

Thesis Title:
**Factors Influencing AI-Based Project Management
and Its Outcomes in Design and Consultancy
Engineering Projects**

PART-2 of the Thesis

Rev.03

by
MAJID TALEB ALFLFEL
Saudi Arabia

2025 - 1447

**Submitted to Midocean University in partial fulfillment of the requirements for
the degree of Doctor of Philosophy**

in

Faculty of Management

2026

MAJID TALEB ALFLFEL



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List of Shortcuts:

AI	Artificial Intelligence
ML	Machine Learning
DL	Deep Learning
LLMs	Large Language Models
NLP	Natural Language Processing
CV	Computer Vision
RL	Reinforcement Learning
NSDAI	National Strategy for Data and Artificial Intelligence
SDAIA	Saudi Data and Artificial Intelligence Authority
PMI	Project Management Institute
PMBOK	Project Management Body Of Knowledge
PMIS	Project Management Information System

1 Methodological Framework of the Research:

Given the speed at which science and technology are developing in domains such as manufacturing, engineering, and medicine, project managers need to use artificial intelligence (AI) technologies to increase productivity. Project management is a strategic competency that employs knowledge, skills, tools, and techniques to meet project requirements. This systematic approach, as defined by the Project Management Institute's (PMI) Project Management Body Of Knowledge (PMBOK) Guide, is structured around five key process groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing. These processes ensure that projects are aligned with organizational goals, delivered on time, within budget, and meet or exceed stakeholder expectations. Furthermore, project management encompasses ten knowledge areas: Integration, Scope, Schedule, Cost, Quality, Resource, Communication, Risk, Procurement, and Stakeholder Management. Together, these areas equip project managers with the competencies needed to navigate complex projects and achieve strategic success. PMBOK® (2021).

AI has emerged as a crucial component of design and consulting engineering projects in critical domains like risk assessment, data gathering, improved data insight and analysis, improved decision-making and potentially enhanced project management. AI thereby improves operating efficiency by freeing up project managers to concentrate on important tasks while automating and optimizing processes to save a significant amount of time. Among its most common uses is the incorporation of intelligent AI technology into project management procedures, which stimulates the development into instruments and methods that greatly improve results. In design and consultancy engineering projects, AI has become instrumental in key areas such as data collection, risk identification, enhanced data insight and analysis, and enhanced decision-making processes. AI can optimize resource allocation and automate processes, freeing up project managers to concentrate on strategic goals while reducing human error. Weng (2023), highlights AI's role in optimizing resource allocation and automating tasks, enabling project managers to focus on strategic objectives while minimizing human error." In the context of Saudi Arabia's Vision 2030, AI emerges as a foundational pillar to achieve the vision's ambitious goals. AI makes it easier to forecast potential results of resource allocation, notify project managers of impending problems, assist in project prioritization, and give project managers the information they need to make decisions that best fit the project's overall progress. "With the help of AI it becomes more possible to predict possible outputs of resource allocation, alert project managers to upcoming issues, aid in prioritizing projects, and provide project managers with the necessary information to carry out decisions that best fit the projects' overall progress" (Caniels & Bakens, 2011).

Utilizing AI tools demonstrates immense potential across diverse industries. For example, the finance and banking sectors have successfully implemented AI to

automate repetitive tasks, enabling the processing of vast numbers of transactions with minimal errors. El Khatib & Al Falasi (2021) document a case study at Mashreq Bank, where AI automation facilitated over 150,000 error-free transactions in a single day, significantly boosting productivity and eliminating data bias. This innovation has created reliable data pools for better decision-making and future projections.

AI applications in project management are equally transformative, “We found that almost half of the selected works focus on construction PM whereas, the use of AI in IT projects is also pronounced (nearly 22%), while its tools in other specific sectors (i.e., health) is too scarce. Moreover, AI-enabled approaches for generic PM are also remarkable” Taboada et al. (2023) observed.

Building on this discussion, it is evident that AI offers significant potential to enhance project management practices in design and consultancy engineering projects. It provides substantial benefits to both projects and project managers, addressing operational inefficiencies and decision-making challenges. This study aims to explore the application of AI in this domain, addressing existing gaps while raising awareness among project managers and organizations about effectively leveraging AI tools.

This research explores the factors influencing AI adoption in project management and its impact on project outcomes. The following sections provide a structured discussion, beginning with the research problem, case study, research questions and objectives, followed by the theoretical framework, literature review, methodology, and data analysis

1.1 Research Problem

AI in project management remains in its early developmental stages, grappling with significant challenges in the design, standardization, and implementation of tools, particularly in practical applications. While AI offers promising potential, its adoption in project management has been slow, hindered by factors such as insufficient investment from private companies, leaving much of the progress to universities and public research organizations (Ruiz, 2020). Moreover, the application of AI tools is not yet widespread across all areas of project management, with uncertainty surrounding their practical effectiveness and clear outputs in real-world scenarios (Bento, 2022). These challenges are compounded by the limited availability of research and primary data exploring AI's impact on project management information systems (PMIS) (El-Khatib & Al Falasi, 2021). As a result, the field often struggles to move beyond theoretical advancements to achieve actionable and scalable implementations in organizational settings (Taboada et al., 2023). “Although AI-enabled PM seems encouraging, its design, standardization, and implementation in project-based firms are still a challenge. Thus, AI adoption in PM is yet to be noted” (Taboada et al. 2023). Highlights another dimension of this issue, “The slow progress of AI in the field of project management is largely due to the lack of investment from private companies,

which means progress is only has been made in the universities and the public research organizations” (Ruiz, 2020). Similarly, observed that ” There weren’t a sufficient number of research papers in the region about the impact of artificial intelligence on PMIS as it was mentioned earlier in the introduction. In addition, the number of managers was less than the predetermined amount. It was expected to get a total of twenty-five managers from different companies, but the primary data collected half that amount” (El-Khatib & Al Falasi, 2021). Further notes that, "Project management is a common field in many industries, and it is not immune to the innovations that artificial intelligence is bringing to the world. Even so, the application of artificial intelligence is not that widespread in companies and especially not in all of project management areas. The reasons are not clear but seem to be related to the uncertainty of the application of artificial intelligence in project management “ (Bento, 2022).

To address this gap, in addition to above mentioned gap highlighted by Taboada et al. 2023, Ruiz, 2020, El-Khatib & Al Falasi, 2021 and Brnto, 2022. we reviewed findings from prior studies on the evolution of AI in project management to identify the challenges and opportunities associated with its practical application. “There appears to be an increase in Project Management activity across industries, some authors perceive that AI in Project Management has been somewhat slower in adapting (Davahli, 2020; Munir, 2019). Such slower adaption may be a reason why project-heavy industries such as Manufacturing and Construction are listed as AI laggards (McKinsey & Company, 2018). Still, the continuously increasing accumulation of data in Project Management is expected to catalyze the benefits of AI in Project Management (Ong & Uddin, 2020), underlining the need for this study “(PAULO, 2021). Also “Although artificial intelligence applied to the project management area is not a novelty, its potentiality in all knowledge areas is still questionable (Pereira et al., 2021, 2022)” (Bento, 2022). “The possibility of project success is a field of research in which researchers are working intensively” (Ruiz, 2020) “In a survey, a group of project management experts were asked to state their insights into AI’s likely effect on project management in the next 10 years. Results clearly illustrated that AI will be an integrated part of future project management practice and will affect project management knowledge areas in the near future” (Fridgeirsson, 2021).

Also, some researchers found that AI projects still have a gap and they summarize that, “Our analysis highlights significant gaps in existing frameworks, emphasizing the need for enhanced guidance to address AI project’s holistic demands. By following the identified areas of improvement, organizations and society will benefit from a multi-perspective PM approach for an economically and ethically sustainable future with AI” (Wrobel et. Al, 2025). In addition, “Current AI technologies, classified as weak AI (ANI), excel at performing specific tasks within project workflows. For instance, AI can automate routine activities such as scheduling, resource allocation, and progress tracking, or analyze patterns in project data to predict potential delays or risks (Merilehto, 2018, p.16)” (Hassi, 2024).

While prior research presents varied perspectives, there is consistent agreement regarding the limited adoption of practical AI tools in project management. This recognition motivates the current study to investigate these gaps and propose solutions specific to design and consultancy engineering projects. “In the future, AI will not be a

choice but will be an integral part of their strategy for survival.” El Khatib & Al Falasi (2021).

Case Study:

To validate the problem from a practical standpoint, the researcher conducted an exploratory study targeting a convenience sample of experts in design and consultancy engineering projects. This study sought to understand their perceptions of the factors affecting and the outputs derived from using AI in project management. The findings revealed limited adoption of advanced AI tools and identified several key issues, summarized as follows:

1. A significant proportion of respondents indicated the absence of practical AI tools for project management in their organizations.
2. A smaller percentage reported incomplete attempts to use AI tools, hindered by challenges such as incompatibility with existing infrastructure, insufficient training, and lack of managerial support.
3. Some respondents acknowledged the use of AI-supported tools, although their application was primarily limited to automating routine tasks.

As a practitioner in project management within Saudi Arabia, the researcher also observed the absence of advanced AI tools beyond basic automation. However, it is possible that some AI tools are being used in organizations but are not publicly documented. This study therefore aims to identify the challenges and opportunities affecting the use of AI in design and consultancy engineering project management.

For example, retrieving historical data for future projects such as risk identification, cost estimation, or quality records, often requires significant time and effort due to the lack of AI-powered tools. In contrast, organizations with AI tools can retrieve such data quickly and efficiently. However, concerns about data privacy and security deter organizations from adopting AI, as they are reluctant to expose sensitive information externally.

Another notable challenge is data analysis. Human analysts require considerable time to process large volumes of complex data, whereas AI-powered tools can analyze such datasets in seconds, offering faster and more actionable insights.

Additionally, AI adoption comes with substantial costs. Organizations must upgrade infrastructure to ensure compatibility with AI technologies and incur ongoing expenses for training and maintenance. This issue is further exacerbated by the limited availability of skilled professionals with AI expertise.

Lastly, ethical and social challenges also hinder adoption. Resistance to change often arises, fueled by employees' reluctance to leave their comfort zones. Fear of job displacement further exacerbates resistance, making it critical to implement change management strategies to reassure employees and address their concerns while maintaining operational efficiency.

These difficulties highlight the necessity of integrating AI into project management in a thorough and calculated manner, guaranteeing that its advantages are seen while resolving the related obstacles. These challenges underscore the need for a careful and strategic approach to incorporating AI into project management, ensuring that its benefits are realized while addressing the associated challenges.

Building on this discussion and addressing the identified research gap, this study seeks to answer the following major questions Q1, Q2& Q2:

1.2 Research Questions;

Major Research Question 1:

(Factors Affecting AI Use in Project Management - Independent Variables)

Q1: What factors affect the use of AI tools in project management of design and consultancy projects?

Major Research Question 2:

(AI's Impact on Project Outputs - Dependent Variables)

Q2: What is the impact of AI tools on project outputs in design and consultancy projects?

Major Research Question 3:

(Mediating Role of AI in Project Management)

Q3: How does project management based on AI mediate the relationship between influencing factors and project outputs in design and consultancy projects?

Hence, each of the above major questions are broken down to subsequent questions as below;

Major Research Question 1: Factors Affecting AI Use in Project Management (Independent Variables & Corresponding Research Questions)

Q1: What factors affect the use of AI tools in project management of design and consultancy projects?

1. Data Privacy and Security

Q1A: How do data privacy and security concerns influence the use of AI tools in managing design and consultancy projects?

2. Adaptation Resistance

Q1B: How does resistance to change and adaptation affect AI implementation in project management of design and consultancy projects?

3. Cost of AI Implementation
Q1C: How do costs associated with AI implementation impact its adoption in managing design and consultancy projects?
4. Compatibility with Existing Infrastructure
Q1D: How does the compatibility of AI tools with existing infrastructure influence their use in design and consultancy projects?
5. Workforce Development
Q1E: How do resource availability and training skill development impact AI adoption in project management of design and consultancy projects?
6. Ethical Considerations
Q1F: How do ethical considerations affect the adoption of AI tools in managing design and consultancy projects?
7. Relationship with Mediating Variable

Q.1G: How do the identified factors influence the effectiveness of AI tools in transforming project management processes in design and consultancy projects?

Major Research Question 2: AI's Impact on Project Outputs (Dependent Variables & Corresponding Research Questions)

Q2: What is the impact of AI tools on project outputs in design and consultancy projects?

1. Enhancing Decision-Making
Q2A: How does the adoption of AI tools impact decision-making processes in design and consultancy projects?
2. Improving Project Output
Q2B: What is the influence of AI adoption on the quality and efficiency of project outputs in design and consultancy projects?
3. Data Collection Accuracy
Q2C: To what extent does the implementation of AI tools enhance data collection accuracy in design and consultancy projects?
4. Enhancing Data Analysis
Q2D: How do AI tools contribute to advanced data analysis in design and consultancy projects?
5. Risk Identification Accuracy
Q2E: How effectively do AI tools identify and mitigate risks in design and consultancy projects?
6. Saving Time for Project Managers
Q2F: How do AI tools contribute to time savings for project managers in design and consultancy projects?
7. Effective Collaboration & Communication
Q2G: How does the integration of AI tools improve collaboration and communication among stakeholders in design and consultancy projects?

Major Research Question 3: Role of AI-Based Project Management as a Mediating Variable

Q3.A: How does project management based on AI mediate the relationship between influencing factors and project outputs in design and consultancy projects?

Q3.B: How does AI adoption in project management contribute to long-term project sustainability, efficiency, and organizational resilience?

1.3 Research Importance

1.3.1 Scientific Importance:

This study distinguishes itself by focusing on identifying and measuring the factors affecting project management through the utilization of AI. By addressing the scarcity of research on AI tools in project management, it fills a critical gap in the academic literature, particularly in the context of design and consultancy engineering projects. The limited availability of studies in this area, as highlighted by several researchers, underscores the importance of conducting such focused investigations.

Similarly, many studies have predicted the future evolution of AI in project management, “Looking to the future 25 years from now, it is likely that there will exist an AI capable of managing the entire project, albeit with some form of human supervision” Ruiz (2020) notes. Despite these predictions, there is little quantitative research examining the moderating impact of AI tools on project management. This study will address this gap by quantifying the effects of applying AI in project management and measuring its impact on key variables. Such an investigation will contribute significantly to understanding the factors that affect project management through AI, specifically in design and consultancy engineering projects.

1.3.2 Practical Importance:

To achieve strategic objectives and enhance project value, companies must prioritize the practical adoption of AI in project management. Leveraging AI has become essential for staying competitive amidst rapidly evolving technologies. Organizations looking to optimize AI's benefits in project management techniques must comprehend the elements that lead to its successful and long-lasting deployment.

Understanding the factors that contribute to the successful and sustainable implementation of AI is critical for organizations seeking to maximize their project outputs in project management practices. By exploring both challenges and opportunities, this study aims to provide actionable insights that will enable organizations to integrate AI effectively, ensuring its long-term value in design and consultancy engineering projects.

1.4 Research Objectives

This study aims to achieve the following objectives:

1. Identify and Measure the most important factors affecting project management in the Saudi design & consultancy engineering project.
2. Assess the direct impact of the factors affecting the use of AI tools on project management in the Saudi design & consultancy engineering project under investigation.
3. Examine the direct effects of the factors affecting the use of AI tools on the expected outputs of these tools in the Saudi design and consultancy companies under investigation.
4. Analyze the indirect effects of the factors affecting project management when mediated by the adoption of AI tools..
5. Determine whether significant differences exist among the study sample elements regarding factors and outputs based on organization size, sector type, and the demographic characteristics of managers in the Saudi engineering companies under investigation.
6. Develop actionable recommendations based on the findings to help project managers in the companies under investigation maximize the benefits of AI tools in their field.
7. Investigate the key factors affecting project management performance when utilizing AI tools in Saudi design and consultancy engineering projects.

1.5 Study Hypotheses:

Based on the research problem and the objectives we aim to achieve, this study tests the validity of the following **major hypotheses H1, H2 & H3**:

H1 Impact of Independent Variables on Dependent Variables “Project Outputs”

H1: The factors affecting project management significantly impact project outputs in design and consultancy projects

Accordingly, the study will test the validity of the following subsequent hypotheses as below;

- **Data privacy and security:**

H1A: Data privacy and security concerns significantly impact the adoption and effectiveness of AI tools in project management of design and consultancy projects.

- **Resistance to change and adaptation:**

H1B: Resistance to change and adaptation significantly affects the effectiveness of AI tools in project management of design and consultancy projects.

- **Costs associated with AI implementation:**

H1C: Costs associated with AI implementation significantly impact the adoption and effectiveness of AI tools in project management of design and consultancy projects.

- **Compatibility with existing infrastructure:**

H1D: The compatibility of AI tools with existing infrastructure significantly affects their successful adoption and effectiveness in project management of design and consultancy projects.

- **Resource availability and training:**

H1E: The availability of resources and training skill development significantly affects the effectiveness of AI tools in project management of design and consultancy projects.

- **Ethical Consideration:**

H1F: Ethical considerations significantly impact the adoption and effectiveness of AI tools in project management of design and consultancy projects.

- **Mediating Variable:**

H1G: The factors influencing project management significantly affect the effectiveness and functionality of AI tools in design and consultancy projects.

H2 Impact of Independent Variables on Mediating Variable “AI-Based Project Management”.

H2: The factors affecting project management significantly influence the utilization of AI tools for project management in design and consultancy projects

Accordingly, the study will test the validity of the following subsequent hypotheses as below;

- **Data privacy and security:**

H2A: Concerns regarding data privacy and security significantly influence the utilization of AI tools for project management in design and consultancy projects.

- **Resistance to change and adaptation:**

H2B: Resistance to adaptation and change significantly influences the utilization of AI tools for project management in design and consultancy projects.

- **Costs associated with AI implementation:**

H2C: Costs associated with AI implementation significantly influence the utilization of AI tools for project management in design and consultancy projects.

- **Compatibility with existing infrastructure:**

H2D: Compatibility with existing infrastructure significantly influences the utilization of AI tools for project management in design and consultancy projects.

- **Resource availability and training:**

H2E: The availability of resources and training significantly influences the utilization of AI tools for project management in design and consultancy projects.

- **Ethical Consideration:**

H2F: Ethical considerations significantly influence the utilization of AI tools for project management in design and consultancy projects.

H3 Impact of Mediating Variable “AI-Based Project Management” on Project Outputs.

H3: The utilization of AI tools for project management has a significant impact on project outputs in design and consultancy projects

Accordingly, the study will test the validity of the following subsequent hypotheses as below;

- **Enhancing Decision-Making**

H3A: The use of AI tools significantly improves the speed and accuracy of decision-making in design and consultancy projects.

- **Improving Project Output**

H3B: AI adoption positively affects the overall quality and efficiency of project outputs in design and consultancy projects.

- **Data Collection Accuracy**

H3C: The use of AI tools significantly improves the accuracy and reliability of data collection in design and consultancy projects.

- **Enhancing Data Analysis**

H3D: AI tools significantly enhance the ability to analyze data and derive actionable insights in design and consultancy projects.

- **Risk Identification Accuracy**

H3E: The use of AI tools significantly improves the accuracy of risk identification and the effectiveness of risk mitigation strategies in design and consultancy projects.

- **Saving Time for Project Managers**

H3F: AI adoption significantly reduces the time project managers spend on administrative tasks in design and consultancy projects.

- **Effective Collaboration & Communication**

H3G: The use of AI tools significantly enhances collaboration and communication efficiency among stakeholders in design and consultancy projects.

- **Mediation Effect of AI on Project Management Outcomes**

H.3H: The utilization of AI-based project management mediates the impact of adoption factors on project outputs, enhancing overall project success.

1.6 Research Concepts:

The framework for this study is structured around three primary elements: independent variables, a mediating variable, and dependent variables, as outlined below:

1.6.1.1 Independent Variables:

Factors affecting AI Utilization. The independent variables represent the critical challenges and enablers influencing how AI tools are adopted and integrated into project management processes. These factors provide insights into the barriers and drivers of AI adoption in the organizational context.

The independent variables include:

1. Data Privacy and Security
2. Adaptation Resistance
3. Cost of AI Implementation
4. Compatibility with Existing Infrastructure
5. Workforce Development
6. Ethical Considerations

Each independent variable is hypothesized to directly affect the extent and effectiveness of AI integration in project management. Their influence is mediated through AI-based project management practices.

Arrows are drawn from each independent variable to the mediating variable, indicating that these factors shape the success or challenges of AI utilization in project management activities.

1.6.1.2 Mediating Variable:

The mediating variable represents how the integration of AI technologies transforms project management operations. AI is conceptualized as a catalyst that streamlines workflows, enhances decision-making, optimizes resource allocation, and improves overall project efficiency.

This variable serves as the bridge between the influencing factors (independent variables) and the project outcomes (dependent variables).

- **Arrows from Independent Variables to Mediating Variable:** Capture how the influencing factors enable or hinder effective AI integration.
- **Arrows from Mediating Variable to Dependent Variables:** Indicate that effective AI-based project management leads to improved project outcomes.

By operationalizing AI in project workflows, the study captures its mediating effect between organizational challenges and project success.

1.6.1.3 Dependent Variables:

outputs of AI Utilization. The dependent variables measure the impact of AI adoption on project success and operational efficiency. They reflect the tangible outcomes that organizations seek through AI integration.

The dependent variables include

1. Enhancing Decision-Making
2. Improving Project Output
3. Data Collection Accuracy
4. Enhancing Data Analysis
5. Risk Identification Accuracy
6. Saving Time for Project Managers
7. Effective Collaboration and Communication

Arrows are drawn from the mediating variable to each dependent variable, illustrating how the success of AI-based project management practices translates into improved project outcomes.

Reason for selecting the above variables; The independent, mediating, and dependent variables selected in this study were based on a thorough review of existing literature, practical needs of the project management field, and observed gaps in AI adoption research. The independent variables capture the key organizational, technological, and ethical barriers that have been repeatedly cited as major challenges to AI implementation (Khayyat & Alshaikhi, 2021; Paulo, 2021). The mediating variable, AI-based project management, reflects the evolving role of AI in optimizing project workflows, as discussed in the Integrated AI Project Management Framework. The dependent variables, such as decision-making enhancement and risk identification accuracy, were selected based on their relevance to project performance improvement, aligning with previous findings (Odejide & Edunjobi, 2024; Mahmood et al., 2023). Together, these variables form a comprehensive model that captures both the challenges and the measurable benefits of AI adoption in the design and consultancy engineering sector.

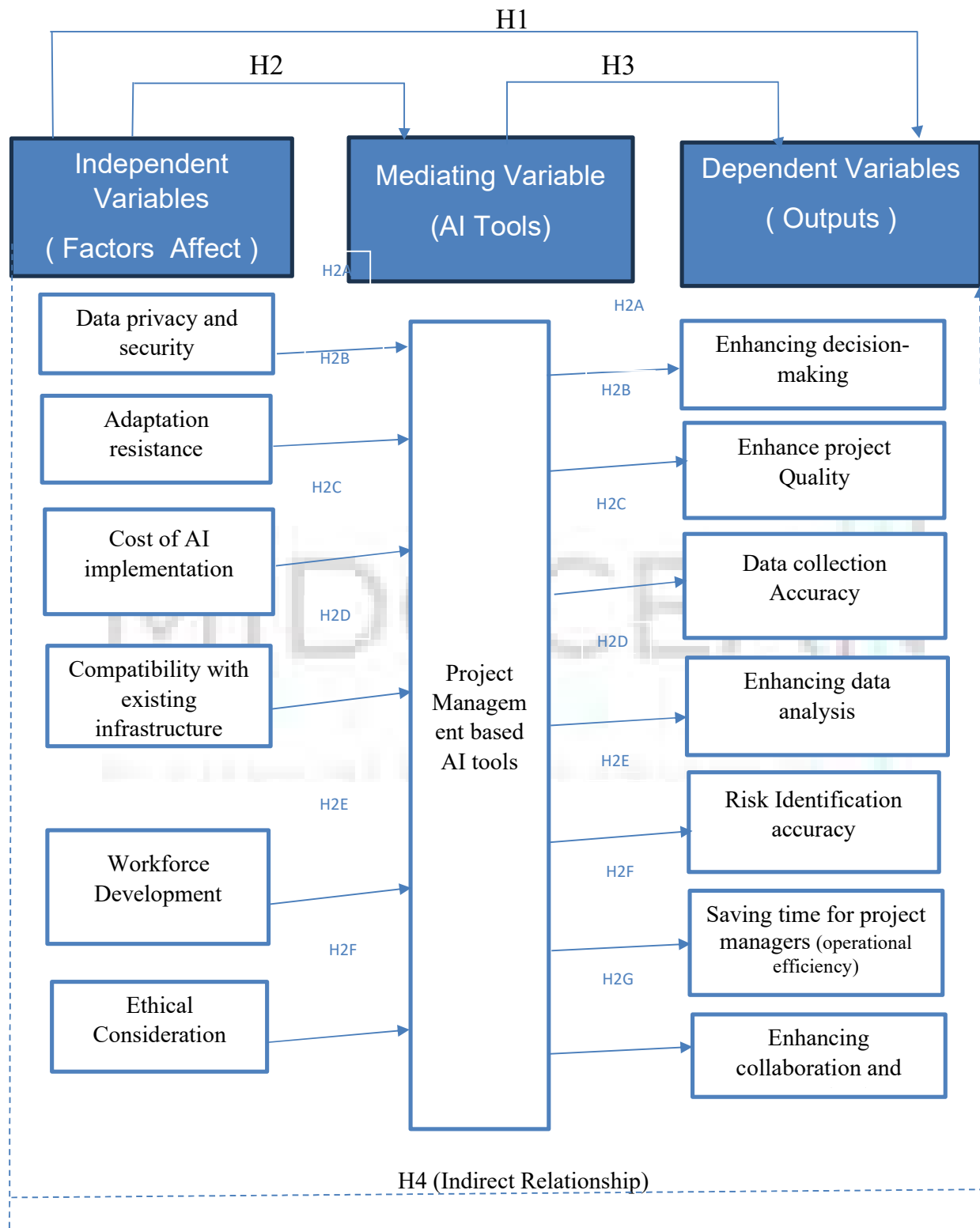
Furthermore, it is important to recognize the expected dynamic role of AI-based project Management to play; the integration of AI into project management processes serves as a crucial mediator between organizational factors and project outcomes. Effective adoption and utilization of AI tools are expected to influence operational workflows, decision-making processes, resource management, and collaboration dynamics within project environments. As organizations address challenges related to data privacy, adaptation resistance, cost, infrastructure compatibility, workforce development, and ethical considerations, the role of AI-based project management is anticipated to mediate these influences, ultimately affecting key project outputs such as decision-making quality, project outcomes, data accuracy, risk identification, time management, and stakeholder collaboration. This study seeks to investigate the nature and extent of these influences, whether positive or negative, through empirical testing of the proposed hypotheses.

1.6.2 Conceptual Model:

The **Proposed Conceptual Framework** aims to investigate how various factors affect the utilization of AI tools in project management, specifically within design and consultancy engineering projects in Saudi Arabia. The framework also explores how these factors indirectly affect project outputs by mediating through project management processes.

The conceptual model hypothesizes that the relationship between independent factors and project outcomes is partially or fully mediated by the degree of AI integration into project management workflows.

The following figure illustrates the conceptual model, which provides a conceptualization of the expected relationships between the included variables.



The conceptual framework hypothesizes relationships between the independent variables, the mediating variable, and the dependent variables. For example:

Independent variables, such as data privacy and security or cost considerations, directly affect the successful adoption of AI tools.

Dependent variables, also have an indirect impact on project outputs, mediated by the integration of AI into project management processes.

The framework posits that a well-implemented AI system, when supported by robust data security, organizational adaptation, and ethical practices, will lead to significant improvements in decision-making, collaboration, and overall project efficiency.

The conceptual framework is grounded in the local context of Saudi Arabia's Vision 2030, which emphasizes technological advancement and AI adoption as key drivers for economic diversification. By incorporating factors such as regulatory compliance (e.g., the National Data Governance Framework, SDAIA) and examples of AI adoption in projects like those by Saudi Aramco, the framework ensures relevance to Saudi Arabia's unique environment.

The proposed conceptual framework is designed to provide:

1. Practical Insights: Helping project managers and organizations understand the conditions necessary for successful AI adoption.
2. Theoretical Contributions: Offering a structured approach to studying the impact of AI on project management in a regionally relevant context.
3. Policy Implications: Informing policymakers about the enablers and barriers to AI adoption in Saudi Arabia's engineering and consultancy sectors.

1.7 Previous Literature Review:

The literature reviews are categorized based on the relationships between the study variables as follows:

1.7.1 Literature Review Focused on the Relationship Between Independent Variables and Dependent Variables

The studies categorized under this section primarily examine and analyze how various factors such as data privacy, cost, change resistance, ethical concerns, and infrastructure compatibility impact AI adoption and ultimately affect project management outcomes.

Several studies (e.g., Waqar et al., 2023; El Khatib & Al Falasi, 2021; Mahmood et al., 2023; Yaseen et al., 2020) highlight how AI adoption leads to improvements in project scheduling, cost efficiency, and decision-making accuracy. These studies emphasize that when AI adoption is properly managed, it enhances efficiency, risk mitigation, and project success. However, barriers such as data security concerns (Weng, 2023) and high implementation costs (Nagireddy, 2023) create obstacles that limit AI's effectiveness. The research further underscores that AI improves risk prediction (Lishner & Shtub, 2022), optimizes scheduling (Prekh & Mitchell, 2024), and enhances cost estimation accuracy (Elmousalami, 2020). However, infrastructure limitations (Fridgeirsson et al., 2023) and lack of skilled personnel (Sahadevan, 2023) often hinder its full integration into project workflows.

While these studies contribute valuable insights, they often focus on general project management practices (construction, healthcare, and manufacturing) rather than design and consultancy engineering projects. Moreover, most research does not integrate multiple influencing factors holistically, instead assessing them in isolation.

1.7.2 Literature Review Focused on the Relationship Between Independent Variables and Mediating Variables

These studies investigate how AI adoption barriers such as change resistance (Kelepouris, 2023), data quality concerns (Khayyat & Alshaikhi, 2021), and ethical issues (Paulo, 2021) affect the effectiveness of AI-driven project management.

Many studies (e.g., Weng, 2023; Bento, 2022; Bharati & Sandbrink, 2024) highlight that AI's potential is often restricted by organizational resistance and technical barriers. Poor data quality and security risks hinder AI's ability to provide meaningful project insights (Tubman, 2022), while explainability issues (Paulo, 2021) limit trust in AI-based decision-making. Another key barrier is infrastructure compatibility. Korke et al. (2023) and Al-Ghamdi & Al-Darman (2022) discuss how legacy systems often create bottlenecks in AI integration. Similarly, Muller et al. (2024) highlight that inadequate training and lack of skilled professionals further delay AI adoption in project management settings.

Existing research extensively discusses AI adoption barriers but does not fully explore how these challenges translate into project management inefficiencies. Additionally, these studies mainly focus on general industries (construction, banking, and IT infrastructure), with limited emphasis on consultancy engineering projects.

1.7.3 Literature Review Focused on the Relationship Between Mediating Variables and Dependent Variables

These studies focus on how AI tools, once integrated into project management workflows, improve project efficiency, risk identification, collaboration, and decision-making.

Studies such as Belharet et al. (2020); Fridgeirsson et al. (2021); Ong & Uddin (2020) highlight that AI-driven project management reduces human errors and automates routine tasks, leading to significant time savings for project managers. Todorovic (2021) and Wang (2023) further confirm that AI enhances predictive capabilities, allowing project teams to anticipate risks and optimize schedules. Another key finding is that AI contributes to improved resource allocation (Savio & Ali, 2023), enhanced project monitoring (Zadeh et al., 2024), and better risk mitigation (Alada, 2023). AI-driven decision support systems (Sheoraj & Sungkur, 2022) and real-time data analytics (Bah Esseme et al., 2025) also contribute to higher-quality project outcomes.

While these studies confirm AI's benefits in project management, they fail to examine the indirect role of AI as a mediating factor. There is little research that explores how AI tools bridge the gap between adoption challenges (Independent Variables) and project success (Dependent Variables).

1.7.4 General Studies in AI and Project Management

These studies provide broad discussions on AI and project management but do not explicitly investigate AI adoption challenges or project outcomes. Some focus solely on project management methodologies, exploring best practices, strategic planning, and leadership without integrating AI-related considerations. Others primarily examine AI technologies, such as ML and automation, without applying them to project management contexts. Additionally, some studies discuss AI's role in project management in a general sense, highlighting potential benefits and future trends but lacking empirical validation, structured frameworks, or direct analysis of AI adoption barriers and project success metrics.

1.7.5 The following table explains the details of the previous studies and identifies the Gap in the previous studies;

Name of the Literature	Methodology	Tools & Techniques	Year	Author Name	Purpose	Result	Study Summary & GAP Analysis
1. Literature Review Focused on the Relationship Between Independent Variables and Dependent Variables							
2. Evaluation of success factors of utilizing AI in digital transformation of health and safety management systems in modern construction projects	Qualitative literature review approach to identify 25 contributors to success.	A comprehensive Questionnaire distributed among a representative sample of construction industry experts.	.	Ahsan Waqar, Andri, Abdul Hannan Qureshi, Hamad R. Almujiabah, Liza Evianti Tanjung, Citra Utami d	This study aims to address the gap concerning the essential factors for successful implementation by meticulously analyzing the key elements that contribute to the success of AI integration into the digital transformation of health and safety management systems within cutting-edge construction projects.	The study's findings underscore the paramount importance of six critical constructs in determining the success of AI implementation in construction health and safety management systems: Adaptability, Operation, Management, Reliability, Integration, and Knowledge. These findings provide valuable insights for enhancing safety measures in the construction industry through AI-driven solutions.	Waqar reached to (Waqar. 2023) titled "Evaluation of Success Factors of Utilizing AI in Digital Transformation of Health and Safety Management Systems in Modern Construction Projects," the research aims to address the gap related to the key factors for successful implementation by thoroughly analyzing the critical elements that contribute to the successful integration of AI in the digital transformation of health and safety management systems within modern construction projects. The study's findings emphasize the paramount importance of six critical constructs in determining the success of AI implementation in construction health and safety management systems: adaptability, operability, management, reliability, integration, and knowledge. These results provide valuable insights for enhancing safety measures in the construction industry through AI-driven solutions. The current study differs from Waqar's study in the methodology and scope of AI tools. While Waqar's research focuses on integrating AI

							into health and safety management systems, the current study focuses on integrating AI into project management and examining the influencing factors.
3. Effects of Artificial Intelligence on Decision Making in Project Management	literature review	Primary Data (formal interview) Secondary Data	2021	Mounir El Khatib Ahmed Al Falasi	The objective of this paper is to examine the effect of AI on decision-making in project management. More specifically, the paper looks into the quality, integrity, and volume of the data collected by AI systems which is then displayed for the project manager to carry out project decisions.	the drawn conclusion was that AI application improves data quality and integrity leading to improved speed and effectiveness of decision making in both single and multiple project environments.	El Khatib and Al Falasi examined (El Khatib & Al Falasi, 2021) "Effects of AI on Decision Making in Project Management" with the objective of understanding how AI impacts decision-making processes in project management, focusing specifically on data quality, integrity, and volume. Their study analyzed both primary and secondary data, concluding that AI improves data quality and integrity, which in turn enhances the speed and accuracy of decision-making in single and multi-project environments. The current study differs from El Khatib and Al Falasi's research in its aim to investigate the integration of AI in project management within Saudi Arabia's industrial engineering sector. While El Khatib and Al Falasi focused on AI's impact on decision-making, the current study assesses factors influencing AI adoption and its effects on project outcomes, providing a different perspective on AI's role in enhancing project management practices.
5. AI and Its Impacts on Project Management			2023	Sindhu Reddy Nagireddy	The primary reason for doing this research was due to the fast-paced nature of the technology sector and the significant	The study concludes that AI has the potential to improve project planning, resource allocation, risk management, and decision-	Nagireddy (2023) authored a study titled "AI and Its Impacts on Project Management," which explores the intersection of AI and project management in response to the rapid technological advancements in the

					progress that has been made in project management. This study reviews existing literature on AI and project management, analyzes case studies of AI adoption in project management, and provides insights into how AI can be integrated into project management practices.	making but also highlights the need for project managers to address the ethical and social implications of AI. Overall, this dissertation offers a comprehensive analysis of the intersection of AI and project management, providing valuable insights for practitioners and researchers.	field. The study reviews existing literature, analyzes case studies of AI adoption, and examines strategies for integrating AI into project management practices. It concludes that AI offers significant benefits, including enhanced project planning, resource allocation, risk management, and decision-making. However, the study also highlights the importance of addressing the ethical and social implications of AI adoption. This research provides valuable insights for both practitioners and researchers in understanding and leveraging AI in project management. The current study diverges from Nagireddy (2023) by focusing specifically on the factors influencing AI adoption for design and consultancy engineering projects in Saudi Arabia.
6. A Qualitative Study on Artificial Intelligence and Its Impact on the Project Schedule, Cost and Risk Management Knowledge Areas as Presented in PMBOK	The chosen method is a qualitative cross-sectional study based on interviews.	online questionnaire Interviews	2023	1. Thordur Vikingur Fridgeirsson, 2. Helgi Thor Ingason , 3. Haukur Ingi Jonasson 4. Helena Gunnarsdottir	The aim of this paper is to study the main areas in which AI will impact the field of project management in relation to cost, risk and scheduling.	AI can significantly impact project management by automating tasks, optimizing resource allocation and providing data-driven insights. It can enhance decision-making, risk analyses and project forecasting, ultimately increasing efficiency, reducing costs and improving project outcomes. AI can analyze historical	Fridgeirsson et al. reached to (Fridgeirsson et al. 2023) titled "A Qualitative Study on AI and Its Impact on the Project Schedule, Cost, and Risk Management Knowledge Areas as Presented in PMBOK," the paper aims to examine the key areas where AI will impact project management concerning cost, risk, and scheduling. The study found that AI has the potential to significantly affect project management by automating tasks, improving resource allocation, and providing data-driven insights. AI can enhance decision-making processes, risk

						project data to predict future project outcomes, helping with resource allocation and risk management.	analysis, and project forecasting, ultimately leading to increased efficiency, reduced costs, and improved project outcomes. Additionally, AI can analyze historical project data to predict future project outcomes, aiding in resource allocation and risk management. The current study differs from Fridgeirsson et al.'s study in both methodology and the scope of AI tools. While Fridgeirsson et al.'s research focuses on the impact of AI on cost, schedule, and risk management in project management, the current study aims to integrate AI into project management more broadly and examines the influencing factors.
10. How AI can leverage PMIS and data driven decision making in Project Managment	This research paper aims to identify the core benefits of AI in Project Manageme nt aspects and find how using AI can help improve the way project manageme nt is		2023	Alia Mahmood ¹ , Aysha Al Marzooqi ¹ , Mounir El khatib ² , Hessa AlAmeemi ¹	This article focuses on the opportunities of utilizing Artificial intelligence in project management in general. Special emphasis to project management data driven decision making and the relevant tools represented in processes, tools and techniques of PMIS.	The results showed that with the creation of big data, AI can now be more than just technology and is capable of performing more complex tasks using advanced techniques and algorithms. AI helps more effectively through integrating project management phases and the entire project lifecycle process. Bringing AI to the project management domain across the world can provide a sustainable world for future generations. It also assists in faster and smarter decisions. It is	Mahmood et al. conducted a study titled "How AI can Leverage PMIS and Data-Driven Decision Making in Project Management" with the objective of exploring AI's potential to enhance PMIS functions and support data-driven decisions within project management. The study utilized a qualitative approach, including case studies and interviews with Smart Dubai, to examine AI's role in integrating big data, improving project phase management, and enhancing decision-making processes. Results highlighted AI's ability to enable faster, more accurate decisions by automating data analysis, facilitating real-time adjustments, and supporting project managers in critical planning and execution phases, especially as projects in smart cities

handled. The data used to support this research is collected from primary and secondary sources to emphasize the research paper results. The approach used in data collection was a qualitative method where an interview was conducted with an employee in Smart Dubai to					recommended to monitor AI until users are satisfied and can trust the systems outcome. AI will have a tremendous growth as projects in smart cities are growing bigger, complex and demanding. The demonstrated case studies show that there is a need for AI in the implementation of new business management. The case studies indicated that much more is yet to come by the beginning of 2021 following the UAE Vision 2021. Previously or maybe even now, most people are thinking that AI is about robotic system and they are programmed to do certain activities. However, with the creation of big data, AI can now be more than just technology and is capable of performing more complex tasks using advanced techniques and algorithms. AI helps more effectively through integrating project management phases and the	grow in complexity. The current study differs from Mahmood et al.'s by focusing on AI adoption within Saudi engineering projects, investigating broader adoption dynamics such as cultural readiness, infrastructure maturity, and organizational strategy. While Mahmood et al. concentrated on how AI strengthens PMIS functionality and data handling, the current study examines how these systems can be adapted to Saudi project management settings, considering regional and sector-specific challenges that influence AI implementation beyond technical integration alone.
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	discuss AI implementation, benefits and challenges involved. As a result, this choice was made to give a better understanding of the effectiveness of implementing AI in project management in real life and to find ways to better make use of it. In addition to the interview, Google Scholar and HBMSU					entire project lifecycle process.	
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	Library databases were both used to find						
12. Comparison of Artificial Intelligence Techniques for Project Conceptual Cost Prediction			2020	Haytham Elmousalami	The article focuses on investigating 20 AI techniques which are conducted for conceptual cost modeling, such as fuzzy logic model, artificial neural networks, multiple regression analysis, case-based reasoning, hybrid models, such as genetic fuzzy model, and ensemble methods such as scalable boosting trees (XGBoost) and random forest. Out of 20 AI techniques, the results show that the most accurate and suitable method is XGBoost with 9.091% and 0.929 based on mean absolute percentage error and adjusted R2, respectively.	This article presented a comparison of AI techniques to develop a reliable conceptual cost prediction model. A total of 20 ML models were developed utilizing tree-based models ensemble methods, fuzzy systems, CBR, ANNs, SVM, and transformed regression models. The accuracy of the developed models was tested from two perspectives: MAPE and adjusted R2. The results showed that the most accurate and suitable method was XGBoost with 9.091% and 0.929% for MAPE and adjusted R2, respectively. The study emphasized the importance of ensemble methods for improving the prediction accuracy, and handling noisy and missing data. However, the key	Elmousalami conducted a study (Elmousalami, 2020) titled "Comparison of AI Techniques for Project Conceptual Cost Prediction," with the objective of evaluating 20 AI techniques for their effectiveness in predicting conceptual project costs. The study found that XGBoost, an ensemble method, was the most accurate for cost predictions, achieving a mean absolute percentage error (MAPE) of 9.091% and an adjusted R² of 0.929. The research highlighted ensemble methods' capability to improve prediction accuracy and handle data inconsistencies, despite limitations in interpretability. The current study differs from Elmousalami's study by focusing on AI's broader impacts on project management in Saudi engineering projects, aiming to understand factors that influence AI adoption beyond cost prediction. Elmousalami's research emphasizes comparative performance among AI models, while the current study expands to analyze AI's potential in various project management functions, including

						limitation of the ensemble method was an inability to interpret the producing results.	scheduling, risk management, and decision-making.
17. The Last State of Artificial Intelligence in Project Management			2021	Mohammad Reza Davahli	This paper reports on a systematic review of the published studies used to investigate the application of AI in PM. This systematic review identified relevant papers using Web of Science, Science Direct, and Google Scholar databases.	The results indicated that the application of AI in PM was in its early stages and AI models have not applied for multiple PM processes especially in processes groups of project stakeholder management, project procurements management, and project communication management. However, the most popular PM processes among included papers were project effort prediction and cost estimation, and the most popular AI techniques were support vector machine, neural networks, and genetic algorithms.	Davahli conducted a study (Davahli, 2020) titled "The Last State of AI in Project Management," with the objective of assessing the current state of AI applications within various project management processes. The study found that AI's application in project management remains in early stages, with limited implementation in stakeholder management, procurement, and communication processes. However, AI techniques such as support vector machines, neural networks, and genetic algorithms are increasingly used for project effort prediction and cost estimation. The current study differs from Davahli's research by focusing on the integration of AI within Saudi Arabia's industrial engineering projects, specifically examining the factors influencing adoption and its impact on project management outcomes. While Davahli's work provides an overview of AI's adoption across various project management areas, the current study aims to apply these insights within a targeted regional and industrial context.
19. Project Management in	literature	interpreting vast	2023	Sivasubra	The objective of this study is to help project managers	In conclusion, AI is rapidly changing the field of project	Sahadevan reached to (Sahadevan. 2023) titled "Project Management in the Era of

the Era of Artificial Intelligence	review	amount of data from various sources.		maniyam Sahadevan	understand how incorporating AI can both benefit and challenge project management. management, posing both new opportunities and difficulties for businesses. By incorporating AI technologies into project management workflows, proactive risk detection, quicker defect analysis, and resolution, better scope creep and expectation management, predicting and experimenting, and team empowerment are all made possible. Resources may be allocated more efficiently, and communication, cooperation, and decision-making are all improved by AI solutions. However, enterprises must overcome several obstacles before implementing AI in project management, including poor data quality and accessibility, reluctance to change, ethical and social concerns, and talent scarcity. To attain their goals and add	AI," the research aimed to help project managers understand how integrating AI can benefit project management while acknowledging some challenges. The study concluded that AI can significantly enhance project management processes. AI-based solutions can support project managers in making better decisions, fostering teamwork, reducing project risks, and improving project efficiency and quality. The current study differs from Sahadevan's study in its objectives, proposed model, spatial boundaries, and methodology.
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						value to project management processes, companies must design a comprehensive AI approach that encourages a culture of constant learning and innovation. The collaboration between project managers, data scientists, IT professionals, and business leaders is essential to integrate AI into project management. Project management professionals need to keep alongside the latest developments and innovations to take full advantage of the capabilities of AI in project management. Overall, the use of AI in project management delivers countless opportunities for companies to enhance project delivery, improve performance, and drive business success. Study reveals that AI can significantly enhance PM processes. AI based solutions can support	
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						project managers (PMs) to make better decisions, enhance teamwork, lessen project risk, and improve efficiency and quality projects (Collins et al., 2021; Bhbosale et al., 2020; Munir, 2019; Kunnathur, 2020; Elrajoubi, 2020)	
35. Prediction of Risk Delay in Construction Projects Using a Hybrid Artificial Intelligence Model			2020	Zaher Mundher Yaseen , Zainab Hasan Ali , Sinan Q. Salih,* and Nadhir Al-Ansari	The aim of this current study is to develop a hybrid Amodel called integrative Random Forest classifier with Genetic Algorithm optimization (RF-GA) for delay problem prediction.	The achieved results of the developed hybrid RF-GA model revealed a good resultant performance in terms of accuracy, kappa and classification error. Based on the measured accuracy, kappa and classification error, RF-GA attained 91.67%, 87% and 8.33%, respectively. Overall, the proposed methodology indicated a robust and reliable technique for project delay prediction that is contributing to the construction project management monitoring and sustainability	Yaseen et al. (2020) conducted a study titled "Prediction of Risk Delay in Construction Projects Using a Hybrid AI Model" to address delay prediction in construction projects through the development of a hybrid AI model, the Random Forest classifier integrated with Genetic Algorithm optimization (RF-GA). The study demonstrated the model's strong performance, achieving 91.67% accuracy, 87% kappa, and an 8.33% classification error. The findings underscore the robustness and reliability of the RF-GA model as a predictive tool, contributing to enhanced monitoring, risk management, and sustainability in construction project management. The current study diverges from Yaseen et al. (2020) by focusing specifically on the factors influencing AI adoption for design and consultancy engineering projects in Saudi Arabia.

36. Using an Artificial Neural Network for Improving the Prediction of Project Duration	In this paper, we present a dynamic project duration prediction (DPDP) method	Machine learning	2022	Itai Lishner and Avraham Shtub	This paper presents a new dynamic ML tool for improving the prediction accuracy of project duration. The tool is based on an artificial neural network (ANN) which is automatically adapted and optimized to different types of prediction methods and different datasets.	The results show that the proposed tool significantly improved the prediction accuracy for both organizations despite the major differences in the size, type, and structure of their datasets. A dedicated model designed for a specific project or type of dataset can potentially produce better results than the presented tool but will require an additional effort and redesign to fit other types of data, which is not always practical for an organization. Lishner, I. & Shtub, A., (2022), "Using an Artificial Neural Network for Improving the Prediction of Project Duration." This study introduces a Dynamic Project Duration Prediction (DPDP) method, leveraging Artificial Neural Networks (ANNs) to enhance the accuracy of project duration forecasts. The method is adaptable to various prediction approaches and datasets, making it a versatile tool for diverse organizational needs. The research demonstrates that the proposed ANN-based tool significantly improves prediction accuracy across different dataset types, sizes, and structures. While a customized model tailored to a specific project may yield better results, such approaches often require extensive effort and redesign, limiting their practicality for widespread use. The current study differs from Lishner & Shtub's work by expanding the application of AI beyond project duration prediction, focusing on particularly industrial engineering, and proposing a unique framework to explore adoption factors and challenges beyond knowledge management.
40. Utilization of artificial Intelligence in			2024	Ruchit Parekh, and Olivia Mitchell		

project management							
Enhancing Project Management Success through Artificial Intelligence		comprehensive study of 84 organizations spanning diverse industries — construction, IT, pharmaceuticals, and aerospace in the EU, UK, USA, and the Middle East		Roman Reznikov	This paper explores the transformative potential of AI, ML, and Large Language Models (LLMs) in revolutionizing project management practices across all ten knowledge areas outlined in the PMBOK® Guide	The findings underscore the vital role of AI, ML, and LLMs in shaping the future of project management, paving the way for more agile, efficient, and successful project delivery in an increasingly competitive landscape.	
2. Literature Review Focused on the Relationship Between Independent Variables and Mediating Variables							
1. Putting Intellectual Robots to Work - Implementing Generative AI Tools in Project Management	semi-structured interviews	using thematic analysis techniques	2023	Jiaxiong Weng	The primary objective is to provide a comprehensive guide for project managers on the effective use of ChatGPT-4 in their project management practices. The paper highlights the	The study identifies several key areas for future development and improvement in ChatGPT-4's capabilities, including integration with other project management	Weng conducted a study (Weng, 2023) titled "Putting Intellectual Robots to Work: Implementing Generative AI Tools in Project Management," with the objective of providing a comprehensive guide for project managers on the effective use of ChatGPT in their project management practices. The

					benefits and challenges of integrating ChatGPT-4 into project management processes, with a focus on data privacy, security, ethical considerations, adoption barriers, and change management.	methodologies (e.g., Agile methods, Kanban), possibilities for customized development, and providing training and support for non-technical staff.	study highlights both the advantages and challenges of integrating ChatGPT, focusing on critical areas such as data privacy, security, ethical implications, adoption barriers, and change management. Weng's findings identified several key areas for future improvements in ChatGPT's capabilities, including better integration with project management methodologies (e.g., Agile, Kanban), opportunities for customized development, and enhanced training and support for non-technical staff. The current study differs from Weng's research in its focus on identifying the factors affecting project management through AI in industrial engineering projects, proposing a unique model and methodology within specific spatial boundaries.
7. Implementation of Artificial Intelligence in Project Management and effect in working personnel			2023	Panteleim on Kelepouris	This thesis project examines the implementation of AI in Project Management, focusing on its impact on the working personnel. This thesis aims to explore the implementation of AI in project management with a focus on the impact on working personnel. The study analyzes the benefits and challenges of AI implementation, the impact on the role of project managers and team members, and the	The findings suggest that the integration of AI in project management can significantly benefit working personnel by reducing workload, increasing accuracy, and providing better insights. However, the implementation of AI requires careful consideration of ethical issues and proper training of personnel.	Kelepouris (2023) conducted a thesis titled "Implementation of AI in Project Management and Its Effect on Working Personnel," at KTH Royal Institute of Technology. The research investigates the integration of AI into project management, with a particular focus on its impact on project managers and team members. It analyzes the benefits, such as reduced workload, improved accuracy, and enhanced insights, alongside the challenges, including ethical concerns and the necessity for personnel training. The study emphasizes the need for careful planning

					ethical considerations of using AI in project management		and ethical considerations to ensure successful and sustainable AI adoption in project management. The current study diverges from Kelepouris (2023) by focusing specifically on the factors influencing AI adoption for design and consultancy engineering projects in Saudi Arabia.
8. An investigation into the Impact of Artificial Intelligence on the Future of Project Management			2021	Asma Alshaikhi, Mashael Khayyat	The purpose of the study is to investigate the impact of AI on the future of project management. This study provides detailed conceptual information about AI and different perspectives.	As to the initial research question about the possibility of reducing the need for a human resource with AI, based on the investigation in this research, the expectation of performance AI in automating project management tasks and activities will be hard to meet the requirements of ambitious terms such as: Automated project manager. The results show that technology and AI cannot replace the human mind. Machine and other AI robots can automate tools and tasks, but at the end of the day, machines need human help to operate and monitor.	Khayyat and Alshaikhi conducted a study (Khayyat & Alshaikhi, 2021) titled "An Investigation into the Impact of AI on the Future of Project Management," aiming to assess AI's potential in automating project management tasks and the implications for human roles. The study finds that while AI can automate certain project tasks, it cannot replace human expertise entirely. Human involvement remains essential for operating, guiding, and monitoring AI tools due to limitations in data quality, technical integration, and the complexity of project management decision-making. The current study diverges from Khayyat and Alshaikhi's research by focusing on the factors influencing AI adoption specifically within Saudi Arabia's industrial engineering projects. While Khayyat and Alshaikhi emphasize AI's impact on reducing human resource dependency, the current study explores AI's integration and its broader

							impact on project outcomes and operational efficiency within the industrial sector.
11. The Use of Artificial Intelligence in International Decision-Making Processes in Project Management	This study used purposeful sampling to identify and select cases that contain essential information about the phenomenon under investigation. Non-random sampling is preferred in case-study research because no sample can represent a larger population (Halkias & Neubert, 2020; Tubman & Neubert,		2022		This qualitative multiple-case study aims to explore the perceptions of subject matter experts (SME) about the use of AI in international decision-making processes. This research study looks at the effect of AI on project managerial decision-making. The article looks at the value, consistency, and capacity of data composed by AI technologies, then provided to the project administrator to help them make project results.	AI is becoming increasingly essential for information management and decision-making. AI has played an important role in industries, particularly in project management, monitoring, and gathering data. One of the most important benefits of adopting AI is the excellent accuracy of data management. AI has a favorable influence on making good decisions. For example, AI has been shown to manage a greater volume of data than any other source previously employed by enterprises. The United States will have the most significant GDP contribution from AI among Middle Eastern countries, amounting to around 14 percent by 2030. Some organizations tend to disregard the usage of AI because they believe it is too tricky (Kouloukoui et al., 2018). Lack of leadership and interpersonal skills is why	Tubman conducted a study (Tubman, 2022) titled "The Use of AI in International Decision-Making Processes in Project Management," aiming to explore how AI enhances decision-making and collaboration across global project management. Using case studies of ten major companies, the research identified that AI improves data quality, enables more accurate decision-making, and fosters efficient cross-team collaboration by enhancing data accessibility and transparency. Despite AI's potential, challenges such as data quality issues, the need for skilled human oversight, and organizational resistance remain significant. The current study diverges from Tubman's work by focusing specifically on the adoption of AI within the Saudi industrial engineering sector, examining the unique factors that affect AI implementation in project management. Tubman's study broadly addresses the role of AI in global collaboration and decision-making, whereas the current study narrows its scope to regional challenges, such as skills shortages and infrastructure limitations, within Saudi project management.

	2021). Ten companies that use AI in project management were selected: Alibaba, Alphabet, Amazon, Apple, Baidu, Facebook, IBM, JD.com, Microsoft, and Tencent. We chose these businesses because AI plays a vital role in project management. Table 1 describes the samples that we selected.					firms have unsuccessful use or integrate AI to make decisions or manage data. Several organizations surmounted this hurdle and transformed their organizational growth paradigm.	
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14. Artificial Intelligence in Project Management; Systematic Literature Review	literature review	Websites for search	2022	1. Sofia Bento 2. Renato Lope Da Costa 3. Rui Alexandre Henriques Goncalves 4. Alvaro Lopes Dias 5. Leandro Ferreira Pereira	The purpose of this paper was to acknowledge the potentialities and limitations of AI in the specific area of project management by doing a systematic literature review . .	Looking to what as emerge from this research, organisations can find practical implications of this work by having paths to where they can find relevant work to explore, that will provide them relevant insights on how to use AI in project management. With this work we believe that organisations will have important guidelines about advantages, challenges, business areas and techniques, to help their research of how to apply AI in project management.	Bento conducted a study (Bento et al., 2022) titled "AI in Project Management: Systematic Literature Review," with the goal of identifying the potential benefits and limitations of AI in project management through a systematic literature review. The study provides organizations with practical insights on leveraging AI, highlighting guidelines on advantages, challenges, tools, and technologies to aid AI implementation in project management. Findings suggest that AI is effective in optimizing rule-based tasks like scheduling and risk assessment but remains less suitable for areas requiring empathy, such as human resource management. The current study differs from Bento's in its focus on integrating AI within project management practices specific to engineering firms in Saudi Arabia, with unique objectives, spatial boundaries, and methodological approach.
18. The current state of and Trends of AI in Project Management			2021	SAO PAULO	The purpose of this thesis is to present a bibliometric analysis to identify the intellectual structure, the research trends, and the conceptual building blocks of the research discipline AI in Project Management. The study presents an extensive literature review on AI technical	The intellectual structure of AI in Project Management is identified, from which the knowledge fields of Software Effort Estimation, Project Risk Modeling, and Construction Cost Estimation emerge. Furthermore, the bibliographic-coupling	Paulo conducted a study (Paulo, 2021) titled "The Current State and Trends of AI in Project Management," with the objective of analyzing AI adoption trends, challenges, and technical building blocks within project management. The study utilized bibliometric analysis of 467 documents, identifying data integration, economic costs, and organizational challenges as significant barriers. Paulo also highlighted emerging AI

				building blocks, challenges, and industry adoption. Based on 467 documents retrieved from Web of Science and Scopus, the bibliometric analyses methods of Co-Citation, Bibliographic-coupling and Co-Word are applied.	analysis identifies four emerging trends in the discipline, namely (i) increased automation, explainability, and data robustness in cost estimation models, (ii) intelligent Project Control systems based on Earned Value Management, (iii) risk mitigation scenario modeling, and (iv) optimization of input factors for effort estimation models.	trends like explainable AI for greater transparency, ethical considerations, and industry adoption patterns across various sectors. The current study differs from Paulo's work by focusing specifically on the factors affecting AI integration within industrial engineering projects in Saudi Arabia. While Paulo's study offers a broad bibliometric analysis of AI applications in project management, the current study aims to contextualize these insights within a specific industry and region, addressing unique local adoption challenges and their impact on project outcomes.
21. Artificial Intelligence Adoption in Project Management			2020	Constanta -Nicoleta BODEA, Cosmin MITEA, Oana STANCIU	The paper aims to identify the characteristics of AI adoption in project management, based on the theoretical frameworks related to the technology adoption. The authors also present findings of a global survey conducted by IPMA and PwC Romania during March-August 2020.	Looking ahead, the survey results suggest that digitization and certain foundational practices are critical to creating value from AI and enabling progress. The implications related to adoption of AI are significant, but for many companies, they involve transformation-level changes to the very business processes at the core of the company and new ways in which people, with different capabilities, will work Bodea et al. conducted a study (Bodea et al., 2020) titled "AI Adoption in Project Management" with the objective of identifying primary motivations for adopting AI within project management. Their survey of project management professionals found that over half of respondents highlighted increased productivity (53%), enhanced decision-making capabilities (52%), and improved project performance and reporting (51%) as the top drivers for AI adoption. Respondents emphasized the strategic advantage of AI, noting that automation can free up time for managers to concentrate on higher-level strategic tasks.

							The current study expands upon Bodea et al.'s work by examining AI adoption specifically within Saudi engineering projects, addressing both the motivating factors and unique regional challenges affecting AI integration. While Bodea et al. focused on general productivity and decision-support advantages of AI, the current study investigates broader adoption barriers and facilitators in the Saudi context, including regulatory, economic, and cultural factors that influence how AI adoption impacts project management strategies in engineering-focused environments.
24. Artificial Intelligence-Based Knowledge Management Processes in Construction Projects: An Applied Study in Saudi Arabia.	Descriptive Analytical and Deductive Approach	Question naire	2022	Salwa Al-Ghamdi & Fahd Abdullah Al-Darman.	The study aimed to explore and analyze the application of knowledge management processes in construction projects through AI software from the perspective of contractors in Saudi Arabia.	The application of knowledge management processes, represented by knowledge sharing and knowledge application through AI software, has a statistically significant impact on construction investments. There is a correlation between knowledge management processes using AI software and construction projects..	Al-Ghamdi, Salwa & Darman, Fahah, (2022), "AI-Based Knowledge Management Processes in Construction Projects: An Applied Study in the Kingdom of Saudi Arabia." The study investigates the role of AI in knowledge management processes within construction projects in Saudi Arabia. Using a descriptive analytical and deductive approach, the research focuses on how AI software facilitates knowledge sharing and application among contractors. It concludes that the integration of AI in knowledge management significantly impacts construction investments, fostering efficiency and effectiveness in project outcomes. Furthermore, the study identifies

						a strong correlation between AI-driven knowledge management processes and the success of construction projects. The current study differs from Al-Ghamdi & Darman's work by emphasizing the broader implications of AI on project management across various industries, particularly industrial engineering, and proposing a unique framework to explore adoption factors and challenges beyond knowledge management.
26. Artificial Intelligence and Project Management: Empirical Overview, State of the Art, and Guidelines for Future Research	we synthesize key findings from a comprehensive survey of 2,314 professionals across 129 countries, providing insights into the current state of AI adoption	2024	Ralf Müller ¹ , Giorgio Locatelli ² , Vered Holzmann ³ , Marly Nilsson ⁴ , and Temisan Sagay	we synthesize key findings from a comprehensive survey of 2,314 professionals across 129 countries, providing insights into the current state of AI adoption	Empirically, the integration of AI into project management is a transformative trend that is reshaping the industry.	Müller et al. (2024) conducted a study titled "AI and Project Management: Empirical Overview, State of the Art, and Guidelines for Future Research," which aimed to provide a comprehensive empirical assessment of AI adoption in project management. Drawing from a global survey of 2,314 professionals across 129 countries, the study offers valuable insights into the current state of AI utilization and its transformative influence on project management practices. Key areas where AI has shown to enhance efficiency, accuracy, and decision-making include data collection and reporting, performance monitoring, and project scheduling and time management. The study further highlighted a significant skills gap, as 62% of participants rated their companies below average in terms of AI training support, while 65% of professionals

							possessed only basic AI knowledge. This finding underscores the critical need for more robust training initiatives and targeted research on effective AI training methods within the project management industry. In contrast, the current study expands on Müller et al.'s work by focusing specifically on AI integration within Saudi engineering projects, examining both organizational and regulatory factors unique to the region. While Müller et al. emphasize global adoption trends and general efficiency improvements, this study explores AI's role in advancing project management in Saudi Arabia, considering factors such as regional training needs, infrastructure, and regulatory constraints.
29. The Implementation of Artificial Intelligence in Project Management			2024	Aditi Bharati, Christoph Sandbrink	This thesis explores the impact of AI on project management, specifically focusing on its effects on employees. It aims to understand how AI adoption can enhance project management processes, improve certain areas of PM, and boost productivity, while also addressing ethical concerns.	This investigation explores the integration of automation and AI into project management (PM), highlighting diverse stakeholder perceptions ranging from enthusiasm to concerns. It emphasizes the need for adaptability, lifelong learning, and strong leadership to navigate these	Bharati & Sandbrink (2024), in their study "The Implementation of AI in Project Management," delve into the transformative impact of AI on project management, focusing on both productivity enhancements and employee experiences. The research highlights AI's potential to improve key areas of project management, such as planning, decision-making, and operational efficiency, while acknowledging its limitations in comprehending human

					transitions successfully. The analysis identifies key areas within PM, such as project planning and decision-making, poised to benefit from AI integration, despite its limitations in understanding human dynamics. Strategies for embedding automation into daily operations include leadership endorsement, skill development, incremental integration, and consistent review mechanisms. Overall, the research underscores the importance of informed strategies to fully embrace the transformative potential of automation and AI, propelling project management towards innovation and efficiency. Moreover, the study underscores the importance of addressing ethical issues like algorithmic bias, data privacy, and decision-making transparency associated with AI adoption. It emphasizes the need for	dynamics. The study emphasizes strategies for effective integration, including leadership endorsement, skill development, incremental adoption, and continuous evaluation. Ethical challenges, such as algorithmic bias, data privacy, and transparency, are critically examined, with a focus on mitigating stakeholder concerns and resistance through proper training and support. The research underscores the importance of adaptability, strong leadership, and ethical frameworks to fully leverage AI's transformative potential while maintaining the well-being of project teams. This work contributes to the growing discourse on AI in project management by offering insights and strategies for its sustainable and responsible implementation. The current study diverges from Bharati & Sandbrink (2024) by focusing specifically on the factors influencing AI adoption for design and consultancy engineering projects in Saudi Arabia.
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						providing proper training and support to team members to ensure successful AI utilization and mitigate potential opposition or anxiety among project stakeholders. Overall, this research contributes to the ongoing discourse on AI's role in project management by emphasizing its benefits for employees. It aims to provide insights into AI integration to guide future strategies while prioritizing ethical considerations and ensuring the effectiveness and well-being of project management teams.	
30. Artificial Intelligence Enabled Project Management; A Systematic Literature Review	A Systematic Literature Review		2023		this paper examines the role of AI in emerging project management through a systematic literature review; the applications of AI techniques in the project management performance domains are presented.	The results show that the number of influential publications on AI-enabled project management has increased significantly over the last decade. The findings indicate that AI, predominantly ML, can be considerably useful in the management of construction and IT projects; it is notably encouraging for enhancing the	Taboada et al. reached to (Taboada et al. 2023) titled "AI Enabled Project Management: A Systematic Literature Review," the research aimed to provide a comprehensive understanding of emerging AI tools in project management and categorize them by project management areas to discover solutions for the digital transformation towards Industry 5.0. The findings reveal that the number of impactful publications on AI-supported project management has significantly increased over the past decade. The results indicate

						planning, measurement, and uncertainty performance domains by providing promising forecasting and decision-making capabilities.	that AI, particularly ML can be highly beneficial in managing construction and IT projects. This is especially encouraging for enhancing planning performance, measurement, and uncertainty through promising predictive and decision-making capabilities. The current study differs from Taboada et al.'s study in the methodology and scope of AI tools. While Taboada et al.'s research focuses on a comprehensive understanding of the literature and categorizes it by project management areas, our study emphasizes integrating AI into project management and examining the influencing factors.
32. Role of Artificial Intelligence in Construction Project Management			2023	Pavankumar Kork, Gobinath R, Manisha Shewale, Bhagyashree Khartode	This research presents a discussion of the numerous methodologies that have been researched by the researchers along with a review of the AI AI that is used in the construction industry, specifically Construction Project Management. Additionally, this research offers a review of the AI that is utilized in the construction business.	most important findings, as uncovered by this exhaustive investigation, are as follows: i. Most academics will be focusing their efforts on the construction phase, which is the stage in which fewer digital tools and methods will be discovered. ii. The use of BIM and ML approaches occurs most frequently in CPM since research in this area focuses heavily on data analytics and visualization. iii. Even though approximately half of the	Kork conducted a study (Kork et al., 2023) titled "Role of AI in Construction Project Management," aiming to investigate AI's impact on improving construction project outcomes through optimization, risk management, and automation. The study examines AI applications such as process mining, CV, and AI-driven robotics to enhance efficiency and mitigate risks on construction sites. It highlights AI's potential to automate repetitive tasks, perform real-time project monitoring, and apply predictive insights for early-stage problem-solving, ultimately reducing time, cost, and safety risks in construction management. The current study differs from Kork's in its focus on AI integration within Saudi Arabia's

						research is devoted to two distinct areas, construction performance management and construction supply chain management and resource optimization, less than half of the entire volume of research that has been published is focused on these two issues.	industrial engineering sector, specifically in understanding factors affecting AI adoption. While Kork et al. emphasize AI's transformative potential for construction management, the current study explores AI's impact on broader project management practices in engineering, identifying unique challenges and opportunities within a specific regional context.
An Analysis of AI Project Management Frameworks	qualitative research approach	structured literature review and 12 expert interviews	2025	Lasse Wrobel, Christian Dietzman, Rainer Alt	Despite expanding technical possibilities, organizations still fail to successfully execute AI projects and sustainably integrate the solutions. Hence, it remains questionable whether existing project management frameworks cover the holistic complexity of individual AI projects and enable decision-makers to navigate the manifold challenges associated with AI projects. The present study aims to fill this research gap through a qualitative research approach.	This study has underscored the multifaceted nature of managing AI projects. Our analysis highlights significant gaps in existing frameworks, emphasizing the need for enhanced guidance to address AI project's holistic demands. By following the identified areas of improvement, organizations and society will benefit from a multi-perspective PM approach for an economically and ethically sustainable future with AI.	This study examines existing project management frameworks for AI implementation and their effectiveness in handling AI-specific challenges. The research highlights the failure of organizations to execute AI projects successfully due to a lack of structured methodologies and inadequate decision-making frameworks. It proposes an improved multi-perspective project management framework to enhance AI project execution. Both studies recognize the need for structured AI implementation strategies, Both address AI's influence on project management frameworks. This study focuses on AI project execution frameworks, whereas our research investigates AI adoption barriers and outcomes in project management.
3. Literature Review Focused on the Relationship Between Mediating Variables and Dependent Variables							
4. A Study on the Impact of Artificial Intelligence on			2020	Adel BELHARET ,	AI and ML have found a wide range of business applications, but their impact is only just	We show Healthcare, Transportation and Finance as three key industries more	Belharet et al. conducted a study (Belharet et al., 2020) titled "Report on the Impact of AI on Project Management," with the

Project Management				Urmila BHARATH AN, Benjamin DZINGINA, Neha MADHAV AN, Charul MATHUR2 Yves-Daniel B. TOTI,	starting to be seen in project management. In this report, we share our findings to aid in understanding the impacts of AI on projects and how they will reshape project management in the future based on suitable AI inputs. we share our position that the “humanness” aspect to project management is one thing that AI cannot seem to achieve. However, AI and the project manager will inevitably be interdependent; so, the project manager who wishes to remain relevant must take necessary steps to develop the right skill sets to be able to manage and complement AI capabilities. Given that smart machines increasingly assume and absorb aspects of PMO work, existing PMOs will tend to amalgamate into one function concerned with change, strategy, product	amenable to implementing A. A key finding of the report where one of the conclusions we draw is that the areas least susceptible to change enforced by AI are going to be the ones which require personal relationships and human interaction. objective of exploring AI’s potential to enhance project management through improvements in resource allocation, risk management, and automation of routine tasks. The study identified that AI can significantly optimize project efficiency by automating data processing and predictive analytics, which allows project managers to focus more on strategic decision-making. However, Belharet et al. noted that AI cannot fully replace human intuition, especially in creative and team-oriented tasks, and that data quality and integration challenges remain substantial barriers. The current study differs from Belharet et al.’s by specifically examining the adoption of AI in project management within Saudi engineering projects, focusing on factors that influence AI implementation in this regional and industry-specific context. While Belharet et al.’s study emphasizes AI’s functional contributions to project management efficiency, the current study seeks to understand broader adoption dynamics, including organizational readiness and cultural acceptance of AI, extending beyond operational benefits to include strategic and contextual considerations in Saudi Arabia’s engineering sector.
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9. An Authoritative Study on the Near Future Effect of AI on Project Management Knowledge Areas			2021	Thordur Vikingur Fridgeirsson, Helgi Thor Ingason, Haukur Ingi Jonasson and Hildur Jonsdottir	The purpose of this study is to explore how AI might augment the project management profession in each of the 10 categories of project management knowledge areas, as defined in the PMBOK of the PMI.	Results clearly illustrated that AI will be an integrated part of future project management practice and will affect project management knowledge areas in the near future. According to these findings, the management of cost, schedule, and risk, in particular, will be highly affected by AI. The research indicates that AI is very useful for processes where historical data is available and can be used for estimation and planning. In addition, it is clear that AI can monitor schedules, adjust forecasts, and maintain baselines	Fridgeirsson et al. (2021) conducted a study titled "An Authoritative Study on the Near Future Effect of AI on Project Management Knowledge Areas" to examine how AI might enhance project management across the ten knowledge areas defined by the PMBOK framework of the PMI. The study found that AI is set to become an integral part of project management, particularly influencing cost management, scheduling, and risk management. The research highlights that AI is especially effective for processes utilizing historical data for estimation and planning. Additionally, AI demonstrates potential in monitoring schedules, adjusting forecasts, and maintaining project baselines, emphasizing its transformative role in future project management practices. The current study diverges from Fridgeirsson et al. (2021) by focusing specifically on the factors influencing AI adoption for design and consultancy engineering projects in Saudi Arabia.
13. The Application of Artificial Intelligence in Project Management Research; A Review	مراجعة الأدبيات literature review	1. review a large number of learning techniques.	2020	1. Jesús Gil Ruiz 2. Javier Martínez Torres, 3. Rubén	The objective of this work is to review the new proposals emerging in the field of AI in the various areas, and to ascertain which techniques could be the most effective for ensuring the success of the projects.	AI tools are highly useful to the project manager in terms of controlling and monitoring the project; however, many of the reviewed models involve weaknesses and limitations,	Ruiz conducted a study (Ruiz et al., 2020) titled "The Application of AI in Project Management Research; A Review," aiming to explore emerging AI techniques in project management and identify the most effective methods for ensuring project success. The study reviews various AI applications,

		2. presentin g a brief study of the different AI technique s. 3.		González Crespo		which indicates that project managers should continue to use their experience when making evaluations according to the results.	highlighting the benefits AI offers to project managers in areas such as project monitoring and control. However, it notes that many AI models have limitations, suggesting that project managers should still rely on their expertise alongside AI tools. The study forecasts a future where AI will manage resources and decision-making, while project managers will take on data scientist roles to interpret AI-driven insights. The current study diverges from Ruiz's research in its specific focus on identifying factors that impact project management through AI in industrial engineering projects, using a different proposed model, geographic focus, and applied methodology.
16. Data Science and Artificial Intelligence in project Management, The past, Present and Future			2022	Stephen Ong; Shahadat Uddin	This article discusses and uncovers the current state of Data Science and AI in relation to the Project Management sector. Drawing from this context, the possible future applications and uses are then delineated.	Throughout various applications, it is evident that AI in project management aims to simplify and generate efficiency in project processes. Generally beneficial, its applications and processes can range in sophistication and include those of risk management, estimation, resource management, KPIs, prediction and experimentation. Various data scientist roles will	Ong and Uddin conducted a study (Ong & Uddin, 2020) titled "Data Science and AI in Project Management: The Past, Present, and Future," aiming to explore AI's applications in project management, from risk management to resource optimization and KPI tracking. Their study highlights the transformative role of AI in automating complex project tasks and discusses how future developments may lead to new roles in data science while traditional roles are increasingly replaced by AI-driven solutions. The current study differs from Ong and Uddin's research in its focus on assessing the factors that influence AI adoption in Saudi

						inevitably be introduced especially during the process of technology development. These higher-level roles will eventually replace more traditional roles as they become fulfilled by technology.	Arabia's industrial engineering projects. While Ong and Uddin provide an overview of AI applications and their implications, the current study targets AI's integration and its impact on project management outcomes within a specific industry and geographic context.
22. A FRAMEWORK FOR LEVERAGING ARTIFICIAL INTELLIGENCE IN Project Management	Literature review, case study	ML, NLP, chatbots	2021	Rea Todorovic	To integrate AI for efficiency in project management by reducing time for administrative tasks and enhancing predictive capabilities for resource optimization.	Enabled predictive analysis, increased efficiency in resource allocation, and improved timelines for project managers.	Todorovic conducted a study (Todorovic, 2021) titled "A Framework for Leveraging AI in Project Management," aiming to explore how AI can enhance project management efficiency by reducing administrative workload and improving resource optimization through predictive analytics. The study utilized both a literature review and case study to examine the impact of AI applications, such as ML and NLP-powered chatbots, in streamlining project management processes. Key findings indicate that AI integration can improve project timelines and resource allocation but is limited by existing skill gaps and inadequate technological support. The current study diverges from Todorovic's work by focusing specifically on the factors influencing AI adoption within Saudi engineering projects. While Todorovic addresses general efficiency improvements and predictive capabilities of AI, the current study evaluates additional regional barriers and enablers, such as regulatory and

							economic factors, to create a more comprehensive framework for successful AI implementation in Saudi Arabia's construction and engineering sectors.
23. Artificial Intelligence in Project Management; Bibliometric Analysis	Bibliometric Analysis	VOSviewer, Web of Science database	2022	Vusumuzi Maphosa, Mfowabo Maphosa	To analyze the application of AI in PM, realizing the importance of AI in transforming most fields, such as PM. This study provides a baseline for researchers and scientists to plan and research the integration of these two fields	The study demonstrates the state of AI application in PM, highlighting publication trends, geographic distribution, and research themes, such as decision-making, scheduling, and risk management."	Maphosa & Maphosa, (2022) conducted a bibliometric analysis titled 'AI in Project Management Research: A Bibliometric Analysis,' to explore AI applications in PM, focusing on trends, research hotspots, and challenges. The study identified gaps in AI's adoption in PM, such as limited integration in developing regions and the lack of proactive AI tools for 'what-if' analysis. Unlike other studies, this work provided a systematic mapping of global trends in AI-PM research." The current study diverges from Maphosa and Maphosa work by focusing specifically on the factors influencing AI adoption within Saudi engineering projects. While Todorovic focusing on trends, research hotspots, and challenges. The study identified gaps in AI's adoption in PM, such as limited integration in developing regions and the lack of proactive AI tools for 'what-if' analysis. Unlike other studies, this work provided a systematic mapping of global trends in AI-PM research
27. The Role of Artificial Intelligence in			2023	MUHAMMAD ODEH	This article discusses the role of AI in project management.	Project managers need to transform from the traditional approach in project management to	Odeh (2023) published an article titled "The Role of AI in Project Management" in the IEEE Engineering Management Review, highlighting the transformative potential of

Project Management						utilizing the right skills and taking advantage of what AI applications can offer. Transformation must be recognized as a journey rather than an improvised task. The journey includes a roadmap of initiatives and projects that involve people, processes, and technology	AI in project management. The article emphasizes the need for project managers to transition from traditional methodologies to leveraging AI applications effectively. This transformation is described as a strategic journey, requiring a well-defined roadmap that integrates people, processes, and technology. The study underscores that adopting AI in project management demands a deliberate and structured approach to maximize its benefits. The current study diverges from Odeh (2023) by focusing specifically on the factors influencing AI adoption for design and consultancy engineering projects in Saudi Arabia.
28. Artificial Intelligence in Project Management & Its Future			2023	1. Rajesh Dominic Savio, 2. Jafar M. Ali	This study examines the current applications of AI in project management and its future.	The search on the relevant databases led to identifying twenty-one relevant articles. Three of the included sources addressed the topic of the evolution of AI in project management. Six reports also evaluated the various successful instances of AI integration into PM, while five others examined the shortcomings organizations face when using AI for project management. The rest of the papers (n=7)	Savio & Ali reached to (Savio & Ali. 2023) titled "AI in Project Management & Its Future," the research explores the current tools of AI in project management and its future prospects. The researchers identified a set of opportunities and challenges for the evolution of AI in project management through a review of relevant databases. Additionally, various successful cases of AI integration with project management were evaluated. The current study differs from this one in its research objectives and methodology. While Savio & Ali's study focuses on exploring current tools and future opportunities and challenges of AI in project management, the current study aims

						highlight the potential for AI to deal with the current gaps in project management activities.	to integrate AI into project management and examine the influencing factors.
31. Application of Artificial Intelligence in Project Management	We review existing literature on AI techniques used for resource allocation, risk prediction, scheduling, cost estimation, and communication. Next, we delve into the methodology of implementing AI in project management, including data			Farzaneh Shoushtari , Ali Daghighi , Ehsan Ghafourian	This paper explores the current landscape of AI applications in project management.	The paper concludes by outlining the future directions of AI in project management and its potential impact on the field. Several studies have demonstrated the effectiveness of AI in improving project outcomes. For instance, a study by [Source 1] found that using an AI-powered resource allocation tool resulted in a 20% reduction in project completion time. Another study by [Source 2] showed that an AI-based risk prediction model helped identify and mitigate potential risks, leading to a 15% decrease in project costs. AI has emerged as a powerful tool for transforming project management. By leveraging its capabilities for data analysis, automation, and prediction, project managers	This study evaluates AI-driven risk assessment tools in engineering projects, focusing on ML models that predict project risks and uncertainties. It discusses how AI improves risk identification and mitigation but acknowledges challenges related to data reliability and model interpretability. Both studies examine AI's role in risk identification and prediction, Both discuss data-driven decision-making in project management. This study focuses solely on risk assessment models, while our research analyzes AI adoption challenges and overall project outcomes.

	collection, model selection, and training. We then discuss potential challenges and limitations, followed by numerical results showcasing the effectiveness of AI in improving project outcomes.					can gain valuable insights, make data-driven decisions, and improve project outcomes. However, it's crucial to acknowledge the challenges associated with AI implementation, such as data quality, explainability, and ethical considerations.	
34. Intelligent Purchasing: How artificial intelligence can redefine the purchasing function			2021	Oihab Allal-Chérif, Virginia Simón-Moya, Antonio Carlos Cuenca Ballester	This article analyzes to what extent AI can improve the performance of the purchasing department. First, a review is undertaken of how AI is used in purchasing. Thereafter, the research follows an exploratory, inductive, and qualitative approach based on a multiple case studies	this study provides a better understanding of how AI can improve the purchasing function, achieve higher performance, and handle new missions	Allal-Chérif et al. (2020) conducted a study titled "Intelligent Purchasing: How AI Can Redefine the Purchasing Function" to analyze AI's influence on purchasing, including its role in decision-making, supplier management, and collaboration. The study identifies gaps, such as limited data exploitation and resistance to change, while highlighting AI's transformative potential for strategic innovation. Unlike other research focusing broadly on AI's

						impact, this study narrows down its scope to purchasing functions, providing practical insights into AI's role in redefining organizational interfaces. The current study diverges from Allal-Chérif et al. (2020) work by focusing specifically on the factors influencing AI adoption within Saudi engineering projects.
37. Intelligent Decision Support System for Building Project Management Based on Artificial Intelligence.	This type of decision support system can be structurally divided into two categories: expert decision support systems and intelligent decision support systems.	1. Decision Support System Based on Data Warehouse 2. Construction of Deep Confidence Networks	2023	Jianqiao Wang	Therefore, this article proposes the theoretical framework and architecture of a construction project decision support system based on data warehousing.	This article conducts theoretical research on establishing a construction project decision support system and uses examples to illustrate the specific application issues. This article studies the architecture of a construction project decision support system based on a data warehouse. Specific examples include the establishment of engineering project data warehouses, online analytical processing, and the application of data mining in project decision support, explaining the supporting principles of the system and its significance in project management. This article also proposes using Wang reached to (Wang. 2023) titled "Intelligent Decision Support System for Building Project Management Based on AI," the article proposes using a Deep Belief Network (DBN) as a theoretical research framework for creating a decision support system for construction projects. It uses examples to illustrate specific tool problems. This study examines the architecture of a construction project decision support system based on a data warehouse. Specific examples include the creation of engineering project data warehouses, online analytical processing, and the tools of data mining in project decision support. The article explains the supporting principles of the system and its significance in project management. The results show that the proposed method has high accuracy. The current study differs from Wang's study in both methodology and objectives. While Wang's research focuses on developing a decision support system using DBN and evaluating its practical tool, the current

						DBN to evaluate the practicality of the system, and the results show that the proposed method has high accuracy.	study aims to integrate AI into project management and examine the influencing factors.
38. Using AI to develop a framework to prevent employees from missing project deadlines in software projects - case study of a global human capital management (HCM) software company	The mixed methods research with both qualitative and quantitative design was opted for this research. A	1. systematic literature review (SLR) was carried out initially. 2. Focus group interviews were then carried out.	2022	Yugeshwari Sheoraj, Roopesh Kevin Sungkur	This research will aim to eliminate the missed deadlines issues faced by employees when working on their projects through AI. The research aim of this project is to identify the issues faced by employees to meet their project deadlines and to propose a framework to which will include solutions for all the issues faced by the employees to facilitate their tasks to meet their project deadlines more effectively.	The proposed AI framework was then evaluated and 72.7% participants rated the framework as effective and was keen to integrate AI at their workplace for smooth transition of tasks.	Sheoraj and Sungku reached to (Sheoraj and Sungku. 2022) titled "Using AI to Develop a Framework to Prevent Employees from Missing Project Deadlines in Software Projects - Case Study of a Global Human Capital Management (HCM) Software Company," the research aims to eliminate issues related to missed deadlines faced by employees in their projects through the use of AI. The research objective is to identify the problems employees encounter in meeting project deadlines and propose a framework that provides solutions to these issues, enabling employees to meet their project deadlines more effectively. The proposed AI framework was evaluated by 72.7% of participants as effective, and they advocated for the integration of AI in their workplace to facilitate a smoother task transition. The current study differs from Sheoraj and Sungku's in both methodology and the scope of AI tools. While their study focuses on the challenges faced by a global software company and developing an AI framework to address these issues, the current study aims to integrate AI into project management within engineering

							companies in Saudi Arabia and examines the influencing factors.
39. Assessing the Accuracy of ChatGPT Use for Risk Management in Construction Projects			2023	Hande Aladağ	AI is considered promising digital technology that has important opportunities for enhancing project oversight and delivering improved decision-making in the risk management domain. However, there is a limited amount of research that has evaluated AI tools' performance in risk management. Therefore, with the intention of sustaining more accurate riskbased decision-making process in the construction industry, this paper investigates the accuracy of ChatGPT in risk management for different project types.	there is a limited amount of research that has evaluated AI tools' performance in risk management. Therefore, with the intention of sustaining more accurate riskbased decision-making process in the construction industry, this paper investigates the accuracy of ChatGPT in risk management for different project types The findings indicate that ChatGPT has a moderate level of performance in managing risks. It provides more accurate knowledge in risk response and risk monitoring rather than risk identification and risk analysis sub-processes.	Aladağ (2023), in the study "Assessing the Accuracy of ChatGPT Use for Risk Management in Construction Projects," explores the application of ChatGPT as an AI tool for enhancing risk management processes in the construction industry. Recognizing the limited research evaluating AI performance in this domain, the study aims to assess ChatGPT's accuracy across various project types. The findings reveal that ChatGPT demonstrates moderate effectiveness in managing risks, excelling particularly in risk response and monitoring, while showing less accuracy in risk identification and analysis. This research contributes valuable insights into the potential and limitations of AI tools like ChatGPT in supporting risk-based decision-making processes in construction project management. The current study diverges from Aladağ (2023) by focusing specifically on the factors influencing AI adoption for design and consultancy engineering projects in Saudi Arabia.
Integrating AI for Agile Project Management: Innovations,		literature review	2024	Elham Karim Zadeh, Ali Bagheri Khoulenja	This paper explores the multifaceted role of AI in enhancing agile project management practices, focusing on innovations,	The findings underscore the importance of a strategic approach to AI adoption, ensuring that technological innovations align with	This study explores how AI-driven decision support systems improve project planning, focusing on automated scheduling, resource allocation, and performance tracking. It highlights AI's ability to enhance data

Challenges, and Benefits				ni, Mohamm ad Safaei	challenges, and benefits. The paper discusses how AI tools can automate routine tasks, enable real-time data analysis, and provide actionable insights, thereby increasing the efficiency and responsiveness of project teams.	organizational goals and foster a culture of continuous improvement.	analysis and forecasting but notes challenges in data quality and human-AI collaboration. Both studies analyze AI's impact on decision-making and planning, Both emphasize the importance of data-driven insights for project management. This study is technical, focusing on AI algorithms, while our research addresses organizational and contextual AI adoption barriers.
Utilization of Artificial Intelligence in Project Management	This study employs a qualitative research method	The survey was conducted with Microsoft Forms application	2024	Sini Hassi	The main objective of this research is to explore how AI can be utilized in the project management tasks of the case company and to understand the company's project managers experiences and knowledge related to AI.	The key findings reveal that while project managers show strong interest in AI opportunities, but the practical usage is still limited. Since the company's internal AI capabilities are relatively new for internal usage, the functionalities have not yet been fully analyzed, nor have specific use cases been identified or tailored to meet specific project management needs. Third-party tools are restricted to training purposes due to data privacy concerns.	Hassi (2024) examines AI's role in enhancing stakeholder communication by using chatbots and AI-driven collaboration tools. The study emphasizes AI's ability to improve transparency, stakeholder engagement, and conflict resolution. Both studies analyze AI's impact on project communication, Both emphasize AI's role in improving project efficiency. This study focuses on AI tools for stakeholder communication, while our research examines AI's broader project management applications.
AI in Project Management: Enhancing Efficiency, Decision Making, and Risk Management			2025	Alain Claude Bah Esseme, Adedayo Ayodeji	This study explores the integration of cutting-edge AI technologies, including ML, NLP, CV, and Reinforcement Learning (RL), across traditional and	Integrating AI's analytical precision with human creativity enables organisations to develop scalable and adaptive solutions,	This study investigates AI's role in improving project performance measurement, emphasizing automated reporting, data accuracy, and real-time progress tracking. It highlights AI's ability to enhance project monitoring and efficiency. Both studies

				Faniyan, Grace Funmilayo Farayola, Temitope Kadri, Christian Chimezie and Ifeoluwa Emmanuel Olagbaju	hybrid project management methodologies, such as Agile, Waterfall, and Lean.	effectively addressing the complexities of modern project landscapes. This synergy establishes AI as a fundamental pillar of project management excellence, empowering organisations to drive sustainable innovation and efficiency in an ever evolving global environment. Offering actionable insights and recommendations, this study highlights the importance of strategic and ethical AI integration to fully realise its transformative potential in project management.	focus on AI-driven performance tracking and efficiency, Both highlight AI's role in optimizing project workflows. This study focuses only on performance metrics, while our research examines AI adoption barriers and project outcomes.
Assessing the impact of artificial intelligence on project efficiency enhancement		Surveys	2024	Assel Kozhakhmetova, Almas Mamyrbayev, Aknur Zhidebekkyz, Svitlana Bilan	The study explores the impact of AI technologies on project management (PM) across different industries. It aims to assess how AI adoption in PM affects project efficiency.	The results show that AI adoption varies among industries, with software, construction, and scientific projects being the most active users. The study also found that the use of AI differed across eight project performance domains, with the stakeholder domain using voice technologies and process automation	This study explores AI applications in project management, emphasizing automation, risk prediction, and decision-making. The research examines how AI-driven tools can optimize resource management, schedule forecasting, and workflow efficiency. The study identifies technical challenges such as data integration issues, model training complexity, and cost constraints as key barriers to AI adoption. Both studies investigate AI's role in project management. This study examines technical barriers, while our research focuses on AI adoption in

						and the uncertainty domain using fewer tools.	design and consultancy engineering projects.
4. General AI & Project Management Literature Review							
15. An Authoritative Study on the Near Future Effect of Artificial	1. The research was exploratory, since it investigates a topic on which little data is available and where there is still a lack of scientific research and theoretical literature. The study was also prospective, as it focused on the possible effect that AI could have on project		2021	Fridgeirsson, T.V.; Ingason, H.T.; Jonasson, H.I.; Jonsdottir, H.	The purpose of this study is to explore how AI might augment the project management profession in each of the 10 categories of project management knowledge areas, as defined in the PMBOK of the Project Management Institute (PMI)	The average scoring result shows that the participants believe that AI will likely have the highest effect on project cost management, 58% thought AI would have a very high or high effect on project cost management. 51% of respondents thought AI would have a very high or high effect on project schedule management, and 47% on project risk management in the next 10 years. The respondents believe that AI would have a medium to high effect on project quality management or 61%, and 60% on project procurement management. According to the results, AI would likely have the least effect on project stakeholder management in the next 10 years. For the other areas of knowledge, project integration management, project scope management, project resource	Fridgeirsson conducted a study (Fridgeirsson et al., 2021) titled "An Authoritative Study on the Near Future Effect of AI on Project Management Knowledge Areas," with the objective of examining how AI might impact the 10 knowledge areas in project management as outlined by the PMBOK. The study used a quantitative, cross-sectional method to assess expert insights, finding that AI is expected to have the most significant effects on cost management, schedule management, and risk management, while having minimal impact on stakeholder management and processes requiring human leadership. The current study differs from Fridgeirsson's research in its focus on exploring the integration of AI within Saudi Arabia's industrial engineering sector, with unique objectives, a different model, and spatial boundaries specific to the region's engineering challenges.

	management in the foreseeable future [Schmelzer, R. AI in Project Management. 2019. Available online: https://www.forbes.com/sites/cognitiveworld/2019/07/30/ai-in-project-management/#56aa04f5b4a0 (accessed on 23 April 2020).]. 2. The method used for the study was a quantitative cross-					management, project communication management, the result was very similar.	
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	sectional study. The quantitative method follows standardized forms that seek to quantify the results of the research and are represented analytically. A cross-sectional study is a research design where data is collected at one point in time, so as to get an overview of the study. [Schmelzer						
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	, R. AI in Project Management. 2019. Available online: https://www.forbes.com/sites/cognitiveworld/2019/07/30/ai-in-project-management/#56aa04f5b4a0 (accessed on 23 April 2020).].						
20. Investigating AI Applications in Construction Industry: A Systematic Review			2023	Tayibe Seyman Güray	This study aims to examine the contributions of AI to handling construction industries challenges by performing both bibliometric and scientometric analysis using the PRISMA protocol. In this regard, this study presents the current state of adapting AI in the construction industry and its future directions	The findings of the research pointing out that there has been a dramatic increase in number of publications in the research area. China and USA are the leading countries having highest number of publications respectively. The findings showed that there is a strong linkage between BIM, digital twin, ML and	Tayibe Seyman-Güray reached to (Seyman-Güray, 2023) titled "Investigating AI Applications in Construction Industry: A Systematic Review," the goal was to explore the potential of AI tools in addressing labor, resource allocation, and planning issues in the construction industry. The study highlights AI's transformative impact on construction by improving data accuracy, enhancing project workflows, and optimizing labor allocation strategies. It also identifies challenges such as resistance to technology adoption, high implementation

					Deep Learning as the most cited article is on semantic construction digital twin by Boje et.al (2020). Following next two highest cited articles are about safety issues that indicates an area of research interest in the domain. On the other hand, review papers are quite popular in the research area. Construction industry traditional problems known to all such as delays, cost overruns, quality issues, uncertainty, high risk and safety have become hard to solve in the world of Industry 4.0 and upcoming Industry 5.0 as bringing smarter, higher technology, taller and bigger construction and buildings with sustainability point of view. Therefore, AI as a disruptive technology for many sectors, contain potentials for the construction industry to	costs, and skill deficits. The study emphasizes the need for improved training programs and compatibility with older systems. The current study differs from Seyman-Güray's in its focus on industry-specific challenges, objectives, spatial scope, and methodology.
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						provide solutions to its unique problems.	
25. The Reality of Artificial Intelligence in Project Management in the Government Sector in the Kingdom of Saudi Arabia	Descriptive Analytical and Deductive Approach	Question naire	2023	Khaled Abdullah Al-Shehri, Kholoud Ali Basuwaid, Mohammed Abdullah Gharawi, Dr. Waleed Suleiman	The study aimed to understand the current state of AI usage in managing government projects in Saudi Arabia. It also proposed recommendations to improve project management efficiency and effectiveness, enhance decision-making abilities, support strategic planning, and anticipate challenges and obstacles.	The study concluded that AI can play a significant role in project management within the government sector in Saudi Arabia. It contributes substantially to the development and improvement of projects, fosters continuous improvement, and ensures the provision of technological capabilities needed by relevant entities to achieve this. Additionally, the study emphasized the need for specialized managers to handle AI-related technologies effectively.	Al-Shehri et al. reached to (Al-Shahri et al. 2023) titled "The Reality of AI in Project Management in the Government Sector in Saudi Arabia," the research aimed to understand the current state of AI usage in government project management in Saudi Arabia at that time and to propose suggestions that could improve the efficiency and effectiveness of project management. The study sought to enhance the ability to make accurate decisions, strategic planning, and forecasting potential challenges and dilemmas. The study concluded that AI can play a significant role in project management within the government sector in Saudi Arabia, significantly contributing to the development and improvement of projects, continuous improvement, and providing the relevant authorities with the necessary technological capabilities to achieve this. It also emphasized the importance of having specialized managers to handle AI-related technologies. The current study differs from this one in its research objectives but aligns with it in its research methodology.
33. AI IN PROJECT MANAGEMENT: EXPLORING THEORETICAL MODELS FOR	EXPLORIN G	This paper delves into two powerful	2024	Opeyemi Abayomi Odejide & Tolulope	The paper discusses the future potential of AI in shaping personalized marketing experiences. However, responsible	the paper acknowledges the ethical considerations that accompany AI implementation. By identifying potential	Opeyemi Abayomi Odejide & Tolulope Esther Edunjobi, (2024), "AI in Project Management: Exploring Theoretical Models for Decision-Making and Risk Management."

DECISION-MAKING AND RISK MANAGEMENT		AI tools - ML and DL - and explores how they can be harnessed to enhance decision-making and planning within complex projects		Esther Edunjobi	implementation will be paramount in ensuring a positive future for both brands and consumers. Enhanced version of the abstract incorporating additional insights, this paper delves into the transformative power of AI in personalized marketing. It explores how AI algorithms can analyze a multitude of customer data points, including purchase history, website behavior, and social media interactions.	bottlenecks and proactively mitigating risks, AI helps avoid unnecessary delays and resource waste. Advanced Risk Prediction, AI models are constantly evolving, incorporating new data sources and becoming more sophisticated. By identifying potential threats early in the project lifecycle, project managers can implement proactive mitigation strategies minimizing their impact on the project timeline and budget. AI can facilitate communication and collaboration within project teams and with external stakeholders. By generating real-time reports and facilitating data sharing, AI can promote transparency and streamline project execution. This will make AI capabilities readily accessible to project managers and further simplify the adoption of AI practices.	The study explores the transformative role of AI, particularly ML and DL, in enhancing decision-making, risk management, and planning within complex projects. The paper emphasizes AI's ability to identify potential risks early in the project lifecycle, enabling project managers to implement mitigation strategies proactively, thus minimizing delays and budget overruns. The study also highlights AI's role in promoting communication and collaboration by generating real-time reports, facilitating data sharing, and enhancing transparency across project teams and stakeholders. It acknowledges the ethical considerations of AI adoption and underscores the importance of responsible implementation for positive outcomes. By making AI capabilities more accessible, the study envisions a streamlined and efficient future for project management, emphasizing adaptability and continual improvement in AI models. The current study differs from Opeyemi Abayomi Odejide & Tolulope Esther Edunjobi's study in its focus on identifying the factors affecting project management through AI in industrial engineering projects, proposing a unique model and methodology within specific spatial boundaries.
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Artificial intelligence in project management			2022	Nicholas Dacre, Fredrik Kockum	Inteervie ws	This research aims to study the general perception of AI and the ease of use of AI technology within projects	Six key findings from the research: ■ AI enhances decision-making in projects ■ AI supports problem-solving functions ■ AI is most likely to be used during project planning ■ AI improves efficiency when analysing large volumes of data in projects ■ AI has the potential to increase project success and mitigate project failure ■ There is a positive correlation between the level of project complexity and the perceived usefulness of AI	Dacre & Kockum (2022) provide a broad perspective on AI's role in project management, exploring AI-driven automation, predictive analytics, and ML applications. The study speculates on AI's future impact but lacks empirical data or structured implementation frameworks. It acknowledges barriers such as human resistance, data privacy concerns, and integration difficulties but does not quantify these challenges or propose a model for overcoming them. Both studies highlight AI's transformative potential in project management, Both discuss resistance to AI adoption and data security concerns. This study lacks a conceptual framework linking AI adoption barriers, AI-based project management, and project success, while our research presents a structured, data-driven analysis of AI adoption challenges and project outcomes.
1. Global Project Management Communication Collaboration and management across Borders.	مراجعة الأدبيات literature review	defines the main characteristics of global projects and programs	2007	Jean C Binder		This chapter defines the main characteristics of global projects and programs and presents a framework that will lead international companies to achieve maturity in global project management by helping global program and project managers to focus on the advantages of international teams, addressing the challenges of cross-cultural and	defines the main characteristics of global projects and programs and presents a framework that will lead international companies to achieve maturity in global project management by helping global program and project managers to focus on the advantages of international teams,	Blinder reached to (Jean. 2007) titled "Global Project Management Communication Collaboration and Management across Borders," the research discusses the key characteristics of global projects and programs. It presents a framework aimed at guiding multinational corporations to achieve maturity in global project management. This is done by assisting global program and project managers in leveraging the advantages of international teams operating in different

					virtual communication and presenting innovative solutions for collaboration over a distance .	addressing the challenges of cross-cultural and virtual communication and presenting innovative solutions for collaboration over a distance	countries and addressing challenges related to cross-cultural communication and virtual collaboration through innovative solutions. The global project management framework is constructed based on organizational change and organizational theories, enabling consistent implementation of best practices and adoption by members of global project teams. The framework categorizes information into five classes: global teams, global communications, global organizations, collaborative tools, and cooperative technologies. Through a review and analysis of previous literature, the researcher was able to formulate the study's problem and hypotheses, as well as understand the concept of AI in project management and the challenges and opportunities identified in that literature. This approach aimed to identify various factors and variables discussed, and leverage recommendations highlighted in previous studies.
The importance of Knowledge Management relation to Project Management: Processes integration and project success	Descriptive approach based on extrapolation and collection of data from previous books,		2019	عبدالسلام محمد الغامدي	The current research seeks to clarify the importance of the relationship between knowledge management and project management by identifying its impact on process integration and project success	The research study found that the models and frameworks proposed by the researchers to clarify the relationship of knowledge management Project management emphasized the importance of employing knowledge creation processes in the 10	Al-Ghamdi (2019) investigates the relationship between knowledge management and project success, emphasizing the integration of digital tools for improving decision-making, collaboration, and efficiency. The study suggests that AI-powered knowledge management can enhance project planning and execution. Both studies acknowledge AI's potential in decision-making and project

	studies and articles associated with the current research topic.					Knowledge Areas to manage Projects and in their ability to enhance the chances of project success by completing the project within the appropriate cost, time and quality required and by enhancing communication between stakeholders and concerned individuals and disseminating knowledge among them. The results also confirmed the existence of a strong relationship between knowledge management and project management and their integration in many aspects, which makes it necessary to implement different projects Types under the knowledge management of in its various operations.	success. This study overlooks how AI adoption factors influence project management. Our research integrates these variables to develop a holistic understanding of AI's role in consultancy and design project management.
3. Effective quality management strategies for enhancing the success rate of indigenous construction SMEs in construction project delivery	descriptive statistics and content analysis	questionnaire, survey, interviews	2021	Athenkosi Sogaxa, Eric Simpeh and Julius Fapohunda	The purpose of this study is to develop effective quality management modalities that could be adopted by construction SMEs to achieve sustainable construction project success	The findings revealed the most significant effective quality management practices for SMEs to promote sustainable success as clear working drawings, time to time request for quality inspection, effective implementation of total	Sogaxa et al. (2021) focus on quality management in construction projects, identifying factors that improve project outcomes. The research highlights best practices for ensuring efficiency and accuracy in project execution. Both studies aim to enhance project outcomes through structured management approaches. This study does not consider AI as a

						quality management and benchmarking for quality management. It should be noted that the quantitative findings were consistent with the qualitative findings	transformative factor in quality management. Our research fills this gap by evaluating AI's role in improving project outcomes.
4. Project Management Success Factors			2021	T B Venczel1, L Berényi2 and K Hriczó3	The paper aims to study project success literature and understand the differences and similarities between project success and project management success. Also, highlight the importance of the application of convenient models, to define success factors and link them with success criteria.	The overview highlights the importance of proper success factors and criteria definitions supported by success factor model application to increase the likelihood of successful project implementation. research suggests; managing success as part of projects, to drive the project and organizational success. It is also highly recommended to choose an applicable method, to define and manage success factors and criteria. Otherwise, project goals could be defined incorrectly.	Venczel et al. (2021) analyze project success factors, differentiating between project management success and project success itself. The study suggests that structured project management practices contribute to better project outcomes. Both studies analyze success factors in project execution. This study does not explore AI adoption, Our research addresses these gaps by integrating AI into the project management framework.
5. Ranking the Project Management Success Factors for Construction Project in South India			2017	K Aneesha and M K Haridharan	This study identifies the success factors which are important for project management in construction project success	Effective communication between stakeholders got highest priority and client involvement, good leadership, clarity of project goals got second priority. Informal communication	Aneesha & Haridharan (2017) rank key project management success factors, highlighting communication, leadership, and stakeholder involvement as crucial elements. Both studies examine project success factors. Our research extends this study by analyzing

						gives better results compared to formal communications like written formats. To remove communication barrier with the stakeholders, informal communication like speaking face-to-face with the language this fits for the stakeholders.	AI's role in addressing communication gaps and improving project management processes.
9. A literature analysis on success factors and their corresponding scientific approaches in multi-project management	systematic two-step literature analysis was performed.		2023	Michael Riesenera, Maximilia n Kuhna, Alexander Keupera,* and Guenther Schuh	The objective of this paper is to analyze scientific literature as well as reports and studies from practice in order to derive success factors and fields of action for multi-project management.	Through examination of case studies, field reports, studies, and surveys, key challenges and success factors in multiproject management were identified and aligned with the scope	Riesenera et al. (2023) analyze success factors in multi-project management, emphasizing competency development and AI-assisted collaboration. Both studies recognize AI's role in improving project coordination and decision-making. Our study provides a structured model that links AI adoption factors with project management success, filling the missing analytical components.
1. OVERCOMING THE CHALLENGES OF COLLABORATIVELY ADOPTING AI in the public sector		large research	2020	Averill Campion, Mila Gasco-Hernandez, Slava Jankin Mikhaylov , Marc Esteve	To study the challenges of interorganizational collaborations in the adoption of AI tools and the implementation of organizational routines used to address them	Our results show that resistance to share the data, which is the consequence of privacy/security concerns, a lack of understanding of what data was available/needed, a lack of alignment between project interests and expectations around data sharing, and a lack of engagement throughout the organizational hierarchy, are	Campi et al. (2020) explore inter-organizational AI adoption challenges, including data security, privacy risks, and resistance to AI integration. Both studies examine AI adoption challenges. This study does not connect these challenges to project outcomes, Our research bridges this gap by analyzing how AI adoption barriers impact project success

						the most important challenges. Further, organizational routines to overcome challenges include working on-site, showing the benefits of data sharing, re-framing problems, designating joint appointments and boundary spanners, and connecting all levels of collaborative participants around project design and purpose.	
Investigating profitability performance of construction projects using big data: A project analytics approach	A project analytics approach		2019	Muhammad Bilal, Lukumon O. Oyedele, Habeeb O. Kusimo, Hakeem A. Owolabi, Lukman A. Akanbi, Anuoluwapo O. Ajayi, Olugbenga O. Akinade, Juan Manuel	This study proposed a project analytics approach where Big Data is harnessed to understand the profitability distribution of different types of construction projects. To this end, Big Data architecture is recommended, and a prototype implementation is shown to store and analyse large amounts of projects data.	Our data analysis revealed that profit margins evolve, and the profitability performance varies across several project attributes. These insights shall be incorporated as knowledge to ML algorithms to predict project margins accurately. The proposed approach enabled the fast exploration of data to understand the underlying pattern in the profitability performance for different types of construction projects.	Bilal et al. (2019) investigate big data analytics in construction projects, demonstrating its impact on financial performance. Both studies explore data-driven decision-making in project management. This study focuses on financial impact rather than AI's overall role in project success, Our study expands beyond financial impact, assessing AI's influence on efficiency, decision-making, and collaboration.

				Davila Delgado			
3. How AI Developers Overcome Communication Challenges in a multidisciplinary Team		Interviews	2021	DAVID PIORKOWSKI, SOYAPARK, APRIL YI WANG, DAKUO WANG, MICHAEL MULLER, FELIX PORTNOY	The development of AI applications is a multidisciplinary effort, involving multiple roles collaborating with the AI developers, an umbrella term we use to include data scientists and other AI-adjacent roles on the same team. During these collaborations, there is a knowledge mismatch between AI developers, who are skilled in data science, and external stakeholders who are typically not. This difference leads to communication gaps, and the onus falls on AI developers to explain data science concepts to their collaborators. In this paper, we report on a study including analyses of both interviews with AI developers and artifacts they produced for communication. Using the analytic lens of shared mental models, we report on the types of communication gaps that AI developers face, how AI developers communicate across	Our research found that AI developers face various communication challenges and devise their own specific responses to these challenges. We discuss what are the best current practices that we observed during our study, where tools can help improve the collaboration experience, and how machine teaching and automated ML can lead to efficient communication among teams. We also describe the limitations and future work of this study.	Piorkowski et al. (2021) analyze AI adoption challenges in development teams, identifying knowledge gaps between AI specialists and project managers. Both studies discuss AI implementation challenges. This study does not assess how these challenges impact project outcomes, Our research addresses this gap by linking AI adoption factors to measurable project success.

					disciplinary and organizational boundaries, and how they simultaneously manage issues regarding trust and expectations.		
The role of artificial intelligence in achieving sustainable development within the framework of the Kingdom's vision	المنهج الوصفي التحليلي	The study relied on secondary references such as books, master's and doctoral theses.	2022	Ayedh Ali al, Qahtani	The study aimed to know the role of AI in achieving sustainable development goals within the framework of the Kingdom's Vision 2030.	The study found that the application of AI in many fields contributes to achieving the sustainable development goals within the framework of the Kingdom's Vision 2030.	Al-Qahtani (2022) discusses AI's role in Saudi Vision 2030 but does not focus on AI in project management. Both studies examine AI's role in modern industries. This study lacks a focus on project management, Our study directly addresses AI's impact on project management, filling a missing analytical component.
Using artificial intelligence and data analysis techniques in crime detection			2022	Rizq Saad Ali	The successive developments associated with digital era contributed to the presences of new patterns of crimes. Such crimes are characterized by using intelligence and using machine in committing them. In accordance with the crime type and methods of committing it, such developments resulted in complicated detection operations regarding new crimes. This research searched for appropriate methods for detection in order to pave the way for following them.	As a result, some modernized means emerged, such as telephone tapping, take hold of correspondences and recording phone calls, as well as making use of electronic devices, such as mobiles, computers, internet, surveillance cameras, etc.	Rizq (2022) analyzes AI-driven predictive analytics in crime detection. Both studies explore AI's role in predictive analytics. This study does not consider project management applications, Our research extends predictive AI applications into project management.

Towards an ethical charter to use artificial intelligence in educational research			2023	Ismail Khaled Ali Ali Al-Makkawi	aims to build an ethical charter for the use of AI in educational research, by identifying the concept of AI, its characteristics, importance, features and ethics of its use	The results showed that the most important dimensions of the ethical charter are: Considerate the privacy of researchers and examiners, the availability of reliability and safety in the use of AI tools in educational research, Institutionalizing the use of AI, and investing in AI applications in supporting communication between research institutions and society.	Al-Makkawi (2023) explores AI ethics but does not assess its role in project management. Both studies recognize ethical concerns in AI adoption. This study does not analyze AI in project workflows, Our research examines AI ethics within project management, providing a structured framework.
The Role of Artificial Intelligence in Crisis Management and Response: An Analytical Study at the Al-Jazira Dairy products / Mosul	Descriptive and analytical approach	Question naire	2019	Faris Salah Najm Abdullah & Ahmed Ahmed Saleh	aims at showing the role of AI technology and its impact on crisis management.	While the impact of AI technology in crisis management has been shown that there is an impact Positive moral for these variables in the independent variable, and accordingly, the ability of workers to Education is very high and they are ready to develop their abilities and benefit from previous mistakes in The use of tools and equipment, as well as that of the programs designed in the research laboratory in The fields of AI have the ability to give solutions to	Abdullah & Saleh (2019) highlight AI's role in crisis management and risk mitigation. oth studies explore AI's potential in risk identification. This study does not assess project management adoption challenges, Our research connects risk identification with AI-driven project management.

						problems and crises that You come across them in production processes. AI technology cannot be considered the only decisive factor in facing crises, As the employment of this technology needs to provide infrastructure as well as efficient technical human skills You can deal with this modern technology.	
8. Drivers, Barriers and Social Considerations for AI Adoption in Business and Management: a Tertiary Study	Systematic literature review		2020		The aim of this study is to provide an overview of existing systematic reviews in this growing area of research and to synthesise their findings related to enablers, barriers and social implications of the AI adoption in business and management.	this study found that there is a lack of systematic reviews in some of the AI early adopter sectors such as financial industry and retail and that the existing systematic reviews are not focusing enough on human, organisational or societal implications of the AI adoption in their research objectives.	Cubric (2020) conducted a systematic literature review to examine the enablers, barriers, and social implications of AI adoption in business and management. The study synthesized findings from multiple AI adoption studies and highlighted challenges such as lack of systematic reviews, limited research on human and societal implications, and organizational resistance to AI. The study identified gaps in AI adoption frameworks that fail to integrate organizational, technical, and social factors effectively. Both studies focus on AI adoption challenges. This study analyze AI adoption from a general business and management perspective, whereas our research is industry-specific, focusing on design and

							consultancy engineering projects in Saudi Arabia.
AI multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice policy			2021	Yogesh K. Dwivedia,*, Laurie Hughesa, Elvira Ismagilova b, Gert Aartsc,1, Crispin Coombsd, 1, Tom Cricke,1, Yanqing Duanf,1, Rohita Dwivedig, 1, John Edwardsh, 1, Aled Eirugi,1, Vassilis Galanosj,1, P. Vigneswar a llavarasan k,1, Marijn Janssenl,1, Paul	The study brings together the collective insight from a number of leading expert contributors to highlight the significant opportunities, realistic assessment of impact, challenges and potential research agenda posed by the rapid emergence of AI within a number of domains: business and management, government, public sector, and science and technology.	This research offers significant and timely insight to AI technology and its impact on the future of industry and society in general, whilst recognising the societal and industrial influence on pace and direction of AI development.	Dwivedi et al. (2021) provided a multidisciplinary review on AI adoption, challenges, and future research directions. The study covered AI's role across multiple industries, including business, government, public sector, and technology development. Key challenges included data security, ethical concerns, workforce adaptation, and regulatory compliance. The study also highlighted AI's impact on business decision-making, risk prediction, and automation. Both studies address AI's role in decision-making and risk management, emphasizing AI's transformative impact on industries. he study lacks an industry-specific analysis and does not provide structured recommendations for AI implementation in project management, while our research bridges this gap by focusing on how AI adoption barriers and facilitators influence project outcomes within a structured framework.

				Jonesm,1, Arpan Kumar Kark,1, Hatice Kizginb,1, Bianca Kroneman nm,1, Banita Lalf,1, Biagio Lucinin,1, Rony Medagliao ,1, Kenneth Le Meunier- FitzHughp, 1, Leslie Caroline Le Meunier- FitzHughp, 1, Santosh Misraq,1, Emmanuel Mogajir,1, Sujeet Kumar Sharmas,1 , Jang		
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				Bahadur Singhs,1, Vishnupriya Raghavant ,1, Ramakrishnan Ramanu,1, Nripendra P. Ranab,1, Spyridon Samothrakisv,1, Jak Spencerw, 1, Kuttimani Tamilmani b,1, Annie Tubadjix,1 , Paul Waltony,1 , Michael D. Williamsz			
Can AI help for scientific writing			2023	Michele Salvagno1 *, Fabio Silvio Taccone1 and Alberto	This paper discusses the use of AI Chatbot in scientific writing.	ChatGPT is an AI software potentially able to assist in the writing process of a scientific paper and can help in the literature review, identify research questions, provide an overview of the	Salvagno et al. (2023) explored the role of AI chatbots like ChatGPT in scientific writing. The study assessed AI's ability to assist in literature review, research question formulation, summarization, and manuscript drafting. The authors discussed AI's potential to streamline academic writing

				Giovanni Gerli2	current state of the field, and assist with tasks, such as formatting and language review. Moreover, it can have applications in clinical practice as time-savers. As chatbot tools will be widely adopted in the near future, it is crucial to have international academic regulations in place to regulate their use in scientific writing and establish mechanisms for identifying and penalizing unethical usage.	but also raised ethical concerns regarding AI-generated content. The study discusses AI's impact on automation and efficiency. This study highlights AI's ability to improve efficiency, but it does not analyze how AI adoption impacts project management outcomes, while our research extends this by focusing on AI tools in project management workflows, decision-making, and risk identification.
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1.7.6 Previous Literature Review Commentary:

The studies reviewed highlight the growing influence of AI in project management across various industries. Existing research emphasizes AI's contributions to improving decision-making, efficiency, data analysis, risk identification, and project outcome quality. However, several challenges hinder AI adoption, including data privacy concerns, high implementation costs, resistance to change, ethical considerations, and lack of skilled resources. This study aims to bridge these gaps by examining AI's role in project management within design and consultancy engineering projects, particularly in Saudi Arabia.

1.7.6.1 *Similarities with Existing Research*

Several studies share commonalities with the present research, particularly in analyzing the impact of AI in project management. These studies reinforce the argument that AI positively impacts project efficiency, risk management, and decision-making. However, while they explore AI's benefits, they do not fully examine the barriers to AI adoption, especially in design and consultancy projects.

- Al-Ghamdi & Darman (2022): Explores AI-driven knowledge management in construction projects, aligning with this study's focus on data-driven decision-making and collaboration.
- Odejide & Edunjobi (2024): Investigates AI's role in risk management and decision-making, similar to this study's emphasis on enhancing decision accuracy in project management.
- Mahmood et al. (2023): Highlights AI's influence on project scheduling, documentation, and efficiency through PMIS, supporting this study's focus on AI adoption in project processes.
- Lishner & Shtub (2022): Demonstrates AI's role in predictive analytics for project planning and forecasting, complementing this study's analysis of AI's impact on risk identification and project efficiency.
- El-Khatib & Al Falasi (2021): Discusses AI-powered chatbots in project management, reinforcing the study's focus on AI's role in automating project communication and improving data accuracy.
- Wang et al. (2023): Identified how AI-driven data analytics provide valuable insights for strategic decision-making, supporting this study's emphasis on AI's impact on decision-making accuracy.

1.7.6.2 *Differences from Existing Research*

These studies show AI's diverse applications but do not explore the practical adoption barriers and their impact on project performance, which this research aims to address:

- Al-Ghamdi & Darman (2022): Focuses on construction projects rather than design and consultancy.

- Odejide & Edunjobi (2024): Discusses AI's theoretical applications rather than practical adoption barriers.
- Mahmood et al. (2023): Examines AI in PMIS, without addressing how organizational factors affect AI adoption.
- Lishner & Shtub (2022): Focuses only on predictive modeling rather than a comprehensive framework for AI adoption challenges and project outcomes.
- Al-Khatib et al. (2022): Examined AI's impact on employee productivity rather than its role in decision-making or project efficiency.

1.7.6.3 Key Gaps Identified in Existing Research

Despite the progress in AI applications, the literature reviews reveals three primary gaps that justify the need for this study:

Gap#1: Limited Focus on Design and Consultancy Projects

Most research on AI in project management primarily examines applications in construction (Al-Ghamdi & Darman, 2022), manufacturing (Tubman, 2022), healthcare (Ruiz, 2020), and finance (Khatib et al., 2016). However, there is a noticeable lack of studies specifically analyzing AI's impact on design and consultancy engineering projects, particularly within Saudi Arabia.

- **Sahadevan (2023)**: Explored **AI in IT infrastructure and automation** but did not extend these findings to **specialized engineering consultancy sectors**.
- **Bento (2022)**: Highlighted **uncertainty in AI adoption within project management**, reinforcing the need for **context-specific studies** like this one in consultancy projects.

Gap#2: Lack of an Integrated Model Examining AI Adoption Factors & Outcomes

Many studies either focus on AI adoption barriers or AI's impact on project outcomes, but few comprehensively link both. Additionally, to our research capacity, no study presents a structured model integrating independent (factors affecting AI adoption), mediating (AI-based project management), and dependent (project outcomes) variables.

- Odejide & Edunjobi (2024) examined decision-making and risk management using AI models but lacked a structured framework connecting barriers, mediating AI management practices, and project outcomes.
- Mahmood et al. (2023) focused on AI in PMIS but did not explore how external factors such as resistance to change, cost, and ethical concerns affect AI adoption.
- Lishner & Shtub (2022) used neural networks to predict project duration, demonstrating AI's benefits in predictive analytics. However, they did not examine how organizational, financial, or ethical barriers impact AI implementation.
- Ruiz (2020): Discussed the slow progress of AI in project management due to low investment and theoretical applications, but did not integrate AI adoption barriers with measurable project outcomes.

- Paulo (2021): Highlighted data challenges in AI adoption, such as explainability issues and data quality concerns, but did not establish a comprehensive model connecting AI limitations with project success factors.
- Weng (2023): Addressed data privacy and security risks in AI-powered project management, yet did not connect these concerns to AI's broader impact on project outcomes.
- Korke et al. (2023): Studied AI's automation potential in construction project management, but focused only on automation and real-time monitoring without linking AI barriers to project outputs.

Gap#3: Insufficient Consideration of Context-Specific Challenges

Most studies offer general insights into AI adoption, but few provide practical recommendations tailored to specific industries. Moreover, ethical considerations, regulatory compliance, and organizational resistance in project-based sectors are not well documented.

- Khayyat & Alshaikhi (2021) highlighted that data availability and quality issues pose major AI implementation challenges, but their study lacked industry-specific applications for project management.
- Weng (2023) discussed AI's role in decision-making and project data security, yet did not provide recommendations tailored to the engineering consultancy sector.
- Becker et al. (2018): Identified AI's role in project performance enhancement but did not discuss context-specific barriers such as resistance to change, infrastructure constraints, or ethical concerns.
- El-Khatib & Al Falasi (2021): Acknowledged that AI adoption can enhance project efficiency, but raised concerns regarding stakeholder satisfaction, data bias, and integration difficulties, which require further research in consultancy projects.
- Mahmood et al. (2023): Discussed AI in PMIS but did not explore ethical considerations or regulatory compliance issues, which are critical in Saudi Arabia's engineering consultancy sector.
- Sahadevan (2023): Highlighted ethical risks of AI decision-making but did not propose guidelines for AI governance in project-based industries.
- Wang (2023): Addressed AI's impact on enterprise data management but did not discuss how AI-specific challenges (e.g., resistance, infrastructure limitations) affect project execution.

1.7.6.4 How This Study Fills the Gap:

This research directly addresses these gaps by:

- Focusing on design and consultancy projects in Saudi Arabia, unlike previous research centered on construction, PMIS, or general AI applications.
- Developing a structured model linking AI adoption barriers, AI-based project management, and project outcomes.

- Investigating key AI adoption challenges such as data privacy, cost, infrastructure compatibility, and ethical concerns.
- Providing industry-specific recommendations that existing research lacks.

Thus, this study contributes a structured, evidence-based approach to understanding AI adoption challenges, implementation strategies, and measurable project success outcomes in Saudi Arabia's design and consultancy sector.



2 Theoretical Framework (Related Literature Review)

The theoretical framework will be structured into the following sections: Introduction to the Theoretical Framework, Conceptual Framework Components, Literature Review, Study Hypotheses, and Conceptual Model.

2.1 Introductions to the Theoretical Framework

A theoretical framework provides the foundational structure for any research study by incorporating established theories, models, and empirical insights to justify the relationships between key variables. This study explores the factors affecting AI adoption in project management, the mediating role of AI-driven project management practices, and their influence on project outcomes within design and consultancy engineering projects.

The research adopts a multi-theory approach to explain AI adoption in project management:

Integrated AI Project Management Framework; AI has emerged as a transformative tool in project management, reshaping traditional workflows through automation, predictive analytics, and real-time monitoring. The Integrated AI Project Management Framework provides a structural foundation for understanding how AI tools optimize scheduling, resource allocation, and data-driven decision-making in design and consultancy projects (Weng, 2023). In this research, AI-based project management is analyzed as a mediating variable, demonstrating its role in bridging AI adoption challenges with project success. By adopting this framework, organizations can ensure seamless AI integration, resulting in improved efficiency, risk management, and project outcomes.

AI-Driven Decision-Making Theory; Decision-making is a core competency in project management, requiring accurate, timely, and data-driven insights. The AI-Driven Decision-Making Theory supports this study's exploration of how AI enhances risk assessment, scenario analysis, and strategic planning. By leveraging machine learning (ML) algorithms, AI can identify patterns, reduce cognitive biases, and improve forecasting accuracy, allowing project managers to make more informed and proactive decisions (Odejide O. & Edunjobi T. ,2024). This theory directly aligns with the study's dependent variable (Enhancing Decision-Making) and reinforces the argument that AI adoption leads to smarter, more efficient project execution.

Sustainable AI Adoption Model; Despite its benefits, AI adoption in project management is often hindered by financial constraints, data security concerns, workforce resistance, and ethical challenges. The Sustainable AI Adoption Model

underpins this study's analysis of independent variables that influence AI adoption, ensuring a structured examination of cost, infrastructure compatibility, and training needs (Khayyat M. & Alshaikhi A, 2021). By applying this model, the study provides insights into how organizations can strategically implement AI, balancing the short-term challenges with long-term benefits. The findings will aid decision-makers in developing AI adoption roadmaps tailored to design and consultancy firms.

Adaptive AI Utilization Theory; AI implementation is not a one-time solution—organizations must continuously adapt AI tools based on evolving project needs, industry requirements, and technological advancements. The Adaptive AI Utilization Theory aligns with this research by emphasizing the flexibility required for AI adoption in project management (Bento, 2022). This study examines how resistance to change, workforce adaptability, and evolving AI capabilities influence project success. Understanding these dynamics is essential to mitigate adoption barriers and enhance the long-term effectiveness of AI-driven project management strategies.

Collaborative AI Management Paradigm; Successful project management relies on effective communication, collaboration, and knowledge sharing. The Collaborative AI Management Paradigm explains how AI enhances stakeholder interactions, automated reporting, and real-time collaboration across project teams (El Khatib & Al Falasi, 2021). This study explores AI's role in streamlining information exchange, reducing miscommunication, and fostering a more integrated project management environment. By applying this paradigm, the research highlights AI's potential to strengthen teamwork and optimize workflow efficiency, particularly in the highly collaborative domain of design and consultancy projects.

2.2 Conceptual Framework Components

This study investigates the relationships between three key groups of variables:

- **Independent Variables – Factors Affecting AI Adoption in Project Management:**
These represent external and internal challenges that impact the adoption and effective use of AI in project management include Data Privacy and Security, Adaptation Resistance, Implementation Cost, Compatibility with Existing Infrastructure, Workforce Development & Training and Ethical Considerations.
- **Mediating Variable – AI-Based Project Management:**
The study examines how AI-based project management **mediates** the relationship between influencing factors and project outcomes.
- **Dependent Variables – Project Management Outcomes:**
The ultimate impact of AI adoption in project management, measured in terms of **decision-making, project quality, Data Analysis, risk identification accuracy,**

collaboration, saving time for project managers and effective collaboration & communication.

The relationship between these variables follows a structured pathway:

1. Independent Variables → Dependent Variables (Direct influence of influencing factors on project outcomes, apart from AI's role)

Some factors, such as data privacy and security, adaptation resistance, compatibility with existing infrastructure, workforce development, implementation cost, or ethical concerns, may negatively impact project outcomes regardless of AI adoption.

2. Independent Variables → Mediating Variable (How influencing factors impact AI adoption in project management)

Challenges such as data privacy and security, adaptation resistance, compatibility with existing infrastructure, workforce development, implementation cost, and ethical concerns determine how well AI tools are adopted and integrated into project management.

3. Mediating Variables → Dependent Variables (How AI adoption transforms project management outcomes)

Once adopted, AI-driven project management enhances decision-making, project quality, data collection accuracy, data analysis, risk identification accuracy, saving time for project managers, and collaboration and communication.

The following section provides an in-depth exploration of each variable examined in this study, drawing insights from previous literature and empirical research. This analysis aims to establish a comprehensive understanding of the factors influencing AI adoption in project management, the role of AI-driven project management as a mediating variable, and its subsequent impact on project outcomes. Each variable is discussed in relation to existing findings, highlighting key challenges, opportunities, and theoretical perspectives that shape its role in AI-based project management. By synthesizing relevant studies, this section offers a structured overview of how prior research has approached these variables, identifying gaps that this study seeks to address. Through this discussion, we attempt to provide valuable insights into the complexities and implications of integrating AI into project management, particularly in the design and consultancy engineering sector.

2.2.1 Independent Variables:

Independent variables are the factors that a researcher changes to see how they affect another factor, known as the dependent variable. The following are some of the independent variables that we intend to measure its influence to the dependent variables;

2.2.1.1 Data Privacy and Security:

Protecting data privacy and security in project management is essential for safeguarding sensitive information and maintaining stakeholder trust. Achieving this involves obtaining clear consent for data use, applying anonymization techniques, and securing data storage with encryption and controlled access. Access to data is one of the main obstacles to deploying AI. Poor quality causes data to be compartmentalized and inconsistent. Currently, AI is only capable of carrying out tasks that have been planned or programmed. Implementing, fixing, rebuilding, and creating it all requires a lot of time “One of the major implementing AI barriers is data availability. Data is inconsistent and siloed due to poor quality. AI can perform only those types and tasks that are programmed or designed. It takes lots of time to implement, repair, rebuild, and also to create.” Khayyat & Alshaikhi (2021).

The complexity of data privacy challenges further extends to data comprehension and integration with AI technologies, Since practitioners might not be aware of what data is entered and kept in a model, privacy presents an additional data difficulty. The necessity for transparency through so-called explainable AI has increased due to the inability to comprehend AI outputs “Privacy is a further data challenge since practitioners may lack knowledge of what data is inputted and stored in a model. Contemporary AI, such as deep neural networks (DNNs), that function on unstructured data, mainly render opaque decisions. The lack of comprehension from AI outputs has raised the need for transparency through so-called explainable AI” Paulo (2021).

AI technologies rely on large volumes of data to operate effectively, which raises significant concerns about data security. Data collected, stored, or processed by AI systems must be consistent and of high quality to avoid operational inefficiencies and risks. Project teams frequently handle sensitive data, therefore maintaining the data's integrity and confidentiality becomes crucial. When AI tool is used for project management, data is sent between the AI tool and project management software, which could expose private information to outside parties “With project teams often handling sensitive information, protecting the confidentiality and integrity of this data becomes paramount. Applying ChatGPT to project management involves exchanging information between the AI tool and project management software, potentially exposing sensitive data to third parties.” Weng (2023). This risk applies broadly to most AI tools, as the data exchanged may include project-specific details, client information, and financial data, all of which could be exposed without adequate safeguards.

Organizations must adopt robust measures to enhance data privacy and security. Cybersecurity specialists should be engaged to address vulnerabilities and ensure compliance with data protection standards, To create best practices and rules for utilizing AI tools, project managers need also to collaborate closely with their cybersecurity and IT departments. Organizations should also continue to be open and

honest with their stakeholders regarding the usage of AI and the security and privacy precautions adopted. “Project managers should also work closely with their IT departments and cybersecurity teams to establish best practices and guidelines for using AI tools like ChatGPT. Additionally, organizations should maintain transparency with their stakeholders about the use of AI and the measures taken to protect data privacy and security” Weng (2023). Data privacy and security are critical considerations in AI-driven project management, particularly in design and consultancy engineering projects. As organizations increasingly adopt AI-powered technologies, ensuring robust data security practices is essential to protect sensitive information and build stakeholder trust. This research explores how concerns about data privacy and security affect the adoption and success of AI tools in project management, providing actionable insights into mitigating these risks.

The researcher recognizes the critical importance of data privacy and security in AI adoption, particularly the potential risks of data exposure, misuse, or breaches, which pose significant threats to organizations. These risks necessitate robust security measures, including automated threat detection, encryption, and strict access controls, to safeguard sensitive project data. Given these concerns, this study identifies data privacy and security as a key factor influencing the adoption of AI tools in project management, emphasizing the need for organizations to balance technological advancement with strong data protection frameworks.

2.2.1.2 Adaptation Resistance

Adopting AI in project management is critical as it offers enhanced efficiency, accuracy, and decision-making capabilities. AI tools automate routine tasks, such as scheduling, resource allocation, and data analysis, allowing project managers to focus on strategic aspects of their work. This integration ultimately leads to more successful projects, delivered on time and within budget, while minimizing human error and resource wastage. highlight the main justifications for adapting AI in project management, Various justifications for adapting AI in project management are related to the need for enhance data accuracy, enhance decision-making skills, enhance risk identification process, increased productivity, and the requirement to enhance overall project performance. “The first three reasons for adopting AI in Project Management are linked to the need in increased productivity which will free up project managers allowing them to focus on more important decisions (53%), followed by better decision-making capabilities (52%) and necessity to improve overall project performance and reporting (51%). As a conclusion to these answers, respondents indicate the time gained for strategy-related issues as an important benefit.” Bodea et al. (2020).

Despite these significant benefits, organizations often encounter substantial challenges and resistance when implementing AI tools. Key barriers include difficulties integrating new technology with existing systems, training employees, and updating processes to accommodate AI capabilities. Employee resistance is often fueled by fears of job automation, satisfaction with current systems, or a lack of understanding of AI's

benefits. Overcoming the acceptance obstacles related to AI technologies is a major difficulty when implementing ChatGPT in project management. Lack of knowledge and awareness of AI's potential uses in project management is a significant obstacle. Many stakeholders and project managers might not completely understand the potential advantages of AI-driven project management solutions, or they might have preconceived notions about what AI tools and technologies are capable of. This ignorance may lead to resistance to change and a hesitancy to embrace AI-powered solutions. "One significant challenge in applying ChatGPT to project management is overcoming the adoption barriers associated with AI tools. A major barrier is the lack of understanding and awareness of AI capabilities and potential applications in project management. Many project managers and stakeholders may not fully grasp the potential benefits of AI-driven project management solutions or may have misconceptions about the capabilities of AI tools like ChatGPT. This lack of understanding can result in resistance to change and reluctance to adopt AI-driven solutions" Weng (2023).

The rapidly evolving nature of AI technology further complicates adaptation efforts. Organizations must continuously adjust processes and strategies to keep pace with emerging trends and best practices, adaptation requirements, flexibility, and awareness of existing infrastructure needs are necessary for the successful integration of AI. "Successful integration of AI requires strategic planning, adaptability, and careful task selection" Bharati (2024).

To overcome micromanagement concerns and lessen opposition to AI deployment, change management training is crucial, to properly use of AI, project staff must have practical skills and technical automation tool expertise, and change management skills. "Change management training is essential to mitigate resistance to AI adoption and address micromanagement issues. Practical skills development, including AI literacy, data literacy, technical proficiency in automation tools, and change management, is necessary for project personnel to effectively leverage AI " Bharati & Sandbrink (2024).

Organizational reluctance to adopt AI tools is often linked to the need for significant changes to existing infrastructure or the abandonment of legacy systems. This hesitance can prevent organizations from realizing the efficiency and decision-making benefits of AI-driven solutions. Effective change management is essential to overcome these barriers. This includes identifying potential problems early, involving stakeholders, providing proper training, and tracking adoption rates to ensure a smooth transition. The quality of the data is enhanced by pre-planning and teamwork. The majority of businesses encountered numerous challenges in successfully deploying and operating AI. The main cause is a lack of preparation and teamwork. The group in charge of putting AI into practice must communicate with the stakeholders frequently. "Pre-planning and collaboration across the board improve the quality of data. Another manager discussed some of the cases in companies where AI was used to collect and manage data. Most companies, it faced many problems in implementing AI and run it smoothly. The primary reason is lack of collaboration and pre-planning. The team responsible for the implementation of AI needs to interact with the stakeholders on a regular basis. In one case, it took them more than four months to implement a simple task because the employees were not ready and briefed about the changes" El Khatib & Al Falasi (2021). Similarly, The majority of organizations face a number of difficulties when attempting to successfully deploy and operate AI. The main issue is a

lack of planning and collaboration. The group responsible for implementing AI needs to keep stakeholders informed on a regular basis. “Most businesses encounter several challenges in implementing and running AI smoothly. The fundamental problem is a lack of teamwork and forethought. The team in charge of AI deployment must communicate with stakeholders frequently. One example lasted over four months to complete a straightforward mission since the staff were not prepared for the changes and were not informed of them.” Tubman (2022).

Adaptation resistance are key factors affecting the adoption of AI in project management. This study explores how these challenges impact the successful integration of AI tools in design and consultancy engineering projects, with a focus on strategies to overcome resistance and foster collaboration. By addressing these issues, the research aims to provide actionable insights for organizations navigating the complexities of AI adoption, ultimately maximizing its benefits and ensuring long-term success.

The researcher observes that adaptation resistance is a well-known challenge, particularly within the design and consultancy engineering environment in which I operate. Organizations often face resistance to change, especially when upgrades require employees to alter their usual ways of working and step out of their comfort zones. Given this reality, I strongly encourage organizations to take a strategic approach when integrating AI tools into project management. This should involve a well-defined adaptation plan that includes structured upgrade processes, comprehensive training programs, and initiatives to ensure workforce satisfaction. By fostering a sense of security and engagement among employees, organizations can facilitate a smoother and more successful transition to AI-driven project management.

2.2.1.3 Cost of AI implementation

The cost of implementing AI tools in project management can vary significantly depending on factors such as the complexity of the project, the specific AI tools or platforms used, the level of customization required, and the size of the organization. The high implementation costs of AI make its adoption and use difficult. By reaching a judgment or resolving an issue, AI mitigates some uncertainty and offers the advantages of cost-benefit analysis. “Adoption and implementation of AI are not so easy to develop due to expensive operation costs and equipment. AI gives the benefits of cost-effectiveness, reliability, and permanency, and addresses some issues of uncertainty by drawing a conclusion or solving a problem” Khayyat & Alshaikhi (2021). Despite these benefits, the initial investment required to adopt AI often poses a barrier, particularly for organizations with limited financial resources.

AI adoption entails several layers of costs, which collectively create financial challenges for organizations. The initial expense includes purchasing or licensing specialized AI software, which can carry a significant price tag depending on the level of functionality and customization required. For instance, integrating ChatGPT into project management systems involves not only the cost of software but also expenses related to compatibility adjustments and process restructuring. Noting that, The cost of

implementing AI solutions in project management is another obstacle to acceptance. The cost may vary from small to big organization, for smaller businesses with tighter resources, the expenses of incorporating AI tools into current project management procedures and tools might be high. Furthermore, companies might have to pay for continuous upkeep, upgrades, and training for AI-powered project management software. “Another adoption barrier is the financial investment required to implement AI solutions in project management. The costs associated with integrating ChatGPT into existing project management systems and processes can be substantial, particularly for smaller organizations with limited budgets. Additionally, organizations may face ongoing costs related to maintenance, updates, and training for AI-driven project management tools” Weng (2023).

Beyond software and implementation costs, organizations must invest in data integration and employee training. Data integration often involves consolidating diverse data sources to ensure compatibility with AI systems, which can be a resource-intensive process. Training team members to effectively use AI tools also incurs significant costs, as employees must acquire new skills to work alongside advanced technology. Additionally, organizations may need to allocate budgets for change management efforts to facilitate a smooth transition to AI-driven processes.

Broader economic challenges related to AI adoption, The substantial financial obstacles posed by AI to institutions and organizations deal with the necessary technological investments and adjustments to modern working procedures. Research in the healthcare sector demonstrates that pressure from competitors to use AI technology increases businesses' costs, which leads to higher pricing being passed on to customers. “AI's significant economic challenges to organizations and institutions address the required investments for technology and changes in contemporary working practices. Studies in the healthcare industry show that competitive pressures to adopt AI technology raise the financial burden of companies so that prices are rolled off to consumers ” PAULO (2021). Bughin et al. (2018) further argue that AI adoption risks widening the gap between developed and developing economies, as poorer nations may lack the financial capital to compete in technological investments, thereby falling behind in competitiveness.

Ongoing costs for maintenance and technical support further add to the financial burden of AI adoption. These expenses are necessary to keep AI systems functional, secure, and up-to-date. Without sufficient budgeting for these recurring costs, organizations risk undermining the long-term sustainability of their AI initiatives. The financial challenges of adopting AI tools in project management are a critical factor affecting their successful implementation. This study examines how cost considerations impact the adoption of AI in design and consultancy engineering projects, providing insights into effective budgeting strategies. By understanding these cost components and weighing them against potential benefits, organizations can better mitigate financial risks and maximize returns, ensuring that the transformative potential of AI is fully realized.

The researcher perceives cost as a major concern that makes organizations hesitant to invest in AI adoption. However, evaluating costs versus long-term benefits is essential in guiding organizations to make confident decisions. Investing in AI should be viewed as a strategic move rather than an expense, with organizations planning to reap its

benefits gradually over time. AI is an inevitable technological revolution that will become a necessity in the future. Therefore, early adoption and preparation can position organizations ahead of their competitors, creating opportunities for innovation, efficiency, and sustained growth.

2.2.1.4 Compatibility with existing Infrastructure:

AI contributes to the planning and execution phases of projects by ensuring accuracy in scheduling, resource allocation, and cost estimation. Since new technologies are emerging and relying on outdated tools and procedures won't work for complicated projects, incorporating AI into project management is crucial. “Including artificial intelligence is an essential involvement in managing projects as new technologies are arising and depending on old-style tools and techniques will no longer work for new complex projects.” Mahmood et al. (2023). AI helps project managers update budgets, adjust schedules, and align resources efficiently, reducing human error and enhancing project planning. Automation tools like chatbots and robotic process automation (RPA) also play a pivotal role in improving project efficiency. El Khatib & Al Falasi (2021) highlight an example from Mashreq Bank, which implemented AI to manage over 150,000 error-free transactions in a single day. This automation not only increased transaction volumes but also enhanced data quality, ensuring reliable information for decision-making.

Compatibility with existing infrastructure refers to how effectively AI systems integrate into an organization's current hardware, software, and operational frameworks. Successful AI adoption often hinges on the seamless alignment of AI technologies with legacy systems, ensuring minimal disruption to workflows and reducing implementation costs and time. Companies may be hesitant to use AI solutions if they necessitate giving up on old systems or making major adjustments to their current project management infrastructure. Even while AI-driven project management systems have a lot to offer in terms of efficiency and decision-making help, this may cause reluctance to adopt them. “Organizations may be reluctant to adopt AI tools if they require significant changes to their current project management infrastructure or the abandonment of legacy systems. This can result in hesitance to embrace AI-driven project management solutions, even if they offer significant benefits in terms of efficiency and decision-making support.” Weng (2023).

Integration challenges can arise in several areas, such as data quality, interoperability, and scalability. AI systems often rely on large, structured datasets, which are typically scattered across different systems and formats. Since new technologies are emerging and relying on outdated tools and procedures won't work for complicated projects, incorporating AI into project management is crucial. “Including artificial intelligence is an essential involvement in managing projects as new technologies are arising, and depending on old-style tools and techniques will no longer work for new complex projects” Mahmood et al. (2023).

To ensure compatibility, organizations must carefully evaluate their current infrastructure. They need to determine whether new AI tools can operate efficiently within existing systems or if building a new AI-specific infrastructure would be more

effective. While upgrading infrastructure may incur additional costs, it can enhance system accuracy and scalability, enabling organizations to fully harness AI's capabilities. Organizations must weigh the costs and benefits of integrating AI with legacy systems versus investing in modern AI-compatible infrastructure. The compatibility of AI tools with existing infrastructure is a critical factor affecting their successful adoption in project management. This study explores how infrastructure challenges impact the integration of AI in design and consultancy engineering projects, providing insights into strategies for ensuring interoperability and scalability. By addressing these issues, the research aims to help organizations make informed decisions about optimizing their infrastructure for AI-driven solutions.

The researcher views compatibility as a critical factor when adopting AI technology, emphasizing the importance of thorough evaluation and strategic planning. Organizations should first assess the gap between their existing infrastructure and AI requirements, identifying potential challenges and limitations. Based on this assessment, a structured plan should be developed to bridge the gap, outlining the necessary upgrades, estimated costs, and the timeline for full implementation. By following this approach, organizations can make informed decisions, optimize resource allocation, and ensure a smoother transition to AI-powered project management, ultimately maximizing the benefits of AI adoption.

2.2.1.5 Workforce Development:

Effective training and skill development are critical to leveraging AI technologies successfully in project management. As AI continues to evolve, organizations must commit to ongoing education and adaptation to ensure their workforce can effectively utilize these advanced tools. Without sufficient training, organizations risk failure in adopting AI technologies, as project managers and teams may lack the necessary technical expertise to fully integrate these tools into their workflows. The requirement for education and training is one facet of change management that enterprises need to handle. Project managers and team members need to learn new skills in order to use AI tools and technologies as they become more integrated into project management procedures. In order to ensure that their staff is capable of utilizing AI-driven project management solutions, organizations must make investments in professional development and training. "One aspect of change management that organizations must address is the need for training and education. As AI tools like ChatGPT become more integrated into project management processes, project managers and team members must develop new skills to effectively leverage these tools. This requires organizations to invest in training and professional development, ensuring that their workforce is equipped to harness the potential of AI-driven project management solutions." Weng (2023).

The lack of adequate training and skill development can have severe consequences for organizations. It's observed that, a lack of leadership and interpersonal skills is one of the main reasons why firms have not used or implemented AI for data management or decision-making. Numerous firms were able to overcome this obstacle and change the way they think about their own growth. "The primary reason why organizations had failed to utilize or implement AI for decision-making or data management is due to lack

of leadership and interpersonal skills. Several organizations overcame this barrier and shifted the paradigm of their organization growth.” El Khatib & Al Falasi (2021). This highlights the importance of leadership in driving training initiatives and fostering a culture of continuous learning.

A well-trained technical workforce is essential for the successful adoption of AI in project management. AI adoption won't be successful if the skilled workforce is in short supply. To run and integrate AI in the company, technical personnel with the necessary training and expertise are needed. The business won't be able to obtain a long implementation period if they are unable to function. “The adoption of AI will not work properly if there is no availability of the technical staff and shortages of skills. Technical staff with well-trained and experienced is required to operate and implement the AI in the business. If they cannot operate, the company will not be able to get lengthy implementation time.” Khayyat & Alshaikhi (2021). Additionally, organizations face challenges such as integration with legacy systems and interoperability with other platforms, which require skilled professionals to address.

Upskilling employees to meet the demands of AI-driven project management is a necessity. Companies may need to spend money on upskilling their staff to meet the objectives and obstacles of this new project management approach because the field is relatively new. “As the field is quite new in the area of project management, companies may have to invest in upskilling their employees to meet the demands and challenges of this new mode of project management.” Belharet (2020). Furthermore, notes how AI can enhance human capital optimization by identifying the right skills for the right jobs, pinpointing training needs, and predicting resource excess or shortages, ultimately addressing one of the primary causes of project failures—insufficient team capabilities. Despite its importance, many organizations fail to provide adequate training for AI adoption. It reported that even though AI is crucial for organizational effectiveness, it needs a reassessment of the available resources to determine the gap and the area of improvement because participants possess various AI knowledge and experience, thus some of the participants have little to no knowledge or experience with AI. “Despite AI’s importance for organizational efficiency, 62% of the participants rated their companies at 4 or below (on a scale of 1 to 10) in providing AI training to their employees, which correlates with the finding that 65% of participants possess no or only a basic level of AI knowledge and experience” Müller (2024). This gap underscores the critical need for training and highlights the challenges organizations face in developing a skilled workforce capable of adapting to AI technologies. Workforce development is a significant barrier to the adoption of AI tools in project management. This study examines how these factors affect AI integration in design and consultancy engineering projects, identifying strategies to overcome these challenges. By addressing gaps in skills development and training, this research aims to provide actionable recommendations to help organizations build a workforce capable of leveraging AI technologies effectively.

The researcher considers workforce development—through training, workshops, and continuous learning initiatives—a mandatory step for the successful adoption of any new technology, including AI. As AI continues to evolve, organizations must invest in upskilling their employees to ensure they can effectively utilize AI tools in project management. Without adequate training and awareness, the workforce may struggle to integrate AI into workflows, leading to underutilization or even failure of AI

implementation. To prevent this, organizations should develop structured training programs, foster AI literacy, and create a culture of adaptability, ensuring employees are confident and capable of leveraging AI to its full potential.

2.2.1.6 Ethical Consideration:

The implementation of AI in project management brings numerous benefits, but it also necessitates careful attention to ethical considerations. These include ensuring fairness, avoiding bias in AI algorithms, maintaining transparency, and ensuring accountability in AI-driven processes. Addressing these issues is crucial for safeguarding data integrity, supporting regulatory compliance, and building stakeholder trust. The ethical importance of AI is highlighted by a number of factors. Such as biases in data input and discrimination. Therefore, it is recommended that the current legislative framework be quickly modified to address the current AI concerns. “Various aspects highlight the ethical criticality in AI. First, intelligent agents may exhibit discrimination caused by biases in programming or data input. Second, many AI algorithms cannot reason upon their outputs. Third, the long-term impacts of the technology are yet polarizing. Hence, the current regulatory framework is advocated to swiftly adapt to current AI challenges.” Paulo (2021). Bias in training data can lead to unfair outputs, underscoring the need for transparency and fairness in AI systems. Any biases in the training data could be reinforced in the AI-generated outputs because AI models learn from the data they are fed. This may result in skewed judgment or erroneous forecasts for project management software, which could have a negative effect on project results. “Since AI models learn from the data they are fed, any biases present in the training data may be perpetuated in the AI-generated outputs. For project management applications, this can lead to biased decision-making or inaccurate predictions that could adversely impact project outcomes” Weng (2023). Addressing these biases involves integrating ethical guidelines at every stage of AI development, from data collection to model training and deployment.

The ethical challenges extend beyond data integrity to broader societal implications, AI raises concerns about job displacement and its broader societal impact, As AI surpasses human skills, it will also unavoidably replace other occupations that currently require humans. “Other roles which currently require humans will also inevitably be replaced by Artificial Intelligence as they exceed human capabilities. Research has predicted that this will occur within the next couple of decades” Ong (2020). Similarly, the responsibility of organizations to ensure a just transition for their workforce, noting that “As AI-powered tools become more adept at performing tasks that were once exclusive to human project managers, there is a growing concern about job displacement and the potential devaluation of human expertise” Weng (2023).

To address these challenges, organizations must establish ethical governance frameworks that promote transparency, fairness, and inclusivity. The importance of explainability and interpretability in AI decision-making, The concepts of justice, openness, and responsibility in AI decision-making are expanded upon by explainability and interpretability. AI decision-making must be rational, particularly if the results directly harm someone. “Explainability and interpretability build on the principles of fairness, transparency, and accountability in AI decision-making.

Decisions made by AI shall be reasoned, especially if outcomes are to the direct detriment of someone” Paulo (2021). Ensuring these principles are followed can prevent harm and foster trust in AI-driven decision-making processes. In the context of Saudi Arabia, the government has taken proactive steps to regulate AI ethically and responsibly. The National Strategy for Data and AI (NSDAI), launched by the Saudi Data and AI Authority (SDAIA) in 2020, emphasizes robust data governance frameworks, privacy protections, and ethical guidelines for AI use. These efforts align with Saudi Vision 2030, which aims to position the country as a leader in AI-driven innovation while adhering to strict ethical standards.

The ethical considerations surrounding AI adoption in project management are critical for ensuring that its benefits are realized without compromising societal values or stakeholder trust. This study examines these ethical challenges in the context of design and consultancy engineering projects, exploring strategies to promote fairness, accountability, and transparency. By addressing these issues, the research aims to contribute to the development of responsible AI systems that enhance project outputs while supporting ethical and societal goals.

The researcher views ethical considerations as a broad and critical factor influencing the adoption of AI technology within organizations. Based on preliminary observations, there is currently a lack of regulatory control over AI tools, which has led some organizations to readily adopt AI, while others remain hesitant due to concerns about accountability. One of the key challenges is the absence of clear responsibility when AI-driven decisions or problem-solving approaches result in errors or damages. Without well-defined accountability measures, organizations may face significant risks when relying on AI for critical decision-making. To address these concerns, there have been proposals to establish a regulatory framework that holds AI developers and users accountable for the ethical implications of AI adoption. Implementing such a framework could provide organizations with greater confidence in AI tools, ensuring they are used responsibly while mitigating potential risks associated with biased decision-making, data misuse, or unintended consequences.

2.2.2 Mediated Variables:

The method or technique via which an independent variable enhance a dependent variable is explained by mediators, also known as mediated variables. When the mediator is affected by the independent variable and subsequently affects the dependent variable, mediation takes place. This idea is especially useful for comprehending intricate relationships, and it is frequently examined using statistical techniques such as regression analysis to examine mediation routes.

2.2.2.1 *Project Management based on Artificial Intelligence:*

The integration of AI into project management introduces transformative potential, addressing several challenges while creating new opportunities. AI tools are increasingly being utilized to automate processes, analyze data, identify risks, and

enhance decision-making. Project management has some challenges evaluating large amounts of data without adequate human resources and time, enhancing rule-based scheduling with AI, and leveraging AI to create sub-projects or networks to increase efficiency. AI speeds up and simplifies the entire process. “There are three main issues that project management faces, which are: analyzing many data without sufficient human resources and time available; rule-based scheduling enhanced by AI; and establishing sub-projects or networks using AI to improve efficiency. AI makes the entire process faster and easier” Khayyat & Alshaikhi (2021).

AI also supports dynamic project management processes by leveraging ML data science, and automation technologies. Sahadevan (2022) and ضرمان & الغامدي (2023) note that AI applications in project management are categorized into integration and automation, chatbot assistance, machine-learning-based solutions, and autonomous management. Among these, machine-learning-based tools are considered the most beneficial. For example, AI-powered risk detection tools can analyze large datasets to identify potential risks early, enabling project managers to adopt proactive measures that save time, resources, and money.

AI tools also enhance defect resolution and scope management, which are critical for project success. By analyzing real-time and historical data, AI systems can quickly identify the root causes of defects and suggest corrective measures. AI can detect and manage scope creep by monitoring project progress and identifying scope changes before they lead to budget overruns or delays. By continuously tracking developments and offering insights to effectively manage stakeholder expectations, AI tools can help project managers control scope creep. “AI tools can assist project managers in controlling scope creep by constantly monitoring progress and providing insights to manage stakeholder expectations effectively” Sahadevan (2023).

The ability of AI to enhance project team collaboration and empower decentralized decision-making is another significant benefit. AI-driven tools like chatbots and collaborative platforms enable team members to communicate seamlessly, regardless of location or time zone, reducing the reliance on centralized management (Korke et al., 2023). By evaluating team performance and pinpointing areas for development, these tools also efficiently distribute duties, which eventually results in more independent and productive teams. Adopting AI in project management is not without its difficulties, though. Its broad acceptance is still hampered by problems including data security, change aversion, inadequate training, and excessive implementation costs. These tools also allocate responsibilities effectively by analyzing team performance and identifying areas for improvement, ultimately leading to more autonomous and efficient teams. However, the adoption of AI in project management is not without challenges. Issues such as data security, resistance to change, lack of training, and high implementation costs continue to hinder its widespread adoption (Weng, 2023). Ethical concerns, such as biases in AI algorithms and potential job displacement, further complicate the integration process. For instance, the necessity for striking a balance between AI insights and human judgment is highlighted by the possible over-reliance on AI tools in project management, which raises worries about undervaluing human skills. “The potential over-reliance on AI tools like ChatGPT in project management raises concerns about undervaluing human expertise, highlighting the need for a balance between AI insights and human judgment” Weng (2023).

The integration of AI into project management serves as a crucial mediator that links independent factors like cost and infrastructure compatibility to dependent outputs such as enhanced efficiency and decision-making. By examining how AI transforms traditional project management processes, this study aims to uncover its role in enhancing project outputs, mitigating challenges, and supporting strategic goals in design and consultancy engineering projects. This understanding will provide actionable insights into leveraging AI as an enabler for achieving organizational success.

In my perspective, AI technology is evolving rapidly and is set to transform nearly every industry, including manufacturing, engineering, healthcare, and beyond. Project management is one of the fields that AI will significantly influence, reshaping its operations and methodologies. As a practitioner, I firmly believe that AI adoption in project management is not just beneficial but essential. Many project management activities are repetitive and heavily rely on analysis and prediction. For instance, tasks such as project monitoring occur daily or weekly within the same project, while initiation processes and planning activities are consistently repeated across different projects. Given these patterns, integrating AI into project management is inevitable and will lead to enhanced efficiency, accuracy, and productivity.

Organizations must recognize AI as a strategic necessity rather than an optional enhancement. Therefore, it is highly recommended that companies incorporate AI adoption into their strategic planning, ensuring they align with evolving industry trends and prepare for future advancements. By taking proactive steps now, organizations can position themselves ahead of the curve, fully leveraging AI's capabilities to optimize project execution and long-term success.

2.2.3 Dependent Variables:

In an experiment or study, the output or response that researchers measure is called a dependent variable. It is referred to as "dependent" since it is assumed that it is reliant on the effect of other variables called independent variables. In order to determine the impact of the independent variables, the researcher observes changes in the dependent variable, which is what they are trying to explain or forecast. For instance, test scores would be the dependent variable in a study looking at how study time (an independent variable) affects test results (a dependent variable).

2.2.3.1 Enhancing Decision Making:

A dependent variable represents the output or response measured in a study. In the context of project management, enhancing decision-making is a critical dependent variable affected by AI's capabilities in data analysis, predictive analytics, and automation. These capabilities enable organizations to make faster, more accurate, and data-driven decisions, improving efficiency and overall project outputs. AI

significantly supports proactive decision-making by offering insights into future outputs, identifying risks, and optimizing strategies. Because it helps facilitate decision-making, enhance risk identification, and other aspects as well. AI is becoming a crucial part of project management. AI lowers the possibility of human error while enabling project managers to concentrate on more strategic, higher-level duties by automating repetitive ones. “Artificial intelligence has increasingly become an essential component of project management, as it can help streamline workflows, optimize resource allocation, and improve decision-making. By automating repetitive tasks, AI allows project managers to focus on higher-level strategic activities while also reducing the likelihood of human error” Weng (2023).

PMIS play a pivotal role in AI-driven decision-making, because PMIS make it easier to manage complicated data by facilitating the effective management of complex data. PMIS are essential to AI-driven decision-making, PMIS is advantageous to project managers overseeing projects since it facilitates quicker decision-making and project success. “PMIS is considered beneficial to project managers managing single and complex projects because it contributes to timelier decision making and project success” El Khatib & Al Falasi (2021). Additionally, incorporating AI into PMIS allows organizations to maintain control, verify actions, and monitor system stability, which improves decision accuracy and efficiency. Moreover, “integrating AI into PMIS enables organizations to monitor system stability, verify actions, and maintain control, leading to improved efficiency and accuracy in decisions” (Raymond & Bergeron, 2008).

AI’s ability to process large volumes of data enhances decision-making quality by identifying trends, patterns, and risks that might otherwise go unnoticed. In that stream of data, AI could spot steadily escalating tendencies that are important but difficult to notice. “AI could identify slowly ramping trends in that stream of data that are significant but hard to see.” (El Khatib & Al Falasi, 2021). This capability is especially critical in risk assessment, where AI helps decision-makers anticipate and mitigate potential issues, as in the banking sector, where it identifies high-risk customers.

In addition to decision-making, AI contributes to urban planning and other specialized applications. Mahmood et al. (2023) describe how AI tools like the Tangible User Interface (TUI) system have been used in urban planning projects, including in Riyadh, to ensure energy efficiency, walkability, and daylighting. By simulating various scenarios, the system improves planning accuracy and enables informed decision-making. Such tools demonstrate AI’s value in addressing complex project variables and delivering high-quality outcomes. The use of AI in project management also enhances collaboration and reduces errors through data analysis and automation. Tubman (2022) reports on AI applications in the financial industry, such as Mashreq Bank’s implementation of AI to manage over 150,000 error-free transactions in a single day. These advancements underscore the potential of AI to improve data reliability and inform future decisions effectively.

AI-powered tools provide project managers with real-time recommendations and proactive insights, enabling faster and more accurate decisions. Project managers may make quicker and more accurate decisions thanks to AI-powered solutions that offer proactive insights and real-time recommendations. For example, ChatGPT-4 has been identified as a transformative tool for improving efficiency and decision-making in

project management (Weng, 2023). Such tools integrate lessons learned and best practices to optimize project outcomes while maintaining data privacy and security.

The ability of AI to enhance decision-making is a key output in this study, as it demonstrates how AI tools can transform traditional project management practices. By analyzing historical and real-time data, AI supports faster, more accurate decisions, allowing project managers to address challenges proactively. This research examines how AI-driven decision-making affects project outputs, helping organizations enhance efficiency and achieve strategic goals in design and consultancy engineering projects.

In my perspective, decision-making is one of the most critical skills for a project manager, as they must continuously make informed choices to address various challenges that arise throughout a project's lifecycle. Project managers rely on their experience, expertise, and the available data to make the best possible decisions. However, human limitations—such as time constraints, cognitive capacity, and the complexity of analyzing massive amounts of data—can sometimes hinder the ability to make timely and highly accurate decisions.

AI adoption presents a transformative opportunity in this regard. By leveraging AI-powered analytics, ML algorithms, and predictive modeling, project managers can process vast amounts of data in real-time, identify patterns, and generate actionable insights with a higher degree of accuracy. AI can serve as a powerful decision-support tool, reducing uncertainty, mitigating risks, and improving overall project efficiency. Therefore, integrating AI into decision-making processes in project management is not just an enhancement but a necessity. Organizations that embrace AI-driven decision-making will benefit from improved accuracy, faster response times, and better project outcomes, ultimately giving them a competitive edge in the evolving industry landscape.

2.2.3.2 Enhance Project Quality:

The incorporation of AI in project management has revolutionized project execution, particularly within the design and consultancy sector. AI plays a crucial role in enhancing project outcomes by increasing efficiency, accuracy, and overall quality, establishing itself as an indispensable tool in modern project management. Through AI-driven automation, predictive analytics, and ML, project managers can streamline processes, optimize resource allocation, and proactively address potential risks, ultimately leading to improved project performance and success.

AI has a profound impact on project success, particularly in identifying critical issues, making data-driven predictions, and accelerating project timelines. ML algorithms improve risk assessment and project performance evaluation, ensuring that projects remain aligned with predefined objectives. This transformation is especially evident in design and consultancy projects, where AI tools are utilized to optimize workflow efficiency and enhance decision-making (Mahmood et al., 2023). As projects grow in complexity, traditional project management tools become less effective, necessitating AI-driven solutions. AI enhances data utilization and boosts productivity by streamlining resource allocation, automating scheduling, and improving documentation accuracy. Companies such as Amazon and Ocado effectively employ AI in warehouse management, while other firms use AI to process legal documents and optimize

financial recordkeeping. Additionally, AI is essential in cost management, as it updates budget forecasts automatically, eliminating the need for manual adjustments. AI-based autonomous project management systems ensure that stakeholder communication remains seamless, improving coordination among project teams (Mahmood et al., 2023).

One of the most tangible benefits of AI in project management is the reduction of human error. AI-powered chatbots, for example, not only replace traditional customer service roles but also enhance data collection accuracy. Research indicates that AI-driven chatbots have a failure rate of 1 in 10 million, compared to 1 in 10,000 for human-processed data, demonstrating AI's superior accuracy. This reduction in errors translates into significant cost savings, allowing organizations to minimize financial losses resulting from inaccurate project data (El Khatib & Al Falasi, 2021).

Beyond individual project management applications, AI has been widely adopted in various industries to improve product quality, operational efficiency, and decision-making speed. A 2020 MIT poll found that 60% of manufacturers now use AI to predict machinery failures, enhance quality control, and streamline supply chain operations. A survey by Capgemini reported that over 50% of European companies have already integrated AI applications, with Japan (31%) and the United States (28%) also seeing increasing AI adoption. These companies rely on AI for routine maintenance (29%) and quality assurance (27%), proving that AI-driven processes significantly improve project execution and product quality (Tubman, 2022).

The effectiveness of AI-based project management is largely dependent on the degree of human intervention. Research shows that as human involvement decreases, AI systems become more transparent, efficient, and adaptable. AI-powered platforms such as Nest, YouTube, and Netflix analyze user behavior and adjust dynamically to optimize user experience, demonstrating the potential of AI in self-learning and adaptive decision-making (Sahadevan, 2023). As AI continues to evolve, its impact on business operations, finance, and engineering will become more pronounced. AI will play a pivotal role in data processing, predictive analytics, and strategic decision-making, enabling organizations to execute projects more effectively and with higher quality outcomes. With AI tools autonomously managing routine tasks, project managers can focus on strategic planning, innovation, and value-driven decision-making, ensuring that projects achieve their intended goals on time and within budget (Sahadevan, 2023).

AI is transforming project management by improving project outcomes, minimizing errors, optimizing decision-making, and increasing overall efficiency. Its capability to analyze large datasets, automate routine tasks, and enhance collaboration makes it an essential tool in modern design and consultancy projects. As AI adoption continues to expand, organizations that implement AI-driven project management approaches will experience higher-quality deliverables, enhanced risk mitigation, and greater operational efficiency, ultimately securing long-term project success.

In my perspective, minimizing errors directly correlates with enhancing quality, and adopting AI for project management activities has the potential to significantly reduce human errors, ultimately achieving the desired quality standards. AI-powered tools can process vast amounts of data with precision, automate calculations, and make predictive

assessments with a higher degree of accuracy compared to human analysis. By leveraging AI in project management, organizations can ensure more reliable forecasting, improve risk assessment, and enhance the consistency of project execution. AI-driven automation can eliminate manual inefficiencies, reduce miscalculations, and optimize resource allocation, leading to better project outcomes. Therefore, I strongly believe that AI adoption can substantially enhance the accuracy of project planning, cost estimation, scheduling, and risk mitigation—ultimately leading to improved project quality and efficiency. Organizations that embrace AI in their project management frameworks will benefit from increased precision, reduced rework, and higher success rates in project execution

2.2.3.3 Data Collection Accuracy:

AI significantly enhances data collection accuracy by automating processes, minimizing human error, and analyzing large volumes of data in real-time. Through validation, cleaning, and standardization, AI ensures that data is accurate from the outset. Additionally, AI-driven systems are capable of detecting complex patterns and anomalies that may be overlooked manually, making them indispensable for improving data quality in various industries, including project management, healthcare, and finance. More precision is achieved when AI is used in data collection. AI may reveal gradually increasing patterns in that amount of data that are significant yet hard to see or simple for people to ignore even if they do. The use of AI in data collecting and analysis enhances data accuracy. “AI might uncover gradually escalating tendencies in that quantity of information that are substantial but difficult to perceive or easy for people to dismiss even if they do perceive them” Tubman (2022).

The role of AI in project management extends to real-time data analysis and integration, helping project managers make timely and informed decisions. During the project planning stage, when managers must organize and allocate tasks and resources to better accomplish project objectives, AI will be a huge assistance. AI's capacity to forecast length and expenses utilizing large data can help with the problem of inaccurate estimation, which is frequently brought on by human error. “AI will be a big help in project management throughout the project planning phase where project managers will need to plan and assign activities and resources to better achieve project goals. The challenge of incorrect estimation, often caused by human oversight, can be addressed by AI's ability to predict duration and costs using big data.” Mahmood (2023). Tools like Building Information Modeling (BIM) further enhance data collection and sharing in construction project management. BIM offers a platform for sharing, trading, and evaluating data in real time in addition to collecting enormous amounts of data on every aspect of the project. This ensures accuracy and efficiency by facilitating smooth communication and collaboration among project stakeholders. “BIM provides a platform for not only gathering vast volumes of data about all parts of the project but also for sharing, exchanging, and analyzing data in real time. This facilitates seamless communication and cooperation among project stakeholders, ensuring accuracy and efficiency.” Korke et al. (2023). The integration of AI with BIM transforms traditional paper-based methods into automated digital processes, enabling real-time responses to changes and optimizing project workflows.

AI's applications also extend to improving customer engagement and task automation. Organizations frequently utilize AI chatbots to automate data collecting and consumer interactions. These automated systems decrease human error while improving data quality and archive a massive amount of data in the organization's historical repository. "AI chatbots are widely used by firms to automate customer interactions and data collection. These automated systems enhance the quality of data while reducing errors caused by human intervention." Tubman (2022). Additionally, drones and sensors employed in construction projects autonomously gather data, offering a comprehensive view of the site without manual involvement, further improving accuracy and efficiency (Korke et al., 2023). AI-driven tools are instrumental in processing, automating, and securing data across industries. By utilizing these tools, Organizations can enhance data analysis, security, and productivity through capabilities like computer vision (CV), natural language processing (NLP), and ML." "These tools possess capabilities like CV, NLP and ML, enabling businesses to achieve better data analysis, enhanced security, and higher productivity" Mahmood (2023). This ensures that organizations can manage complex datasets effectively, driving enhanced outputs.

One important element affecting the effectiveness of AI-driven project management systems is the accuracy of data collecting. By analyzing their function in enhancing decision-making, decreasing errors, and streamlining processes, this study explores how AI technologies improve data accuracy in design and consulting engineering projects. The research attempts to give businesses practical insights to improve data-driven decision-making and project outcomes by tackling issues and investigating AI's applications.

The researcher views data collection as a critical factor in project management, as accurate and reliable data serves as the foundation for informed decision-making and successful project execution. The adoption of AI to enhance the accuracy of data collection, storage, and processing has the potential to significantly improve project management outcomes. AI-driven data collection methods can process vast amounts of information with speed and precision, minimizing human errors and ensuring consistency. Unlike traditional manual methods, AI can efficiently handle massive datasets, extracting valuable insights in real time. This capability allows project managers to make data-driven decisions, identify patterns, and predict potential risks or opportunities with greater accuracy. Furthermore, AI-powered tools can automate data structuring, validation, and integration across different project phases, reducing inefficiencies and enhancing workflow optimization. By leveraging AI for data collection and processing, organizations can improve resource allocation, streamline reporting, and enhance overall project performance. Thus, integrating AI into project management systems can revolutionize how data is collected, stored, and utilized—ensuring that project teams operate with reliable and actionable insights, ultimately leading to better project efficiency, reduced delays, and higher success rates.

2.2.3.4 Enhancing data analysis:

AI has revolutionized data analysis by processing vast datasets at unparalleled speeds, uncovering patterns, and generating actionable insights with exceptional precision. These advanced capabilities enable organizations to identify trends and correlations that traditional methods might overlook. AI's strength in analyzing unstructured data, such

as text, images, and audio, broadens the scope of insights available. This enhanced analytical power empowers businesses to make data-driven decisions, respond proactively to changes, optimize operations, and refine strategies across various sectors, including project management, healthcare, and finance. Organizations are improving their capacity to use AI in data administration and collecting, as well as in using the data to make smarter decisions. AI will be a necessary component of their survival strategy in the future rather than an option. “Organizations are developing their capabilities to embrace AI in data collection, data management and utilize the data for better decision-making. In the future, AI will not be a choice but will be an integral part of their strategy for survival” El Khatib & Al Falasi (2021).

AI transforms project management by automating complex data analysis and providing comprehensive insights. Development teams can now process enormous volumes of data at a never-before-seen speed thanks to advanced AI algorithms, which provide insightful results. These systems give a comprehensive picture of projects by tying together different subsystems, including marketing, engineering, and sales. “Advanced AI systems allow development teams to process massive amounts of data at an unprecedented pace, yielding valuable insights. These systems connect various subsystems, such as marketing, engineering, and sales, providing a holistic view of projects ” Sahadevan (2023). This integration enhances decision-making across the entire project lifecycle.

AI tools further enhance data analysis by identifying previously hidden patterns and risks. For example, AI-based solutions can overcome the limitations of traditional construction management by analyzing large amounts of data with ML algorithms and revealing information that was previously unknown. “AI-based solutions can overcome the limitations of conventional construction management by using machine learning algorithms to analyze vast amounts of data, uncovering previously unknown information.” Korke et al. (2023). These insights enhance risk identification, resource allocation, and operational efficiency, contributing to overall project success.

Despite its strengths, AI-driven solutions must complement human judgment rather than replace it. To highlight the importance of balancing, Project managers must apply a balance between relying on AI advice and applying their own expertise and intuition, even while AI-generated insights can enhance decision-making. “While AI-generated insights can enhance decision-making, project managers must strike a balance between relying on AI recommendations and leveraging their own expertise and intuition.” Weng (2023). Establishing guidelines for the appropriate use of AI ensures that these tools support human decision-making rather than supplant it.

AI has a clear edge in improving data analysis because of its capacity to swiftly and accurately examine massive datasets. In order to improve decision-making and risk management, this study investigates how AI-driven tools improve analytical capabilities in design and consulting engineering projects. The goal of this research is to give businesses practical ways to use AI to improve project outcomes by looking at how AI technologies are integrated.

The researcher views data analysis as a crucial aspect of project management, as extracting meaningful insights from collected data enables informed decision-making

and effective project execution. The adoption of AI to enhance data analysis processes has the potential to significantly improve project management outcomes by providing deeper insights, trend identification, and predictive capabilities.

AI-driven data analysis methods can process vast amounts of information with speed and precision, identifying patterns and correlations that may not be immediately apparent through manual analysis. Unlike traditional analytical approaches, AI can efficiently handle complex datasets, uncovering actionable insights in real time. This capability empowers project managers to anticipate risks, optimize resource allocation, and refine strategic planning with a higher level of accuracy. Thus, integrating AI into data analysis within project management systems can transform how insights are derived and utilized. By leveraging AI-driven analytical tools, organizations can enhance efficiency, improve project predictability, and make well-informed decisions, ultimately leading to better project performance and success

2.2.3.5 Risk Identification Accuracy:

AI significantly enhances the accuracy of risk identification by leveraging predictive models, ML algorithms, and data-driven insights to detect potential risks early and with greater precision. By analyzing historical data, identifying patterns, and forecasting risk scenarios, AI can uncover hidden anomalies and emerging threats that manual methods might miss. This capability allows organizations to implement preventive measures proactively, minimizing disruptions and improving resilience in industries like finance, healthcare, construction, and project management. Risk management gives decision-makers a methodical way to recognize, evaluate, and reduce risks. Additionally, it makes it possible for decision-makers to make better-informed choices. However, from the standpoint of decision-making, human judgment and knowledge are typically necessary for the risk management process to be successful. “Risk management provides decision-makers a systematic approach to identify, assess, and mitigate risks. It also enables decision-makers to make more informed and effective decisions. However, within the decision-making perspective, the success in the risk management process generally depends on human expertise and judgment.” Alada (2023).

In project management, AI supports risk identification by analyzing extensive datasets to predict threats and recommend mitigation strategies. While identifying potential project dangers to plan preventive steps or redevelop stronger mitigation plans, using AI to predict risks through historical data analysis and issue logs can save time, money, and effort. El Khatib & Al Falasi (2021) highlight how AI can assist project managers in industries like banking, where identifying and notifying decision-makers of high-risk clients can prevent financial losses.

AI’s application in construction project management demonstrates its capability to address uncertainties and enhance risk mitigation. By mimicking the knowledge of experts, providing predictive insights on important problems, and facilitating early troubleshooting to avoid unfavorable failures, AI methods can solve complex issues. “AI methods can solve complex issues by imitating the expertise of professionals, offering predictive insights on significant challenges, and enabling early troubleshooting to prevent unfavorable failures.” Korke et al. (2023). Techniques like

probabilistic models, fuzzy theory, and neural networks are used to capture interdependencies between causes and outputs, improving safety and efficiency on construction sites.

Risk identification accuracy also benefits from AI's integration with real-time data collection and scenario analysis. AI-powered tools can merge historical and real-time data to forecast challenges, assess risks, and evaluate potential alternatives effectively Tubman (2022). For example, in construction sites, drones and sensors autonomously gather data to monitor environmental and project conditions, reducing reliance on error-prone manual inspections (Korke et al., 2023). AI's ability to address cybersecurity concerns and automate repetitive processes contributes further to enhanced project risk identification processes. Sahadevan (2023) notes that AI-powered security tools can monitor systems in real-time, detect threats, and respond faster than human teams. Meanwhile, tools like chatbots free employees to focus on more critical tasks, enhancing overall productivity.

The role of AI in risk management is particularly significant, enabling organizations to predict and mitigate potential threats. By planning for preventive actions or creating better mitigation strategies, using AI for risk prediction through historical data analysis and issue logs can save effort, resources, and costs. "Adopting AI for risk prediction through historical data analysis and issue logs can save effort, resources, and costs by planning for preventive actions or developing better mitigation strategies." Mahmood et al. (2023). By analyzing large datasets, AI helps project managers proactively address risks, reducing the likelihood of project failures. AI's contributions extend beyond risk management to optimizing operational processes in various industries. Ong (2020) discusses how AI supports project management by automating data analysis tasks like data preparation, exploration, and visualization. This automation reduces the time and effort required to extract insights, enabling faster and more informed decisions.

In the healthcare sector, AI's role in risk management underscores the importance of human-AI collaboration. Healthcare projects often involve multiple layers of stakeholders, requiring interpersonal communication to ensure proper decision-making. He states, "AI can support decision-making by forecasting challenges, but the execution phase of healthcare projects necessitates human-to-human interaction, especially when patient care is involved." Tubman (2022). BELHARET (2020) agrees, emphasizing that AI may not replace human judgment but serves as an indispensable tool for supporting it.

AI's potential for risk identification extends beyond individual projects to organizational strategies. Weng (2023) advises organizations to adopt a multi-layered approach, combining thorough risk assessments with AI-driven insights to implement robust security measures. This proactive strategy ensures that project managers can address risks efficiently while maintaining stakeholder transparency and trust.

This study examines how AI-driven technologies improve the process of risk identification in design and consulting engineering projects, which is a crucial component of project management. The study looks at AI's capacity to evaluate past data, forecast hazards, and suggest mitigation techniques in order to find workable ways to use AI to improve risk management, cut expenses, and maximize project results.

The researcher views risk identification as a fundamental aspect of project management, as accurately detecting and assessing risks early can significantly impact project success. AI adoption in project management has the potential to revolutionize risk identification by enhancing accuracy, speed, and predictive capabilities.

AI-powered risk analysis tools can process large volumes of historical and real-time project data to identify patterns, correlations, and anomalies that may indicate potential risks. Unlike traditional risk management approaches that rely on manual assessments and historical references, AI-driven models use predictive analytics and ML algorithms to anticipate risks before they escalate. This proactive approach allows project managers to take preventive measures and develop mitigation strategies with greater confidence. Furthermore, AI's ability to continuously monitor project data and detect deviations in performance, cost, or schedule helps in minimizing uncertainties and reducing project failures. AI can provide real-time alerts and risk forecasts, enabling project managers to adjust plans dynamically and respond to emerging challenges more effectively. By integrating AI into risk identification processes, organizations can significantly enhance their ability to foresee potential threats, reduce project uncertainties, and improve overall risk mitigation strategies. This results in better decision-making, reduced project delays, and an overall increase in project resilience and success.

2.2.3.6 Saving Time for Project Manager (Operation Efficiency):

AI technologies empower project managers to save significant time by automating repetitive and administrative tasks, such as scheduling, data entry, reporting, and monitoring. This shift allows project managers to focus on high-level decision-making, strategic planning, and team management, enhancing project outputs and improving organizational efficiency. By eliminating the need for manual execution of routine tasks, AI enables managers to address complex challenges, engage deeply with stakeholders, and drive innovation within their projects.

The capacity of project management professionals to successfully coach, guide, and communicate with other stakeholders is what really makes them valuable, even when AI can automate many of the daily duties they undertake. In order to be truly effective, these higher-level abilities require human interaction, solid and flexible judgment, empathy, and a connection to teams and stakeholders. “While many of the daily tasks project managers perform can be automated through the use of AI, the true value behind Project Management Professionals lies in their ability to effectively mentor, guide, and communicate with other stakeholders. These are the higher-level skills where human interaction, sound and flexible judgment, empathy, and connection to teams and stakeholders need the ‘Human-ness’ in order to be truly effective” BELHARET (2020).

AI's potential to save time is particularly evident in areas like predictive analytics and automated scheduling. AI streamlines project planning with auto-scheduling features, making plans more robust while reducing the need for redundant information. AI tools such as bots can step up and handle less demanding tasks, reducing busy work time by half and allowing project managers to concentrate on the dynamic processes that underpin their strategic management. “80% of daily work, such as data collecting,

reporting, and tracking, can be eliminated by AI, allowing project managers to integrate their expertise with AI capabilities.” Khayyat & Alshaikhi (2021). Similarly, “AI bots are capable of stepping up and handling less intensive tasks, cutting time spent on busy work in half, enabling project managers to focus on the dynamic processes behind their strategic management.” BELHARET (2020).

The integration of AI-driven tools also enhances data analysis and decision-making. According to Korke et al. (2023), advanced analytics provide managers with actionable insights, allowing them to recognize project difficulties promptly in a data-driven manner. This integration ensures managers can utilize historical data to predict potential outcomes, simulate scenarios, and make informed decisions faster. BELHARET (2020) elaborates on this, stating that predictive analytics helps project managers answer “what-if” questions to simulate potential project changes and outcomes, enabling more proactive management.

AI’s role in time-saving extends beyond individual tasks to overarching project management strategies. In the future, project managers will move into roles that combine their experience with data-driven insights from AI, while AI will make all the decisions and manage resources in an efficient and timely manner. “In the future, AI will make all the decisions and manage resources in an optimal and timely manner, while project managers will transition into roles that blend their expertise with data-driven insights from AI” Ruiz (2020). Weng (2023) adds that integrating AI tools like ChatGPT allows project managers to maintain data privacy while utilizing AI’s efficiency gains, ensuring trust and compliance while achieving project goals.

By automating coordination, reporting, and monitoring tasks, AI enables project managers to allocate their time to more impactful activities, such as stakeholder engagement and risk mitigation. BELHARET (2020) explains that this shift allows managers to foster a more relaxed work atmosphere where employees feel valued and supported. Furthermore, AI-powered systems enhance resource allocation, ensuring project teams can focus on tasks that truly matter while optimizing their efficiency.

This report emphasizes how AI is revolutionizing time management for project managers working on design and consulting engineering projects in Saudi Arabia. Project managers can focus on strategic goals and intricate decision-making processes by using AI solutions to automate administrative activities, which improves project performance and overall efficiency. Organizations hoping to successfully utilize AI’s time-saving potential must comprehend these dynamics.

The researcher noticed, project managers often dedicate a significant portion of their time to repetitive, administrative, and routine tasks that, while necessary, do not contribute directly to strategic decision-making or critical project success factors. Many of these tasks, such as scheduling, data entry, progress tracking, and report generation, can be effectively automated through AI adoption.

By integrating AI into project management workflows, organizations can streamline these time-consuming processes, allowing project managers to shift their focus toward high-value activities such as strategic planning, risk management, stakeholder engagement, and decision-making. AI-powered automation tools can handle vast

amounts of project data with precision and efficiency, ensuring accuracy while reducing manual workload.

Additionally, AI-driven insights can provide project managers with real-time analytics and predictive recommendations, enabling them to make proactive decisions and optimize project performance. This shift not only enhances productivity but also empowers project managers to lead more effectively, fostering innovation and improving overall project outcomes. Therefore, AI adoption has the potential to significantly enhance operational efficiency, reduce administrative burdens, and enable project managers to allocate their time and expertise toward more impactful, strategic initiatives that drive project success.

2.2.3.7 Effective Collaboration & Communication:

AI tools significantly enhance collaboration and communication by automating routine tasks, streamlining information flow, and providing access to real-time data across teams. Tools such as AI-powered chatbots, virtual assistants, and collaborative platforms enable teams to stay connected, resolve issues promptly, and make informed decisions regardless of geographical location. This facilitates enhanced alignment of efforts, reduces misunderstandings, and enhances teamwork efficiency. By breaking down communication barriers and fostering transparency, AI supports a culture of seamless information exchange, leading to more coordinated and successful project execution. The cyclical process of collaboration involves individuals or organizations exchanging information, learning from one another, and coming to an agreement to accomplish shared objectives. Businesses that collaborate to accomplish a common goal or gain benefits from one another are said to be in integrated relationships, which are defined by dedication and trust. One of the most important influencing factors in project-based businesses is collaboration between various players. “Collaboration is a cyclical process in which organizations or people share information, learn, and establish an agreement to achieve common goals. Integrated relationships are businesses working together to achieve a similar purpose or acquire mutual advantages, characterized by trust and commitment. Collaboration between diverse actors is a major influential factor in project-based companies.” Tubman (2022).

In construction project management, AI-powered tools and techniques such as process mining and CV have proven transformative in monitoring crucial workflows, anticipating deviations, locating bottlenecks, and deriving patterns of cooperative behavior are just a few of the beneficial tasks. By avoiding pointless tasks, these insights increase operational efficiency. “Process mining enables several useful activities, including the monitoring of essential workflows, forecasting deviations, identifying bottlenecks, and extracting patterns of collaborative behavior. These insights help avoid unnecessary steps and improve operational efficiency.” Korke et al. (2023). Similarly, CV technologies automate damage detection and structural component recognition, reducing the need for manual inspections and improving safety on construction sites. AI-driven tools also enhance collaboration and task optimization, empowering project teams to work more effectively. AI-powered robots, for example, are increasingly used to handle repetitive tasks like bricklaying and welding, allowing human workers to focus on more complex activities (Korke et al., 2023). These tools operate continuously, ensuring consistent quality and productivity without breaks, ultimately boosting project outputs.

AI also bridges communication gaps by automating documentation, translating languages, and providing tailored insights. This capability enhances productivity and ensures inclusivity in multinational projects. AI can help with email drafting, progress report, other weekly or monthly reports, and real-time language translation, removing barriers to communication and promoting more productive teamwork. “AI can assist in drafting emails, creating reports, and providing real-time language translation, breaking down communication barriers and facilitating more effective teamwork” Weng (2023).

AI-powered tools may minimize the impact of schedule delay cost overrun on project timelines and budgets by offering project managers recommendations for corrective actions and efficient stakeholder communication, by enabling users to participate in the process online or through other communication channels, AI engages and involves more people in decision-making processes. This guarantees that choices are made with the improvement of companies in mind. Moreover, AI tools encourage proactive communication by suggesting corrective measures based on historical data, reducing scope creep and aligning stakeholder expectations. “AI-powered tools may provide project managers with suggestions for corrective measures and effective communication with stakeholders, minimizing the impact of scope creep on project timelines and budgets.” Sahadevan (2023). Furthermore, “AI engages and involves more people in decision-making processes by providing them with the ability to participate in the process online or through other forms of communication. This ensures that decisions are made for the betterment of organizations.” Tubman (2022).

Transparency and accountability are also bolstered through AI’s ability to provide decision-makers with complete, accurate, and unbiased information. By giving decision-makers access to all pertinent information, AI improves transparency and accountability in decision-making processes and guarantees that decisions are made effectively and efficiently. “AI increases transparency and accountability in decision-making processes by providing decision-makers with the ability to access all relevant information, ensuring decisions are made efficiently and effectively.” Tubman (2022). This transparency reduces the likelihood of conflict and enhances cooperation among stakeholders, especially in multi-partner projects.

AI’s ability to optimize organizational culture is another pivotal contribution to collaboration. AI facilitates communication within a group and enhances the flow of information. Knowledge sharing and cross-border cooperation are made possible by a project's positive organizational culture. “AI improves information flow and removes communication barriers inside a group. A good organizational culture inside a project allows knowledge exchange and cross-border collaboration” Tubman (2022). By fostering knowledge sharing and enabling self-organization, AI ensures a smoother flow of information and enhanced collaboration across project teams.

AI's ability to improve teamwork and communication is crucial for bringing project teams together and accomplishing organizational goals in the context of Saudi design and consulting engineering projects. Project managers may improve stakeholder interactions, strengthen teamwork, and guarantee more efficient project execution by utilizing AI solutions to automate repetitive operations, provide real-time updates, and offer remedial recommendations.

From my experience and active involvement in the field of project management, I have observed that project managers dedicate a substantial portion of their time—often between 60% to 90%—to communication-related tasks. Effective communication is the backbone of successful project execution, as it ensures alignment among team members, stakeholders, and external partners. Project managers are constantly engaged in facilitating collaboration, clarifying objectives, resolving conflicts, and ensuring that all project-related information is shared with the right people at the right time. However, managing communication across multiple teams, platforms, and stakeholders can be highly time-consuming and prone to inefficiencies, especially in complex design and consultancy projects.

By integrating AI-driven communication tools, organizations can significantly enhance collaboration and streamline information flow. AI-powered virtual assistants, chatbots, and real-time data-sharing platforms can help automate routine communication, track project updates, and ensure that critical information reaches the intended recipients without delays. Additionally, AI can analyze communication patterns to identify bottlenecks, suggest improvements, and even generate summaries of key discussions, reducing the risk of miscommunication. Therefore, leveraging AI in project management can optimize collaboration, enhance transparency, and allow project managers to focus on strategic leadership rather than spending excessive time on manual communication processes



3 Research Methods and Procedures (Methodology)

3.1 Approach

This study employs a mixed-method approach, combining qualitative insights from expert interviews with quantitative survey data. This approach is justified by the need to capture both subjective experiences of AI adoption challenges and measurable impacts on project outcomes. The qualitative analysis provides depth to adoption barriers, while quantitative analysis ensures statistical validation of AI's impact on project efficiency. This methodological approach enables a comprehensive understanding of the factors influencing AI adoption in project management while ensuring that findings are both exploratory and empirically validated.

3.2 Justification of Methodology Choice

The mixed-method approach is chosen to bridge the gap between theoretical insights and practical applications in AI-driven project management. Qualitative methods allow for an in-depth understanding of industry-specific adoption barriers, while quantitative methods ensure statistical rigor in assessing AI's influence on project outcomes. This dual approach ensures that the study captures both perceptions and measurable effects, offering a holistic analysis.

3.3 Population and Sampling:

3.3.1 Study Population:

The large design & consultancy engineering companies in Saudi Arabia, in total 1,123 companies according to the statistics of the Saudi Council of Engineers as of April 2024.

3.3.2 Study Sample:

Participants will be selected from Saudi Arabia's leading design and consultancy firms, including project managers, engineers, and decision-makers with direct AI adoption experience. A structured and balanced sampling approach will be used to ensure representation across company sizes, AI maturity levels, and industry sectors. Additionally, the questionnaire will include a dedicated section to capture the demographic characteristics of the participants, allowing for a deeper analysis of how factors such as experience level, job role, and organizational background influence AI adoption and project management outcomes.

The sample size was calculated using the formula by Steven K. Thompson (2012), as follows:

$$n = \frac{N \times p(1-p)}{\left[\left[N-1 \times \left(d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

where:

- n = required sample size
- N = population size (1,123)
- p = expected proportion of the characteristic present (e.g., 0.5 to maximize the sample size)

- d = acceptable margin of error (e.g., 0.05)

Assuming an expected proportion $p = 0.5$ and a margin of error $d = 0.05$, the sample size is calculated as follows:

$$n = \frac{1123 \cdot 0.5 \cdot (1 - 0.5)}{(1123 - 1) \cdot 0.05^2 + 0.5 \cdot (1 - 0.5)}$$

Let's compute the sample size using these values:

$$n = \frac{1123 \cdot 0.5 \cdot 0.5}{1122 \cdot 0.0025 + 0.25}$$

$$n = \frac{280.75}{2.805 + 0.25}$$

$$n = \frac{280.75}{3.055}$$

$$n \approx 91.86$$

To ensure accurate data, the sample size can be rounded to **92** companies.

If it is necessary to ensure good representation and avoid potential errors, the sample size may be increased based on the study's needs and potential data collection challenges.

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