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USE OF ARTIFICIAL INTELLIGENCE IN IT PROJECT MANAGEMENT

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Abstract: This article discusses the use of artificial intelligence in IT project management. The aim of the study is to identify and analyze the main areas of AI application in IT project management processes based on a review of the scientific literature. The paper adopted a literature review approach, which included searching, selecting, and analyzing publications on artificial intelligence, project management, and IT projects. The results of the analysis indicate that AI is primarily used in project planning, risk management, quality management, project communication and documentation, as well as monitoring and reporting. It was concluded that the use of artificial intelligence can increase the efficiency of project activities, improve decision-making quality, and support the automation of selected management processes. At the same time, the literature highlights significant challenges in AI implementation, including reliance on data quality, limited understanding of organizational context, and the need to develop digital competencies within project teams. The results confirm that artificial intelligence is an important tool for IT project management, but its effective use requires a combination of technological capabilities and project managers' knowledge and experience.

Keywords: artificial intelligence, IT project management literature review, project planning, risk management

JEL Classification: M15, O32, L86

Introduction

The dynamic development of digital technologies, particularly artificial intelligence (AI), is significantly impacting the functioning of organizations and the implementation of IT projects. Contemporary IT projects are characterized by high

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complexity, large amounts of data, and the need for rapid decision-making. In such circumstances, traditional project management methods may prove insufficient, prompting organizations to seek new tools to support the management process.

Artificial intelligence offers extensive opportunities for automating and supporting decision-making processes, including in the analysis of large data sets, pattern identification, and the prediction of potential project risks. A growing number of organizations are beginning to utilize AI-based solutions in areas such as project planning, risk management, progress monitoring, and project team performance analysis. Despite growing interest in this topic, the scientific literature still indicates the need for a systematic understanding of the scope of AI applications in IT project management.

A literature review indicates that despite the growing number of publications on AI in IT project management, several research gaps remain. Existing studies focus mainly on the technical and quantitative aspects, such as cost and schedule forecasting, risk analysis, and quality prediction, while social and organizational issues, including leadership, collaboration, and stakeholder communication, are less frequently examined.

Another gap is the limited number of empirical studies in real IT project settings. Many publications are conceptual, review-based, or rely on models tested on selected datasets, which limits knowledge about the practical effects of AI implementation in organizations. Moreover, the lack of a uniform approach and standardized criteria for evaluating AI tools across different studies makes it difficult to compare results and build consistent scientific knowledge. This highlights the need for more systematic assessment models.

Future research should therefore move beyond conceptual discussions and isolated case studies. Longitudinal studies are needed to examine whether AI implementation produces sustainable improvements in project duration, costs, quality, and stakeholder satisfaction. Comparative studies could also assess the differences between organizations using AI-based project management tools and organizations relying on conventional methods.

Further empirical research should investigate the influence of AI on the role of the project manager, team autonomy, trust, leadership, and responsibility for decisions. Particular attention should be paid to situations in which the project participants disagree with the AI-generated recommendations or are unable to explain the basis of the algorithmic outputs.

Another important direction is the development of standardized measures for assessing AI effectiveness in project management. Future studies should distinguish between technical model performance, project-level performance, user acceptance, and organizational value. Without a common evaluation framework, the results of different studies will remain difficult to compare.

Research is also needed on the differences between predictive and generative AI applications. Predictive models are primarily evaluated regarding forecast accuracy, whereas generative systems require broader criteria including factual correctness, usefulness, consistency, confidentiality, and contextual appropriateness. Finally,

future research should examine AI implementation in different types of IT projects, organizational sizes, industries, and project management methodologies.

This literature review has several limitations. First, the search was limited to publications available in English and Polish and to four electronic databases, which means that relevant studies indexed elsewhere may not have been included. Second, the rapidly changing nature of artificial intelligence may cause some findings to become outdated relatively quickly. Third, the reviewed publications differed considerably in their methods, project contexts, AI technologies, and measures of effectiveness, which limited direct comparison of their results.

Another limitation is the relatively small final number of studies included in the qualitative synthesis. The review aimed to identify the main areas of AI application rather than to conduct a statistical meta-analysis. In addition, some evidence was derived from project environments other than IT, such as construction project monitoring. Such studies were included only where the analyzed mechanism was considered transferable to IT project management, and the conclusions drawn from them should be interpreted cautiously.

The research question of this article is to determine how AI is used in IT project management processes, in addition to the benefits and challenges associated with its implementation in organizations.

The main objective of this article is to identify and analyze the areas in which artificial intelligence is applied in IT project management based on a review of the scientific literature. The following specific objectives were formulated:

1. to identify the main areas of artificial intelligence application in IT project management
2. to determine the potential benefits of using AI in project management
3. to identify the main challenges and limitations associated with the implementation of AI technologies in project-oriented organizations
4. to identify AI-based tools supporting the work of project managers.

Based on the main objective and the specific objectives, the following research questions were formulated:

RQ1: In which areas of IT project management is artificial intelligence most frequently applied?
RQ2: What benefits of artificial intelligence implementation in project management are identified in the scientific literature?
RQ3: What challenges and limitations affect the effective application of artificial intelligence in IT projects?
RQ4: What types of AI-based tools can support the work of IT project managers?

The remainder of the article is structured as follows. First, the theoretical foundations of artificial intelligence and project management are presented. Next, the literature review methodology and the publication selection procedure are described. The subsequent sections present and synthesize the results concerning the main areas of AI application in project management. The discussion compares the findings of the analyzed studies, identifies the implementation conditions and research gaps, as well as formulates directions for future research.

Artificial intelligence and project management

The theoretical framework of this article encompasses the key concepts of artificial intelligence and IT project management. Artificial intelligence, a concept introduced by John McCarthy in 1955, has no single universally accepted definition. Contemporary AI is generally understood as the ability of computer systems to imitate human thinking, learn from experience, reason, interpret information, and make decisions (Warszycki, 2019). A distinction is commonly made between narrow AI, designed for specific tasks such as speech recognition or image analysis, and general AI, intended to solve complex problems across multiple domains (IAB Polska, 2024). Management is commonly defined as the process of planning, organizing, directing, and controlling resources to achieve organizational objectives. Different authors emphasize coordination, efficient process control, as well as the integration of material and social resources (Gawron & Mikuła, 2020). Project management similarly involves planning, coordinating, and controlling activities to achieve defined objectives within specified time and budget constraints. It combines knowledge, skills, tools, and techniques with effective scheduling, client involvement, progress monitoring, and a process-based approach (Marciszewska & Jokiel, 2019). The choice of project management methodology should therefore reflect the project characteristics, organizational size, and nature of the business (Kos, 2019).

The use of artificial intelligence in project management can be explained through the task–technology fit perspective, according to which the effectiveness of a technological solution depends on how well its functions match the requirements of a specific task. AI is therefore particularly useful in activities involving large datasets, repetitive analysis, prediction, classification, and rapid information processing, while its usefulness may be lower in tasks requiring an understanding of organizational culture, stakeholder interests, informal relationships, or ethical responsibility (Felicetti et al., 2024).

This perspective explains why AI tends to perform well in scheduling, cost estimation, risk prediction, defect detection, and reporting, while its role in leadership, negotiation, and stakeholder management remains more limited. Its effectiveness depends not only on technical capabilities, but also on the fit between the tool, the project task, available data, and user competencies (Felicetti et al., 2024).

The article therefore adopts a human–AI collaboration perspective, treating AI as a decision-support mechanism that complements the knowledge, experience, and judgment of project managers rather than replacing managerial decision-making. This assumption forms the theoretical basis for interpreting the literature review findings (Felicetti et al., 2024).

Literature review methodology and study selection procedure

This article uses a literature review approach to identify the applications of artificial intelligence in IT project management. The literature search was conducted in February 2026 in four electronic databases: Google Scholar, ScienceDirect, SpringerLink, and IEEE Xplore. The search covered publications in English and Polish and

combined keywords related to artificial intelligence, project management, and IT projects, including: “artificial intelligence” AND “project management”; “AI” AND “project management”; “artificial intelligence” AND “IT project management”; “generative AI” AND “project management”; “machine learning” AND “project risk management”; and “AI tools” AND “project managers”. Polish equivalents were also used.

Publications were included when they addressed AI-based technologies in the context of project management, IT projects, software development, or organizational processes; analyzed specific AI applications, the benefits, limitations, or implementation conditions; and were available in full text in Polish or English. Non-scientific publications, duplicates, and studies unrelated to AI and project management were excluded.

The database search identified approximately 60 records. After removing duplicates, screening titles and abstracts, approximately 25 publications were assessed in full text. Thirteen studies were excluded because they focused mainly on technical AI development, lacked managerial relevance, were unavailable in full text, or duplicated findings from more comprehensive studies. Ultimately, 12 publications were included in the qualitative synthesis.

Before final inclusion, the studies were assessed regarding methodological transparency, relevance to the research questions, and clarity of the reported findings. The data extracted from the selected publications included the author, year, research method, project context, AI technology, application area, main findings, benefits, limitations, and research gaps. The findings were thematically coded into five areas: project planning, risk management, quality management, communication and documentation, as well as monitoring and reporting.

Table 1. Characteristics of studies included in literature review

Authors	Method and material	Project context	AI application area	Main contribution	Main limitation
Barcaui and Monat (2023)	Comparative case study: GPT-4 plan versus project manager plan	Digital technology project	Planning, scheduling, costs, risks	AI rapidly prepares broad initial project plans	Limited understanding of organizational context
Giray et al. (2023)	Systematic review of 102 studies	Software development	Defect prediction and quality assurance	Deep learning supports early identification of defect-prone modules	Dependence on training data quality
Felicetti et al. (2024)	Empirical PLS-SEM study among project managers	Project management practice	Communication and documentation	Generative AI supports reports, summaries, and information processing	Effectiveness depends on task–technology fit and user attitudes

Authors	Method and material	Project context	AI application area	Main contribution	Main limitation
Nenni et al. (2025)	Systematic review of 215 publications	Multiple project sectors	Risk identification, analysis, and response	AI supports forecasting, classification, and risk-related decisions	Field remains at an early stage of development
Adamantiadou and Tsironis (2025)	Systematic literature review	Multiple project contexts	Planning, cost, time, risk, resources	AI may improve forecasting and automate project analysis	Strong dependence on data quality and integration with managerial expertise
Laracy et al. (2025)	Conceptual and systems-theoretic analysis	Software projects	Quality assurance, reliability, safety, security	AI supports testing, anomaly detection, and continuous quality control	Requires systematic governance and feedback mechanisms
Hsieh et al. (2026)	Development and testing of AI image recognition integrated with BIM	Construction projects	Monitoring and reporting	Automated near-real-time comparison of actual and planned progress	Evidence originates outside the IT project context

Source: Own elaboration based on (Adamantiadou & Tsironis, 2025)

Review results – AI application areas

Artificial intelligence is finding increasing use in project planning, enabling faster schedule preparation, task time prediction, and resource allocation.

Barcaui and Monat (2023) compared a GPT-4-generated project plan with one prepared by an experienced project manager in the digital technology sector. AI supported the scope definition, work breakdown structure creation, scheduling, cost and resource estimation, in addition to risk analysis, and was particularly effective at rapidly generating preliminary plans, but its outputs were less grounded in the organizational and industry context. AI proposed a plan covering 25 activities over 12 months with an estimated budget of $105,000, compared with 175 activities, 15 months, and $258,606 in the manager's more detailed plan. The authors concluded that AI is most valuable as a support tool rather than a substitute for project managers, especially where contextual knowledge and stakeholder expectations matter.

Adamantiadou and Tsironis (2025) reviewed 97 studies (2011-2024) and identified forecasting project duration, cost estimation, and risk assessment as key areas of AI-supported planning, noting that machine learning, neural networks, and hybrid models can improve schedule and budget forecasting accuracy. Adamantiadou and Tsironis (2025) similarly found that models such as Random Forest, XGBoost, and neural networks often outperform traditional analytical methods in duration

estimation and delay prediction, though AI applications remain concentrated mainly on the quantitative aspects of planning, with less attention given to communication and stakeholder management.

Both Barcaui and Monat (2023) through generative plan-drafting, Adamantiadou and Tsironis (2025) through predictive forecasting models, confirm AI's value in data-intensive planning but both stress that outputs require managerial validation against organizational and stakeholder context.

Project risk management

The application of artificial intelligence in project risk management primarily focuses on identifying threats, predicting failures, and supporting the assessment of the probability of adverse events. Research indicates that machine learning-based models enable earlier detection of warning signals, thus increasing the ability to take preventive measures in projects.

Nenni et al. (2025) conducted a systematic review of 215 publications from 1996 to 2023 on the use of artificial intelligence in project risk management. Their findings show that AI is mainly applied in risk identification, risk analysis, and risk response planning. Its value lies particularly in processing large datasets, identifying relationships between risk factors, predicting potential events, and supporting preventive decision-making. The most common AI applications include forecasting, classification, and advisory systems supporting managerial decisions. AI is especially widely used in construction and IT projects, where complexity and uncertainty are relatively high. The authors emphasize that AI primarily supports project managers by accelerating data analysis and improving the understanding of risk interdependencies. However, they conclude that AI-based risk management is still developing and requires further research on effective integration with project management processes (Nenni et al., 2025).

The findings concerning risk management are consistent with the results reported for project planning. Across the reviewed studies, the strongest contribution of AI is associated with processing historical data, detecting patterns, classifying risk events, and generating early warning signals. The literature provides less evidence that AI can independently determine appropriate risk responses in situations involving conflicting stakeholder interests or limited organizational information. AI should therefore be viewed as a mechanism supporting risk identification and assessment, while final risk acceptance and response decisions remain managerial responsibilities.

Quality management

In quality management, AI is used to detect errors, predict defects, and support testing–particularly important in IT projects, where software quality affects timely completion, rework costs, and usability.

Laracy et al. (2025) show that AI supports quality management by automating testing, defect detection, in addition to the analysis of code and historical error data.

It can prioritize testing on high-risk modules, support predictive reliability modeling, and enable real-time anomaly detection with corrective actions (e.g. restarts, rollback), shifting quality management from a one-time activity to continuous monitoring.

Giray et al. (2023), in a systematic review of 102 studies, found that deep learning–mainly CNNs–effectively predicts defect-prone software modules before testing, with 94% of studies using supervised methods and most relying on code complexity metrics. Effectiveness, nonetheless, depends heavily on the training data quality and size.

Together, the two studies suggest that AI can shift quality management from reactive correction toward earlier, continuous defect detection–though both approaches remain limited by the dependence on reliable data and correct interpretation of model outputs, restricting generalizability across organizations and projects.

Communication and project documentation

Artificial intelligence-based solutions support project communication by automating the creation of summaries, generating work content, and organizing information flowing between team members. In terms of project documentation, AI is used in requirements preparation, updating project records, and natural language processing, which can reduce the time required to manage the formal aspects of a project. Felicetti et al. (2024) examine the use of generative AI, including chatbots such as ChatGPT, in project management practice. Their empirical study among Italian project managers used Partial Least Squares Structural Equation Modeling (PLS--SEM) to analyze AI adoption. The findings show that generative AI increasingly supports project communication and documentation by helping managers prepare reports, meeting summaries, project documents, and stakeholder communications. The authors emphasize that the effectiveness of these tools depends largely on the task–technology fit, meaning the extent to which AI capabilities correspond to specific project tasks. They also found that innovative attitudes and peer influence encourage more creative use of AI in everyday project work. Overall, generative AI can improve communication and documentation management by automating content creation and supporting information processing within project teams (Felicetti et al., 2024).

Compared with planning, risk, and quality management, the evidence concerning communication is less extensive and more strongly dependent on user behavior. Generative AI can accelerate the preparation of reports, summaries, and stakeholder messages, but the quality of these outputs depends on the formulation of prompts, the completeness of the input information, and human verification. The application of AI in communication therefore differs from predictive applications because output quality cannot be assessed solely through numerical accuracy. It must also be evaluated in terms of clarity, appropriateness, confidentiality, and correspondence with stakeholder expectations.

Monitoring and reporting

Hsieh et al. (2026) developed a construction-project system combining AI image recognition with a BIM model to automate progress monitoring, using multiple cameras and object detection to recognize construction elements and compare actual versus planned progress in near real time, visualized directly within the BIM model.

Although the study concerns construction rather than IT projects, it illustrates a transferable monitoring mechanism, automated data collection, deviation detection, and visual reporting relevant to IT environments using real-time dashboards and continuous delivery metrics. This transfer should be treated cautiously: construction progress is represented through observable physical components, whereas IT project progress is less tangible and typically relies on indicators such as completed functionality, defect rates, test coverage, or deployment frequency.

Discussion

The review shows that the application of artificial intelligence in project management is concentrated primarily in tasks characterized by high data intensity, repeatability, and the possibility of representing project conditions through measurable variables. This pattern is visible in planning, risk prediction, defect detection, progress monitoring, and automated reporting. Across these areas, the reviewed studies generally agree that AI can increase the processing speed, improve access to information, and support the earlier identification of deviations.

The findings reveal a clear distinction between analytical and context-dependent managerial tasks. AI performs best when processing structured historical or real-time data, while its usefulness is more limited in areas requiring the interpretation of organizational culture, informal communication, stakeholder expectations, conflict, or ethical responsibility. This supports the task–technology fit perspective, according to which AI effectiveness depends not only on technological capabilities but also on the characteristics of the project task. The reviewed studies also distinguish between predictive and generative AI. Predictive approaches use machine learning, neural networks, and classification models to estimate time, costs, risks, and defects, whereas generative AI supports content creation, documentation, summaries, and preliminary planning. Predictive tools depend mainly on reliable historical data and model validation, while generative tools require appropriate instructions, contextual input, and careful verification.

Across the reviewed studies, AI provides the greatest value when combined with human expertise. Barcaui and Monat (2023) show that generative AI can rapidly produce project plans but may generate less realistic schedules and budgets than experienced managers. Similarly, AI can identify patterns and warning signals in risk and quality management, while interpretation and final decisions remain human responsibilities. The findings therefore support a collaborative model in which AI handles analytical and repetitive tasks, while managers provide contextual judgment and accountability.

Benefits of using AI in project management

One of the most frequently cited benefits of using artificial intelligence in project management is the increased efficiency of project execution. AI tools enable the automation of many administrative and analytical tasks, reducing the time spent on routine activities and allowing project managers to focus on more strategically important activities. This includes preparing schedules, analyzing project data, generating reports, and supporting resource planning.

Another significant advantage of AI is the improvement in the quality of decision-making. AI algorithms can analyze large sets of historical and current data, enabling faster detection of dependencies, anticipating potential problems, and identifying project risks. This allows more precise forecasting of project completion time, costs, and likely deviations from assumptions. In practice, this translates into a greater ability to respond to threats before they are fully revealed.

The benefits of AI are also evident in quality management. AI-based systems support defect detection, code analysis, test prioritization, and real-time quality monitoring of digital products. This helps reduce errors, identify problems more quickly, and reduce the cost of subsequent rework. This is particularly important in IT projects as the quality of the solution directly impacts end-user satisfaction and implementation effectiveness. The literature also highlights the positive impact of AI on communication and the organization of project knowledge. Generative tools can support the creation of documentation, meeting summaries, reports, and communications for stakeholders, which contributes to improved information flow within the team. This enables a more structured project, and access to current information becomes easier for all the participants in the project process.

Challenges and limitations

Despite its numerous benefits, the use of artificial intelligence in project management also presents many challenges. One of the most frequently cited problems is the dependence of AI effectiveness on the quality of input data. If data is incomplete, outdated, or inconsistent, the generated analyses, forecasts, and recommendations may be erroneous, limiting their practical value in project management.

Another significant limitation is the lack of a complete understanding of the organizational context by AI systems. Although these tools are good at analyzing numerical data and recognizing patterns, they still struggle to account for the nuances related to organizational culture, stakeholder relationships, informal communication, and industry specifics. As a result, solutions proposed by AI may be technically correct but less accurate in a real-world project environment.

The literature also highlights competency barriers. Implementing AI tools requires project managers and team members to acquire new skills related to data interpretation, operating AI systems, and assessing the quality of generated results. A lack of appropriate competencies can lead to ineffective use of the available tools or overreliance on the results provided by automated systems. Further challenges concern ethics, information security, and accountability for decisions made with AI

support. IT projects often process sensitive data, business information, or customer data, thus the use of AI tools must adhere to data protection and digital security principles. Another potential problem can be the ambiguity surrounding responsibility for the consequences of decisions made based on recommendations generated by AI systems.

Success factors for AI implementation

The literature analysis indicates that effective AI implementation in project management requires meeting several important conditions. One key factor is access to adequate data quality, which forms the basis for predictive models, analytical systems, and decision support tools. Without reliable, well-organized information, high effectiveness of AI solutions is difficult to achieve.

Properly matching technology to the project's specific nature and the organization's actual needs is also crucial. Not every AI tool is equally useful in every project environment, therefore implementation should be preceded by an analysis of processes, goals, and problems to be solved. AI's effectiveness increases when it supports specific tasks and complements existing management practices, rather than being implemented solely because of its popularity.

The digital competencies of managers and project teams are also key success factors. Users of AI tools should understand their capabilities and limitations, interpret the results, and critically evaluate the generated recommendations. In practice, this means developing analytical, technological, and organizational competencies among project participants.

The literature also emphasizes an organization's openness to innovation and readiness for change. AI implementation is more effective where the culture supports learning, experimentation, and the adoption of new solutions. Collaboration between technology and humans is crucial as well since best results are usually achieved when AI supports the project manager's decisions rather than replacing their knowledge, experience, and judgment.

Overview of AI tools for project managers

Today, project managers have access to a growing number of AI-based tools to support their daily work. These solutions vary in their scope of functionality, level of sophistication, and application areas, but their common goal is to improve project planning, organization, communication, and control. AI tools do not function solely as standalone systems but are often integrated with platforms for project management, team communication, and data analysis.

Among the most visible groups of tools are generative AI systems, such as ChatGPT, Microsoft Copilot, and Gemini, which can support project managers in preparing documentation, creating work schedules, writing reports, formulating stakeholder communications, and organizing project information. Their utilization is particularly useful when rapid content development or the organization of large amounts of text data is needed.

A second important group consists of analytical and predictive tools, used for forecasting risk, estimating task completion times, analyzing team performance, and detecting deviations from plan. This category includes both solutions embedded in enterprise-class systems and specialized analytical platforms using machine learning. Their value lies primarily in their ability to support managerial decisions based on historical and current data.

Conclusions

The literature review made it possible to answer the research questions formulated in the article. With regard to RQ1, artificial intelligence is most frequently applied in project planning, risk management, software quality assurance, communication and documentation, in addition to monitoring and reporting. These applications are concentrated mainly in tasks involving extensive data processing, prediction, classification, automation, and the detection of deviations.

In response to RQ2, the most frequently reported benefits include faster analysis of project information, the automation of repetitive activities, improved forecasting, earlier identification of risks and defects, as well as more efficient preparation of project documentation and reports. The reviewed studies indicate that these benefits may improve project efficiency and decision support, although their scale depends on the project context and implementation conditions.

Regarding RQ3, the principal limitations concern insufficient or low-quality data, limited understanding of the organizational and stakeholder context, the risk of inaccurate or unverifiable outputs, security and confidentiality concerns, in addition to insufficient AI-related competencies among the project participants. These limitations show that AI outputs cannot be accepted without critical human evaluation.

In response to RQ4, project managers can use both generative tools, such as ChatGPT, Microsoft Copilot, and Gemini, as well as predictive or analytical systems embedded in project management, software quality, risk analysis, and monitoring platforms. Generative systems are particularly useful for initial content preparation and information organization, while predictive systems support forecasting, classification, and anomaly detection.

Overall, artificial intelligence should be regarded as a complementary project management capability rather than an autonomous replacement for managerial expertise. The greatest value is achieved when technological capabilities are combined with reliable data, clearly defined tasks, organizational safeguards, in addition to the experience and judgment of project managers. Further empirical research is required to determine the long-term effects of AI use in real IT project environments and to develop standardized methods for evaluating its effectiveness.

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WYKORZYSTANIE SZTUCZNEJ INTELIGENCJI W ZARZĄDZANIU PROJEKTAMI IT

Streszczenie: W artykule poruszono kwestie wykorzystania sztucznej inteligencji w zarządzaniu projektami IT. Celem opracowania jest identyfikacja oraz analiza głównych obszarów zastosowania AI w procesach zarządzania projektami informatycznymi na podstawie przeglądu literatury naukowej. W pracy przyjęto metodę przeglądu literatury, która obejmuje wyszukiwanie, selekcję oraz analizę publikacji poświęconych sztucznej inteligencji, zarządzaniu projektami oraz projektom IT. Wyniki analizy wskazują, że AI znajduje zastosowanie przede wszystkim w planowaniu projektów, zarządzaniu ryzykiem, zarządzaniu jakością, komunikacji i dokumentacji projektowej oraz monitoringu i raportowaniu. Stwierdzono, że wykorzystanie sztucznej inteligencji może zwiększać efektywność działań projektowych, poprawiać jakość podejmowanych decyzji oraz wspierać automatyzację wybranych procesów zarządczych. Jednocześnie literatura wskazuje na istotne wyzwania związane z wdrażaniem AI, w tym zależność od jakości danych, ograniczenia w rozumieniu kontekstu organizacyjnego oraz potrzebę rozwijania kompetencji cyfrowych zespołów projektowych. Uzyskane wyniki potwierdzają, że sztuczna inteligencja stanowi ważne narzędzie wspierające zarządzanie projektami IT, jednak jej skuteczne wykorzystanie wymaga połączenia możliwości technologicznych z wiedzą i doświadczeniem kierowników projektów.

Słowa kluczowe: sztuczna inteligencja, przegląd literatury dotyczącej zarządzania projektami IT, planowanie projektów, zarządzanie ryzykiem

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