonstrated to do basic administrative chores more effectively, efficiently, and accurately than humans. "As businesses actively pursue digitalization and projects become more complex, the future success of the PMO will depend on the commitment and participation of a large number of individuals from within the company." "Many

businesses regard a PMO that is entirely focused on control and has a standard, one-size-fits-all procedure as a hindrance to advancement; it will have no place in 2030."

2. Knowledge-intensive PMOs serve as the major accountability point for the effective completion of certain projects. They play an active role in maintaining project management best practises, learning from projects (including failures and achievements), and enhancing the organization's project management maturity.

a. AI systems can't completely take over the tasks of the tactical PMO because they require a lot of human knowledge that robots don't have. They can, however, get help from AI, which will free them up from doing boring tasks and give them more time to focus on the important ones.

b. Strategic-level PMOs guarantee that initiatives are aligned with the organization's strategic goals. These tasks will remain mostly unaffected by AI in the near future since they require human-only skills that cannot be replicated by robots. AI may supply information to facilitate improved decision-making, but it cannot integrate or make strategic judgements.

5.2. The Outlook for PMOs

As intelligent machines increasingly assume and absorb aspects of work and not only do what was previously reserved for humans but also what was previously thought to be impossible for machines, the distinguishing value of humans will reside in the application of creativity, critical thinking, empathy, and innovation to the creation of new outcomes (Table 2). PMOs will need to concentrate more and more on strategy, innovation, agility, and stakeholder involvement as enterprises expect more value.

Table 2: Summary of A.I impacts on PMO

PM Function/ Activity Impacted	Sector or area of PM	Comment	Horizon
Supporting PMO	Administrative project support	Virtually all activities to be replaced by AI	5-10 years
Controlling PMO	Administrative project support Moderate compliance control	Activities to be largely complemented by AI	5-10 years
Directing PMO	Strategic project & portfolio management	Will remain largely unaffected by AI barring AI-assisted insights to inform decision making	Not in the foreseeable future

Gartner predicts for PMOs the following:

1. As artificial Intelligence (AI) assumes conventional Project Management (PM) tasks, a significant portion of the "job" of today's Project Management Office (PMO) will be removed, and reporting and supportive PMOs will cease to exist.
2. By 2030, the plethora of present PMOs will have to merge into a single role responsible for change, strategy, product evolution, and organisational governance.
3. The majority of PMOs nowadays are a part of IT, while many Enterprise PMOs (EPMOs) are components of business units. In the digital age, these differences will fade and lose significance.
4. The failure to adapt will result in the dissolution of PMOs, since no organisation will need process-heavy, risk-averse compliance administrators.

We would like to offer the following five paths for further work:

1. Identify and describe the rising organizations that are marketing themselves as consultants to large corporations and delivering AI process solutions.

2. Determine how GAFAM and Tesla are using AI for their initiatives. They were the predecessors.
3. Conduct a poll of MOTIS graduates on the issue at hand.
4. Conduct interviews with select MoTIS and ESIEE alums (including Turing Prize winner Yann LeCun, who runs the FB AI lab).
5. Determine whether PM organizations such as PMI, IPMA, and ISO are ready for change.

When we began researching and writing the paper, we did not anticipate discovering that the issue of AI and project management was so advanced and that so many AI solutions had already been integrated into project management procedures. Nor was it the case that prominent consultants such as Gartner,

Accenture, and PWC were taking it so seriously. The customer was correct to seek such an investigation. Companies, as well as current and prospective project management professionals, should already be aware of how AI will affect the future workplace.

Our results are quite unimpressive. We have attempted to highlight pertinent details from the most intriguing research and publications we have encountered. Also, to illustrate how the worlds of AI and PM will meet, as well as which PM procedures will be impacted first and which will be challenging to automate, Manifestly, disruptions will require substantial change management and counselling for people and organizations. Indeed, this may be a vocation of the future!

For additional reading, we suggest the following:

1. PWC report
2. https://research.aimultiple.com/ai-consulting/

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