

Final Research Project:

Course Title: Research Methodology in Computer Science

Course Code: AI800

Weighting: 50%

Lecturer: Dr. Mohammed Anbar

Hand-out Date: 15 November 2025

Hand-in Date: 20 December 2025

Hand-in Method: Online Submission via E-Learning.

The Influence of AI Tools on Stakeholder Communication
Effectiveness in Agile Projects

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Abstract:

Effective Agile project management depends on great conversations, specifically the kind that keeps everyone involved, informed and on the same page. This transparent, ongoing dialogue with stakeholders is the very heart of making agility work.

Today, a wave of new (AI) tools, from intelligent chatbots to live-updating dashboards, is entering the scene. They promise to change this communication landscape entirely, helping teams share information faster and connect more seamlessly.

But here's what we are noticing: there is a lot of excitement and anecdotal stories, yet surprisingly little solid proof. Right now, our sense of whether these (AI) tools help or hinder is often based more on gut feelings and individual opinions than on clear, measurable data.

This research is my effort to bridge that gap. We want to move past the hype to understand the real, on the ground impact of these tools. I will be using a mixed methods approach which simply means we are looking at the problem from more than one angle.

First, we will listen. We will gather real world stories and experiences from teams using AI, uncovering not just the promised benefits but also the unexpected frustrations.

Then, we will measure. We will look at tangible things like how quickly information actually flows and how response times change, putting hard numbers next to the personal stories to see what's really happening.

The goal is to turn what we learn into something genuinely useful: a practical, no-nonsense guide for successfully weaving AI into agile communication. We will validate every piece of advice with real Agile teams, ensuring the final recommendations are actionable. Ultimately, we want to help organizations make smarter, more confident decisions about investing in AI, so they can enhance their stakeholder relationships in truly meaningful ways.

Introduction:

Now, let's talk about how we build software solutions today. Most teams use Agile methodologies for a very good reason. It is about staying flexible, working in small cycles, and most importantly, keeping everyone in the conversation. Whether it is developers, product owners, or end users, clear and ongoing communication is what makes Agile work.

But here is what is happening now: AI is joining that conversation. Think about the tools popping up everywhere, AI that helps write documentation, dashboards that generate reports automatically, chatbots that answer stakeholder questions. These are not just fancy add-ons; they are beginning to change how we talk to each other in our daily Agile work.

Everyone agrees that AI can make things faster. The real question we are asking is simpler: does it actually help us connect better? Or does it just add more buttons to click and screens to monitor?

That is what this research is about. We are not here to sell you on AI or warn you against it. We are here to have an honest look at what happens when technology meets teamwork. Are we communicating more clearly with these tools, or are we just learning to work around new complexities?

We want to move past the trending words and find out what is really happening in teams using AI. Because at the end of the day, agile has always been about people working well together. We need to make sure our tools are helping that happen, not getting in the way.

Background:

We have always built better tools to help build things. But the latest tools (AI) is different. They are not just helping us do tasks, they are changing the way teams communicate.

Think of the change like this: at first, we thought AI would just translate “tech-speak” into plain English for everyone else. And guess what? It does that now. Tools like ChatGPT can instantly clear up confusion and speed up how we share information.

That speed changes the relationship. Stakeholders are not just waiting for weekly reports anymore. With live dashboards and predictions, they can see issues in real-time and jump into the conversation. Communication has shifted from “here is what happened” to “here is what might happen”.

But here is the catch: these tools are so good at being fast and consistent that we might start to trust them too much. An AI can spot a delay in the schedule, but it might not sense the frustration or misalignment in the team causing it. It gives us the “what” but often misses the “why”.

So, we are at a funny moment. We have these incredible tools that promise smoother sailing, but using them well means we have to be more human, not less. We have to be the ones asking, “Is this report showing the full story?” or “what is this dashboard not telling us?”.

That is the space we are exploring: how to use these powerful new tools without losing the human connection that makes projects work in the first place.

Problem Statement:

As its core, Agile is about people working together with trust and transparency. We are now bringing in AI assistance, smart dashboards, and automated reports hoping they will make that collaboration even better. But a troubling gap has opened up: the exciting promise of these tools is crashing into some very real, everyday problems.

We are essentially navigating three major cracks in the foundation:

1- Lack of empirical performance data:

Right now, our understanding of whether AI helps or hurts is largely anecdotal. As Čančer et al. (2023) and Taboada et al. (2023) point out, we are relying on subjective opinions and feelings instead of hard numbers. We might have data showing an AI can predict a project risk with good accuracy (Hasan & Dyson, 2024), but we are missing a crucial piece of the puzzle: does the huge effort of setting up and fine-tuning these complex systems actually save us more time in our daily communication than it costs? Without that answer, we are investing in potential, not proven value.

2- The trust and ethics paradox:

This is a real paradox. On one hand, AI tools can make stakeholders feel more included by giving them clearer, real-time insights (Miller, 2022). On the other hand, the same technology can severely damage trust when it “hallucinates” facts or shows bias. As Gunaratnage and Dwivedi (2025) warn, just one confidently wrong AI-generated report can undo years of built-up confidence. Furthermore, using AI to read between the lines, like analyzing the sentiment in stakeholder messages, can backfire badly, creating the “organizational reluctance” that Nkembuh (2024) describes, because people feel their privacy is being invaded.

3- The skills gap:

The latest research reveals a twist: the problem is not always the AI itself. Bahi et al. (2024) found that while generative AI can cut down on admin work, it falls apart when project managers lack “AI literacy”. It is not enough to have

a powerful tool; you need the human skill to use it wisely. Without that literacy, as Joshi (2024) observes, AI doesn't solve communication problems, it just creates new ones, more technical bottlenecks that slow the team down.

So, where does that leave us? This research is about stepping into that messy middle ground. We are moving beyond the flashy promises and the fearful skepticism to measure what is actually happening. How does AI change the speed of our conversations, the clarity of our understanding, and the fragile trust that holds our projects together? We are looking for evidence, not just anecdotes.

Research Objectives:

The primary goal is to gather solid evidence on how AI tools shape communication in Agile settings. The specific objectives are:

1- To evaluate the fundamental efficiency trade-off of integrating AI:

- To measure if the time saved through AI automation in communication tasks, such as report generation (Bahi et al., 2024), genuinely outweighs the setup time and administrative burden described in system implementation studies (Hasan & Dyson, 2024).

2- To quantify the real-world operational impact of the “Human- AI integration Gap”:

- To assess the frequency and disruptive impact of AI context failures in stakeholder communication (Hosseini, 2024).
- To measure necessity and frequency of human managerial intervention required to correct AI outputs, as observed in operational settings (Joshi, 2024).

3- To analyze the dual impact of AI tools on stakeholder trust and organizational privacy:

- To investigate stakeholder reactions to AI driven analysis, focusing specifically on the organizational reluctance “linked to privacy concerns (Nkembuh, 2024).
- To examine and document the tangible erosion of trust caused by AI inaccuracies or hallucinations, as highlighted in recent research (Gunaratnege & Dwivedi, 2025).

4- To develop a practical and integrated “Human-in-the-loop” operational framework:

- To create a guide that synthesizes data-driven AI workflow methods (Li, 2025) with human- centric stakeholder engagement model (Miller,2022), ensuring AI consistently supports rather than replaces essential human judgment.

5- To translate empirical findings into clear, evidence-based, and actionable strategic advice:

- To provide organizations with a set of prioritized, practical recommendations to inform their investment and implementation decisions regarding AI communication tools.

Research Scope:

To ensure we focus our investigation on the most pressing real- world issues, this research will operate within the following carefully chosen boundaries.

Focus on Real-World Agile Environments:

We will concentrate our analysis within organizations that actively use Scrum or Kanban methodologies, where the dynamic of team and stakeholder communication is central to the project's success. This keeps our findings relevant to practitioners in the field.

Examination of Everyday Communication Tools:

Our evaluation will center on the AI tools that directly shape daily conversations. This includes:

- Generative AI Chat Interfaces (like ChatGPT or custom-built assistants) used for drafting messages and clarifying project details.
- Intelligent Dashboards that automatically generate reports and visualizations for stakeholders.
- Tools for Analyzing Communication Tone and Sentiment, which attempt to measure engagement and mood.

Learning from Experienced Practitioners:

We will gather insights directly from the people on the ground:

- Project Managers and Scrum Masters who integrate these tools into their workflows.
- Active Stakeholders who receive information shaped by AI. A key condition is that all participants must have used these specific tools for at least six months, ensuring their perspectives are based on substantial, live experience rather than initial speculation.

Deliberate Exclusions to maintain focus:

To avoid diluting our core question on communication, this study will specifically not investigate:

- AI used for purely technical tasks like writing code, running automated tests, or managing software deployment.
- While important, these areas represent a different kind of interaction (human-machine) rather than the human-human communication loop that is essential to Agile.

By drawing these boundaries, the research commits to providing deep, practical insights into how AI is changing the human conversations at the heart of Agile project management, offering guidance that is both actionable and immediately relevant teams.

Literature Review:

In 2024, Felicetti et al. explored the tangible impact of generative AI on team collaboration. Their research found these tools act as powerful facilitators by clarifying ambiguous requirements, accelerating the delivery of information to stakeholders, and generating project documentation at unprecedented speeds. The key takeaway is that AI is actively proving itself as a transformative force for maintaining fluid communication and stakeholder satisfaction, though the authors note their conclusions are based on contemporary, rapidly evolving use cases.

Čančer et al. (2023) developed a practical framework to evaluate AI's support in project tasks. Surveying Agile teams, they identified a clear trend: higher adoption of AI correlated with perceived improvements in communication. AI-powered dashboards and automated reports were highlighted as critical for delivering consistent, timely updates. The researchers, however, issued a crucial caveat: their data relied on managerial perceptions rather than objective performance metrics, pointing to a need for more empirical evidence.

Joshi (2024) investigated the role of AI chatbots as intermediaries. Interviews with project managers revealed that chatbots significantly enhance stakeholder satisfaction by providing instant, self-service access to project data, thereby removing traditional communication bottlenecks. The study also presented a sobering counterpoint: chatbots frequently falter with complex or nuanced queries, exposing current limitations in natural language understanding and contextual awareness.

Auth et al. (2021) proposed an early theoretical model of integrating AI into project management. Their framework posits that AI's value extends beyond automation to enhancing communication by managing routine updates and preemptively flagging potential misunderstandings. The study suggests AI can serve as a vital bridge aligning technical and business stakeholders, while openly acknowledging that the framework requires validation through real-world application.

Miller's 2022 Study examined the evolution of stakeholder dynamics with AI adoption. The research observed that AI tools, particularly transparent analytics dashboards, transform stakeholders from passive information recipients into active, engaged participants. This shift was found to foster more productive, cross-functional dialogue by making project data universally accessible and understandable.

Taboada et al. (2023) synthesized industry evidence on AI-driven collaboration tools. They concluded that these assistants are effective at fostering data-driven decisions and synchronizing distributed teams, reducing reliance on lengthy meetings. The authors tempered this optimism with critical note, cautioning that many reported benefits are based on subjective user accounts, which are vulnerable to bias and the "hype cycle".

Hosseini (2024) focused on advanced AI interfaces that actively interpret project data to generate summaries. The research demonstrated these tools can drastically reduce the time to answer stakeholder queries. However, it also identified a critical "human-AI integration gap", where AI-generated insights often lacked the practical nuance and contextual judgment of experienced managers.

Gunaratnege and Dwivedi (2025) addressed the ethical dimension, highlighting the generative AI introduces serious risks like "hallucinations" (fabricating information). Their study emphasizes the fragility of trust, noting that a single inaccurate AI-generated report can rapidly erode stakeholder confidence. As a remedy, they strongly advocate for a mandatory "Human-in-the-Loop" (HITL) oversight model.

Nkembeh (2024) explored AI for predictive stakeholder analysis, such as using sentiment analysis on communication. The result showed AI's proficiency in identifying disengaged parties that humans might overlook. A significant finding, however, was the "organizational reluctance" that emerged, as stakeholders expressed discomfort with algorithmic analysis of their communications, raising substantial privacy concerns.

Bahi et al. (2024) examined GenAI's role in Agile ceremonies, finding these tools act as "virtual assistants" that draft user stories and acceptance criteria. This

significantly reduced administrative overhead for roles like Scrum Masters. the study also sounded an alarm, noting that effective use demands “AI literacy”, and project managers lacking these skills struggled, creating a new form of skills gap.

Hasan and Dyson (2024) introduced an AI framework for predictive risk mitigation. Their comparative study found that AI-enabled teams achieved high accuracy in identifying project risks early, facilitating proactive stakeholder communication. A critical trade-off was identified: the initial setup, training, and maintenance of these systems imposed a significant time cost, indicating a steep operational learning curve.

Li (2025) argued that AI’s core contribution to Agile is consistency, automating reports on metrics like code generation to provide stakeholders with accurate, standardized updates. This “Automated Agile” approach led to faster feedback loops. The research concluded with a warning against “over-reliance”, where teams might neglect manual quality checks, blindly trusting the AI’s outputs.

Research Methodology:

To truly understand how AI is affecting team communication, we are taking a balanced approach that listen to people and looks at the numbers. We believe that understanding “effectiveness” means measuring objective performance while also hearing the real stories of trust, frustration, and daily workflow changes.

Phase 1: Systematic Literature Review

We started by learning from others. We thoroughly reviewed 12 key studies published between 2021 and 2025. This helped us understand the current conversation and confirm a critical gap: while there is much excitement about AI’s potential in Agile communication, there is a stark lack of hard evidence that separates the real impact from the perceived benefits.

Phase 2: Qualitative Research

This phase is about the human side of the equation. We want to understand the personal, day-to-day reality of working with AI tools. We will specifically explore the practical “Integration Gap” (Hosseini) where AI lacks human context, and the “Privacy Reluctance” (NKembuh) that stakeholders feel.

- **Goal:** To uncover the real- world challenges, unexpected frustrations, and shifts in team dynamics that merge when AI is used for communication.
- **Participants:** We will talk in-depth with a selected group of 10-15 Project Managers and Scrum Masters who have hands-on experience, having actively used AI chatbots or dashboards for at least 6 months.
- **Data Collection:** Through semi-structured, conversational interviews. We will ask open-ended questions like:
 - “In your experience, how often do you need to manually correct or adjust an AI-generated status update before sharing it?”
 - “Have stakeholders ever expressed discomfort when they learned their feedback was being analyzed by an AI?”

- **Analysis:** We will use thematic analysis to listen for patterns. Organizing the rich insight into clear categories such as “Benefits” (e.g., increased transparency) and “Pitfalls” (e.g., gradual erosion of trust).

Phase 3: Quantitative Research

This phase complements the stories with cold, hard data, it is designed to objectively measure efficiency and resolve the core tension between the promised “speed” (Felicetti) and the real “Setup Cost” (Hasan and Dyson).

- **Goal:** to measure the tangible impact of AI on the speed and clarity of communication with concrete metrics.
- **Method:** we will conduct a comparative analysis by observing two sets of Agile projects:
 - **Group A:** Teams using traditional communication methods.
 - **Group B:** teams using AI-enabled communication tools.
- **Metrix Tracked:** we will objectively track and compare:
 - **Response time:** the average time to answer stakeholder query.
 - **Meeting Duration:** the average time spent in status update meetings per sprint.
 - **Information Retrieval:** The time required to generate a standard progress report.
 - **Defect Rate in Communication:** the count of “hallucinations” or factual errors in reports that required correction
- **Analysis:** We will perform statistical comparisons (like T-test) to determine if Group B shows a significant, measurable efficiency advantage over Group A.

Phase 4: Framework Development

In this final phase we bring everything together to build something useful. The qualitative insights and quantitative data will directly inform the creation of a practical, actionable guide for Agile teams.

- **Goal:** to develop a validated, easy to use framework that helps teams select appropriate AI tools and establish clear “Human-in-the-Loop” protocols to ensure AI supports human judgement.
- **Validation:** The draft guide will not be created in a vacuum. It will be reviewed and refined by a panel of 3 senior Agile coaches. This ensures it is practical and directly addresses the crucial “AL Literacy” gap identified by researchers like Bahi et al. (2024).

Expected Outcomes:

When we complete this research, we hope to have a solid set of useful findings that can actually help teams. We are aiming to provide answers and tools to the real problems we have been discussing.

A Validated Evidence Base: By the end of this study, we will not just have opinions, we will have real data. We will provide a clear, statistical look at whether the time saving benefits that AI tools promise are real. This means moving from “We think it is faster” to “here are the numbers that prove it is or is not”.

A Practical Efficiency Ratio: We want to answer a question many project managers have: “When does this finally become worth it?” Our analysis will calculate a clear “Break-even point” that shows exactly when the time you spend setting up and managing the AI tool is paid back by the communication speed you gain, directly addressing the setup-cost concerns raised by Hasan & Dyson (2024).

A Human-Centered Trust Protocol: We know that AI tools like sentiment analysis can feel intrusive. To help, we will create a practical set of guidelines for how to use these tools ethically. This protocol will help teams gain valuable insights from stakeholder feedback without crossing the line into feeling like surveillance, which we know causes the “organizational reluctance” that Nkem-buh (2024) wrote about.

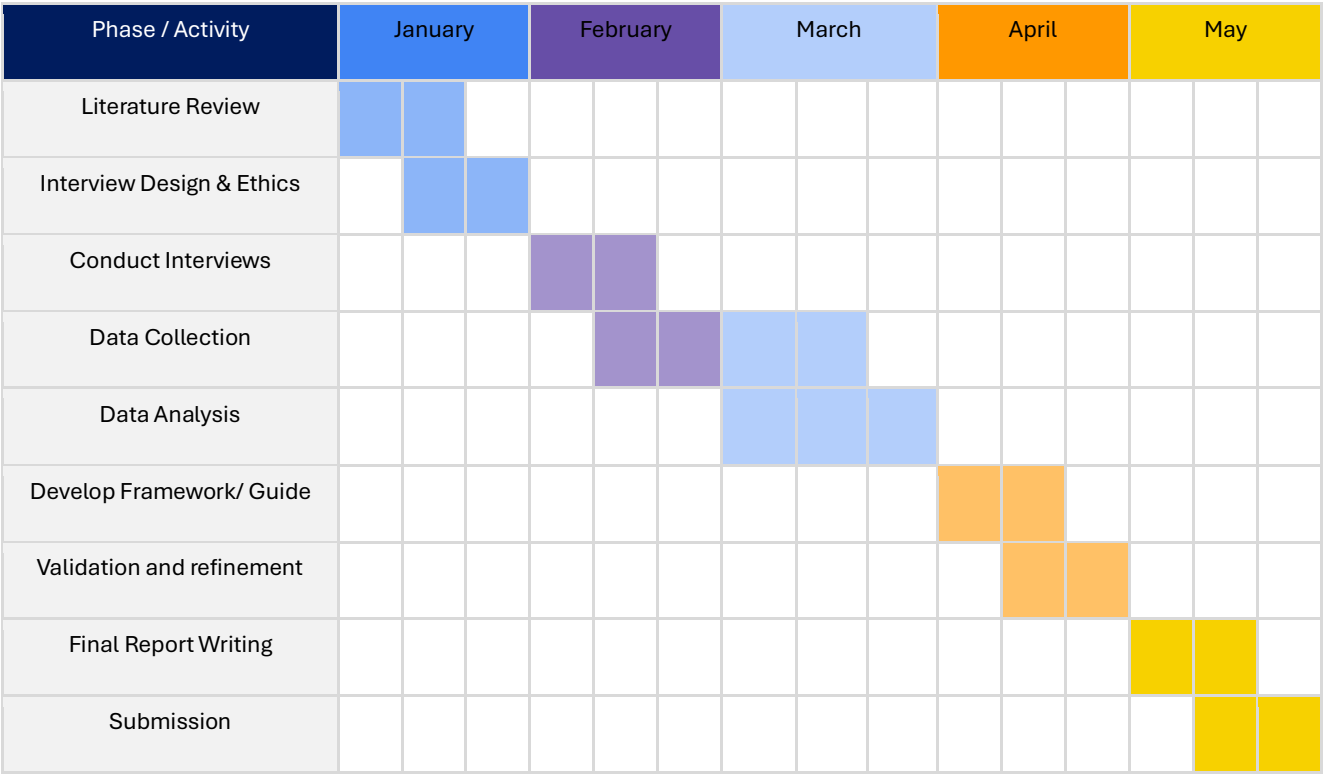
The “AI-Agile Communication Framework”: We will develop a practical, step by step guide for Project Managers and Scrum Masters. Its main job is to make the “Human-in-the-loop” concept actionable by defining clear moments where

a person should step in, like when reviewing AI “hallucinations” that can damage trust.

A Future-Proof Skills Roadmap: The skills needed for project management are changing. To address the “AI Literacy” gap highlighted by Bahi et al. (2024), we will outline the key competencies and knowledge areas that Project Managers need to develop. This is not about becoming a data scientist; it is about learning how to effectively collaborate with AI tools to enhance team communication.

Gantt Chart:

Here is our planned schedule to bring this research from Idea to actionable results. We have broken it down into clear phases with key milestones to track our progress.



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