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The Influence of Artificial Intelligence on Project Management Decision-Making: Opportunities and Risks

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Abstract. With Artificial Intelligence (AI) transforming the field of project management by many folds, there are ways in which it can transform the project management industry by streamlining each process, enhance predictive analytics as well as better decisions regarding every step. This thesis provides an investigation into the effects of AI on project management decision making based on its opportunities and risks. The research surveys 100 project managers in order to uncover the effect of AI informed predictive analytics, algorithmic AI based process automation, algorithmic risks of ethical bias. Amongst the results, positive view of AI's role in helping to inform decisions can be seen, and significant contribution of AI tools in delivering better project outcomes. However, if decision-makers regarded ethical issues, especially algorithmic bias and data privacy, to be a major problem; then significantly lower levels of behaviors affecting decision making, especially automation, use of data, and availability of information were found. Consequently, while AI offers useful tools for maximizing project management efficiency, the prevailing avenues of endeavor in ethics are being encouraged to address the ethical challenges of optimizing project management.

Keywords: AI adoption, AI systems, Forecasting, Project management, Resource allocation.

1. INTRODUCTION

One of the industries that artificial Intelligence (AI) is helping to change is the project management industry through automating processes, optimizing resource allocation and making better decisions. These advancements allow project managers to assess a huge amount of data, forecast risks and construct data based decision on project management, thus reducing uncertainties and improving project outcome (El Khatib and Al Falasi, 2021). While it can be a powerful tool, however, implementing AI in project management comes with difficulties like data privacy and ethical issue, bias in the algorithm of AI, and overreliance on automated system (Niederman, 2021). With organizations increasingly adopting AI-based project management tools, it is important for them to understand what opportunities and risks AI based decision making brings and how one can control AI based decisions to ensure successful implementation of AI in decision making and a balanced decision making process.

As the AI has integrated more into project management, more journals are realizing that whereas the AI has played a substantial role in decision making for the project, there is still a gap in the knowledge on the extent to which the AI has improved or deteriorated project success contrary to the managerial control (Fridgeirsson et al., 2021). While AI powered tools offers to enhance the efficiency of repetitive tasks, and furnish the data driven insights which improves the efficiency, the challenges with this improvement includes the possibility for biased predictions, ethical crisis, diminished human oversight which in turn leads to concern with their trustworthiness and their power to affect the managerial decision (Gil et al., 2021).

For organizations that do not evaluate these risks, they may struggle to harmonize AI derived insight with human judgement, and may be prone to making poor decisions or outright rejection of adopting AI (Afzal et al., 2021). In view of this, the aim of this study is to critically evaluate the opportunities and dangers associated with AI use in project management decision making and to address the doubts regarding effectiveness, ethics, and the possibilities of backlash.

The main objective of this study is to investigate the impact of Artificial Intelligence on decision making within project management through exploring opportunities for improving efficiency, accuracy, and mitigating risk, as well as recognizing the risks involve, for example, ethical problems, algorithm bias, loss of human intuition. This study is designed to develop an understanding on integrating AI with project management in a way that does not violate the human oversight and strategic thinking processes involved.

The role of AI in supportive project management decision making is to be investigated.

Determine the main opportunities for the use of AI to enhance efficiency, predictive analytics, and resource allocation for project management.

Determine the degree to which project managers utilize AI tools and how they perceive the use of AI in decision making.

Recommendations will be provided for how organizations can best balance with human oversight for the best project outcomes during integration of AI.

The research questions are include: How does AI help in decision making in project management?
What dangers are associated with the AI propagating change in decision making in project management?
What do project managers think of the reliability and how effective the rule is for AI to make decisions?

As such, this study is important as it uncovers the increasing role of AI in project management and the effects

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from it on decision-making processes. The research provides guidance to organizations for implementing AI driven tools by exploring opportunities and risks associated with it. The results will aid project managers and leaders in the industry in utilizing AI for decision making to capitalize on opportunities with ethical thinking and human intuition not compromised. Furthermore, the study will enrich academic literature in AI in project management, and these findings could be useful to future research and policy development in the areas of AI governance and ethical AI adoption in decision making frameworks.

2. LITERATURE REVIEW

2.1. Role of Artificial Intelligence in Enhancing Decision-Making in Project Management

Artificial Intelligence (AI) has immensely refused to project management decision making by applying predictive analytics, data driven insights and process automation. However, there are AI powered tools such as machine learning algorithm, natural language processing and robotic process automation that are able to do planning of project, risk assessment and even helping to allocate resources (Taboada et al., 2023). Al-Arafat et al. (2025) further stated that AI assists in fast and precise decision making that is based on past project data to find patterns and predict future risks. As such, the use of AI driven decision support systems improves efficiency which reduces the occurrence of human errors and real-time recommendations for project managers (Chinta, 2021). Nevertheless, though these advantages exist, according to scholars, AI can be a deciding factor in decision making as long as there is adequate data available and the project managers can also interpret the insights created by AI efficiently (Rane, 2023). This highlights the fact that AI tools need to be continuously evaluated to avoid any misalignment with organizational objectives as well as managerial decision making processes.

2.2. AI role in Improving Efficiency, Predictive Analytics, and Resource Optimization

For the integration of AI into project management has potential for increasing efficiency, predictive analytics, or optimization of resources and all of these radio may be the same. The burden of repetitive tasks is lowered by AI driven automation such that project managers can dedicate more time on strategic decision making (Onukwulu et al., 2023). With the help of AI powered predictive analytics, project planning is improved by predicting possible risks, finding out the completion time of projects, and pinpointing resource allocation inefficiencies (Boddapati, 2025).

According to Mrida et al. (2025), the use of AI in organizations enhances productivity by offering insightful project information and enhancing cost optimization and investments in available resources. Additionally, the AI Chatbots and virtual Assistants make communication as well as collaboration between the different project stakeholders easier (Tang and Meng, 2021). Though these enhancements help to enhance efficiency, scholars suggest that the combination of AI with human knowledge is of great significance to minimize dependence on mechanized procedures and provide maximum decision making (Dhanya et al., 2023).

2.3. Risks Associated with AI-Driven Decision-Making in Project Management

Even though AI displays many advantages, AI driven decisions in the field of project management have some significant risks related to ethical issues, algorithmic bias and security of data. The biggest problem at the center of AI is that AI algorithms use already biased data, which results in biased predictions and unfair decision making (Shamim, 2024). This means that AI systems depend on historical data which can include biases that influence objectivity of AI generated insights (O'Neil 2016). Furthermore, massive amounts of sensitive project information processed by AI tools lead to the data privacy and security concerns (Heilig and Scheer, 2023). Access or data breach can also compromise project integrity and confidentiality. In addition, excessive dependence on AI can lead to the disappearance of human intuition and the ability to think critically for project managers, forcing them to delegate part of decision making to AI (Joshi, 2024). Thus, organizations need to develop ethical AI frameworks, and come up with appropriate policies to leverage transparency, accountability and human oversight in AI assisted project management.

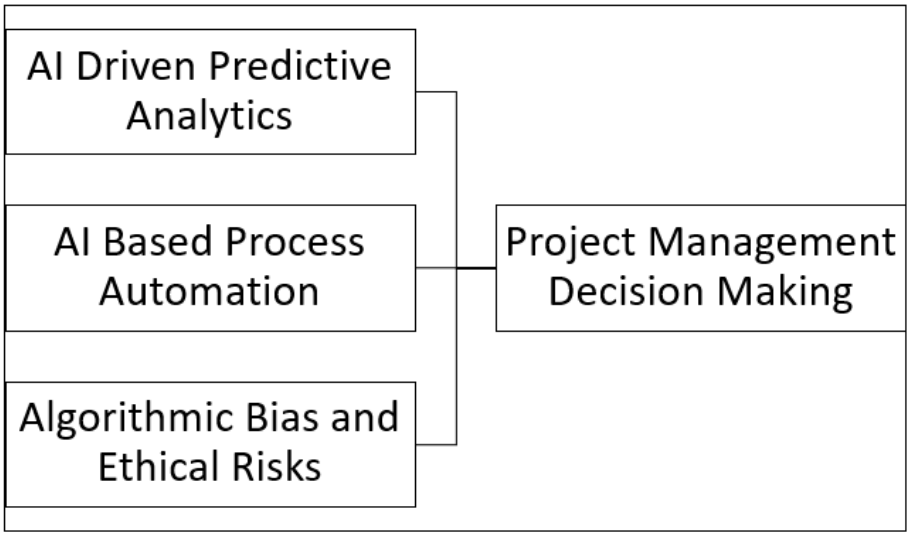

Figure 1: Conceptual Framework.

3. LITERATURE GAP

Although Artificial Intelligence (AI) has been integrated with the project management significantly, the current research is still inadequate to comprehend the nuanced influence of AI on decision making processes. However, despite much research on the benefits of AI in both improving efficiency and supporting predictive analytics, empirical research on the impact of AI behind the scenes of human decision making in project environments is limited, such as impacts on managerial autonomy, strategic oversight, and human judgment (Vergara et al., 2025). However, most of the existing literature comes more about the technological advancements of AI and not its practical implications for project managers and there are the gaps of how decision makers perceive and trust AI generated insights. Furthermore, despite the widespread recognition that AI based process automation makes project efficiency easy, researchers have largely missed discussing the possible pitfalls such as excessive dependence on automation, killing off the human intuition and human intellect, and cognitive complacency.

On the other hand, ethical and governance related challenges of AI in project management are another important gap. Since AI models depend on the historical data sets, the problem of biases in the decision process is a big issue, which is absent from the existing project management literature (Weng, 2023). In addition, data breach and unauthorized AI decision making risk in cybersecurity studies have been acknowledged, however the direct impact on project execution, stakeholder trust, and compliance in organizations have not been studied sufficiently.

Furthermore, there is a research gap relating to the perceptions and adaptability of the project managers to accept and use the AI assisted decision making. Most of the studies propose AI adoption from a technological or organizational view, but provide little insight into how project managers understand their use of AI, how much trust they rely on those AI-driven insights, what factors are prompting them to incorporate AI into their fundamental decision making processes. Additionally, not much literature exists in regard to the lasting impact of AI on project success rates along with the viability of AI based project management approaches.

Yet, only a handful of studies which suggest AI as a means of optimizing resource allocation, managing risk and communicating with the stakeholder offer frameworks or guidelines on how organizations can strike a balance between AI generated insights and human expertise. There is a lack of clear strategies for preventing safety risks related to the word of mouth and promoting its benefits simultaneously. Filling these gaps will help to shed light on the totality of AI's involvement in project management and to uncover viable strategies for organizations looking to harness the power of AI in project decisions while respecting ethical constraints and human supervision.

4. METHODOLOGY

The AI – driven factors and related project management decision making are such a nature that can be quantitatively investigated. The philosophical theme of this research is positivism built on the focus of objective measurement, application of empirical methods and use of the structured approach in testing any hypothesis (Fischer et al., 2023). The positivist research focuses on a quantifiable data, which makes it suitable to study the impact of AI on decision making in project management via the statistical analysis. By taking a positivist approach as a result, this study does not base the findings on any subjective interpretation but on the factual evidence, ensuring the reliability and generalizability of the outcome.

The research uses deductive method, which belongs to the class of quantitative research and positivist philosophy. The approach is deductive and starts with existing theories and literature pertinent to AI as well as decision making, out of which, hypotheses are then formed and tested using empirical data (Ghanad, 2023). Using

this approach, the relationship between independent variables of AI driven predictive analytics, AI based process automation and algorithmic bias and ethical risks and the dependent variable, project management decision making can be systematically examined. The study attempts to validate theoretical assumptions and add empirical evidence into the existing body of knowledge on AI in project management by applying a structured methodology (Chali et al., 2022).

The study uses a primary survey questionnaire to collect the first hand data from the project managers and the project management professionals who have been using or interacting with the AI driven tools in the project management context (Nwabuko, 2024). The questionnaire contains structured, closed ended questions using a Likert scale in order to measure perceptions, experiences, and attitude towards AI-driven decision making. It is used in a standardized format, having identical items in all the questionnaires which can be used to collect data in a consistent way and that can be further analysed using statistical methods such as correlation and regression analysis. Surveys questionnaire helps to collect large amount of data at a short time, and it is an effective and economical way of collecting data for quantitative research.

For this study, project managers and professionals in industries using AI-powered project management tools for use are included as the participants, numbering at 100 in total. The sample of 100 respondents is chosen to ensure a sufficiently large dataset for statistical analysis, but still be feasible in terms of data collection. The participants are selected by their experience in working with AI driven decision making tools, since their answers will be based on their deep and true experience with working with these tools in the course of the project. Non probability purposive sampling is being deployed in the study since it targets individuals with the relevant expertise instead of the random selection of participants (Duckett, 2021). This study utilizes a positivist philosophy, employ deductive approach, use a structured survey questionnairees and utilize specific participant selection in the manner of ensuring a rigorous and systematic investigation of the impact of AI on project management decision making. The research design, in addition to making possible empirical validation of theoretical constructs, allows organizations and project managers to have data driven insights regarding the risks and benefits of using AI driven decision making in the project environment.

Table 1: Descriptive Statistics.

Descriptive Statistics						
	N	**Minimum**	**Maximum**	**Mean**		**Std. Deviation**
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
AI Driven Predictive Analytics	99	4.000	4.667	4.202	0.022	0.222
AI Based Process Automation	99	3.667	5.000	4.269	0.031	0.307
Algorithmic Bias and Ethical Risks	99	3.667	5.000	4.236	0.029	0.291
Project Management Decision Making	99	4.000	5.000	4.253	0.028	0.282

5. RESULTS AND DISCUSSION

Descriptive statistics of the four variables in this study namely, AI driven predictive analytics, AI based process automation, algorithmic bias and ethical risks, and project management decision making, provide interesting patterns on the perceptions and experiences of the participants.

In the case of **AI driven predictive analytics**, the mean score is 4.202 showing that respondents have a positive perception of AI role in predictive analytics for Project Management. Thus, the value of 0 222 confirms that there is not very much spread of responses, or most of the participants agree with the effectiveness of the application of an AI driven predictive analytics in project management. Moreover, the minimum and maximum values constitute from 4.000 to 4.667 which is indicates that the ratings of the participants are consistently high.

On the other hand, for **AI-based process automation** we get slightly higher mean score of 4.269 indicating a positive feeling on the use of AI in automating project management tasks. With a standard deviation of 0.307, this is very slightly more variable than for predictive analytics, suggesting that participants are slightly more variable in how they see automation's effectiveness in project management. Some variation in responses, measurement as (3.667, 5.000) shows the overall perception in the positive direction.

According to the mean score of 4.236, there is as awareness and concern towards **algorithmic bias and ethical risks** when it comes to AI in project management. The standard deviation of 0.291 signifies that the level of agreement among participants in relation to the ethical challenges and biases associated with AI decision making was moderate. As minimum and maximum values lie between 3.667 and 5.000, it is clear that participants are generally aware of these concerns, but many have quite different opinions regarding how serious these risks actually are.

Finally, it can be said that for **making project management decision**, the mean score is 4.253 that means respondents have the opinion that AI also has a positive contribution to project management decision. Again, the standard deviation of 0.28 shows that although opinions are fairly consistent, there is some scope of variation among participants with respect to the overall effect of AI in shaping decision making processes. Most participants agree that guiding project management decision making with the help of AI is beneficial and their scores range from 4.000 to 5.000.

The data thus provides a positive view of the role of AI in the project management, from predictive analytics,

automation, and decision making, although there is some concern when it comes to algorithmic bias and ethical risks.

Table 2: Correlation.

Correlations					
		AI Driven Predictive Analytics	**AI Based Process Automation**	**Algorithmic Bias and Ethical Risks**	**Project Management Decision Making**
AI Driven Predictive Analytics	Pearson Correlation	1	0.357**	0.273**	0.389**
	Sig. (2-tailed)		0.000	0.006	0.000
	N	99	99	99	99
AI Based Process Automation	Pearson Correlation	0.357**	1	0.399**	0.476**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	99	99	99	99
Algorithmic Bias and Ethical Risks	Pearson Correlation	0.273**	0.399**	1	0.553**
	Sig. (2-tailed)	0.006	0.000		0.000
	N	99	99	99	99
Project Management Decision Making	Pearson Correlation	0.389**	0.476**	0.553**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	99	99	99	99

An association between AI powered predictive analytics and AI driven process automation is detected which is moderate positive ($r = 0.357$, $p < 0.01$). This implies that the more effective they perceive predictive analytics, the more positive they will rate process automation. Here the strong relationship implies that if higher organization uses AI for predictive analytics, they would also find it useful to utilise automation to carry out better project management.

Whether AI predictive analytics is correlated with algorithmic bias and ethical risk is weaker and also statistically significant ($r = 0.273$, $p = 0.006$). This implies that although there is a connection, it is not as powerful — that is, those who view predictive analytics positively are somewhat more likely to also confess worries associated with algorithmic prejudice and moral chances, but is not impressionable as much.

Furthermore, the relationship between project management decision-making and the perceived utility of AI preventive analytics is moderate to strong ($r = 0.389$, $p < 0.01$) and as project management decision making is believed to be more positive, so is the perception of the utility of AI preventive analytics. This indicates that the ability to accurately forecast outcomes and associated risk through the application of AI tools is a great factor that can enhance decision making in project management.

A moderate to strong positive correlation is found between algorithmic bias and ethical risk ($r = 0.399$, $p < 0.01$) as well as project management decision making ($r = 0.476$, $p < 0.01$) for AI-based process automation. Thus, the results indicate that the participants' recognition of the benefits of automation also entails their acceptance of ethical risks and bias inherent in its use, along with understanding of automation as a key force behind better decisions. Most notably, there is a strong correlation with decision-making, implying that automation quality is highly related to the quality of decisions made in project management.

Among all of the relationships, the one that is the strongest is the one between algorithmic bias and ethical risks and project management decision making ($r = 0.553$, $p < 0.01$), indicating that just realizing potential biases and ethical issues has a great effect on decision making. It supports the notion that ethical concerns are significant to project managers in integrating the use of AI into their decision cycle and the greater consideration of the risks results in a more cautious and enlightened decision making.

Table 2.
Model Summary.

Model summary									
					Change statistics				
Model	**R**	**R square**	**Adjusted R square**	**Std. error of the estimate**	**R square change**	**F change**	**df1**	**df2**	**Sig. F change**
1	0.644[a]	0.414	0.396	0.2193	0.414	22.398	3	95	0.000

Key statistics of the relationship between the independent variables (AI driven predictive analytics, AI based process automation, and algorithmic bias and ethical risks, and the dependent variable (project management decision making) are presented in the model summary. A moderate positive correlation can be concluded between the predictor variables and project management decision-making since the R value is 0.644. Thus, the combined effect of these independent variables seems to explain a fair share of variance in outcomes of decision making.

It can be explained that since R Square is 0.414, approximately 41.4% of the variance in project management

decision making can be explained by the three independent variables in the model. This is quite a strong explanatory power and it indicates that the model captures a good portion of the factors affecting the decision in project management.

Adjusted R Square value of 0.396 takes into account the number of predictor variables in the model and slightly reduces the R Square value to account for overfitting (potential) of the model. Nevertheless, it demonstrates that the predictors still make up a little over 40% of variance of the project management decision making, which is substantial for the social science research.

According to the model, the Std. Error of the Estimate is 0.2193, average distance between the observed values and the predicted values from the model. A smaller standard error means that the model has somewhat more accurate predictions of the project management decision making outcomes.

In the Change Statistics section, under R Square Change, we get 0.414, which means that it's the proportion of variance that is explained by the independent variables. Among the variables, F Change value is 22.398 with df1 = 3 and df2 = 95 when $p < 0.000$ is statistically significant, which means that the model is a good fit and the predictors are explanation of the variance on decision-making significantly.

Briefing, all indications are that the model is indeed significant and entirely accounts for a significant portion of the variance in project management decision-making. Collectively, the independent variables have a significant effect on making decision outcomes and the model is reasonable to use understanding role of AI in project management.

Table 3: ANOVA.

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	3.231	3	1.077	22.398	0.000[b]
	Residual	4.567	95	0.048		
	Total	7.798	98			

This provides an ANOVA table for the regression model that tests the overall significance of the independent variables in predicting the project management decision-making.

Sum of Squares for Regression equals 3.231, which is the variation explained by the model in the dependent variable (project management decision making). The regression has the df (degrees of freedom) equal to the number of independent variables in the model, namely 3. Finally, Mean Square for Regression equaled 1.077, or sum of squares divided by degrees of freedom. It is the average variation explained by each predictor in the model.

The ratio of mean square for regression to mean square for residual is the F-statistic of 22.398. This tests at the point whether or not the regression model as a whole is statistically significant. Because the F-statistic is large, and the p-value (Sig.) is 0.000 which is less than the significance level of 0.05 hence the model can be said to be statistically significant. In simple word, the independent variables are collectively able to affect the project management decision making.

The ANOVA table also reveals that the regression model is highly significant for it offers a strong evidence that the independent variables (AI driven predictive analytics, AI based process automation, algorithmic bias, and ethical risks) are good predicter of project management decision making.

Table 5: Coefficients.

Coefficients[a]					
	Unstandardized Coefficients		**Standardized Coefficients**		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	0.612	0.483	1.268	0.208	
AI Driven Predictive Analytics	0.243	0.108	0.191	2.250	0.027
AI Based Process Automation	0.227	0.082	0.247	2.772	0.007
Algorithmic Bias and Ethical Risks	0.390	0.084	0.402	4.638	0.000

The coefficients table also provides the unstandardized and standardized coefficients for each predictor variable in the regression model, in order to see the relationship between the independent variable and dependent variable (AI driven predictive analytics, AI based process automation, algorithmic bias and ethical risks and project management decision making).

The coefficient for the constant (intercept) is unstandardized and a value of 0.612 represents the baseline value of project management decision making when all independent variables are zero. The t value for the constant is 1.268 and p value is 0.208 implying that the constant is not statistically significant at 0.05 level.

For the same predictive analytics, the unstandardized coefficient is 0.243 and 0.243 units explains the change in the project management decision-making with one unit change in the effectiveness of predictive analytics holding other variables constant. The standardized beta coefficient is 0.191 and it demonstrates moderate positive effect on decision making. Since, t = 2.250 and p = 0.027 thus this relationship is statistically significant at 0.05 level, hence, AI driven predictive analytics has a significant contribution to project management decision making.

The correlation for AI based process automation (unstandardized coefficient) is 0.227 which indicates that a higher use of the AI driven process automation is associated with 0.227 increase in the project management decision making. With the standardized beta coefficient of 0.247, the effect of predictive analytics is stronger slightly than the standardized beta coefficient. Finally, the t of 2.772 and p of 0.007 shows that this effect is also statistically significant at the 0.01 level and implies that process automation has a statistically significant effect on the project management decision making.

Lastly, algorithmic bias and ethical risks have an unstandardized coefficient of 0.390 to show an increase of 0.390 units in project management decision making when concerns about algorithmic bias and ethical risks increase. Based on the standardized beta coefficient of 0.402, the highest effect of the three independent variables on project management decision making is shown. A t-value of 4.638 and its p-value of 0.000 imply that this relationship is very statistically significant and that ethical concerns are vital in inducing decisions in project management.

In conclusion, all the three independent variables, AI driven predictive analytics, AI based process automation and algorithmic bias and ethical risks are positively significant on project management decision making, but algorithmic bias and ethical risks with the highest value of significance. According to these findings, AI tools improve decision making and push the effectiveness of AI tools but the ethical issues associated with AI have to be dealt with.

6. DISCUSSION

Analysis of the results allows to understand the role of Artificial Intelligence in project management decision making. The test proposes to assess both the possibilities and risks of AI in improving the decision making process, and the results confirm the potential of the AI tools: However, it also confirms the concerns regarding algorithmic bias and ethical risks.

The descriptive statistics reveal that the majority of the respondents believe that AI — driven predictive analytics as well as process automation has the ability to assist project management. The findings with a mean score of 4.202 and 4.269 respectively indicate that project managers expect that use of AI aids in improving efficiency, predict likely risks and maximizes resources utilization. The moderate standard deviations however (0.222 and 0.307) are slightly different, showing that most responders are in favor of the usefulness of the tools but not all. When it comes to "Algorithmic Bias and Ethical Risks," the respondents made aware of the risk of the potential of ethical risk and the algorithmic bias in response which resulted in the mean score of 4.236.

A correlation analysis reveals the positive correlation between perceived effectiveness of AI in predictive analytics and process automation with project management decision making indicating that the use of AI-based tools can significantly contribute to efficiency of decision making processes (Afzal et al., 2021). Among all, the strongest correlation is observed in the case of AI based process automation with project management decision making ($r = 0.476$) meaning that automation has a large impact on decision quality. Secondly, this is backed up by the correlation of 0.553 between algorithmic bias and ethical risks and decision making, underpinning the need for ethical considerations for AI based decision making.

Regression analysis and model summary support these findings and indicate that 41.4 percent of variance in project management decision making can be ascertained from the independent variables. It is seen that the model is a good fit since the F-statistic is significant (22.398, $p < 0.000$), and all three independent variables — AI driven predictive analytics, AI based process automation and algorithmic bias and ethical risks— are significant determinants of project management decision making (Allal-Chérif et al., 2021).

Of these predictors, algorithmic bias and ethical risks are the most influential on decision-making as their standardized beta coefficient is 0.402 followed by AI based process automation (0.247) and AI driven predictive analytics (0.191). From this, it means that despite the automation of processes and the implementation of predictive analytics improving decision making, project managers are highly sensitive to AI ethical implications. Thus, we state that the concerns in algorithmic bias and ethical risks seem to be key in determining decision making behaviors, including the amount of AI projects that project managers trust and depend on.

Results shows that AI has overall a positive effect on the project management decision making, as it enables automation of processes and increasing of predictive capabilities. While it is of significance for organizations to talk about the ethical issues regarding AI, for example algorithmic bias and data privacy issues, in order to keep AI frameworks from defeating administrative control, and from interceding with the quality of choices. In recognizing the success of AI in project management, it will be critical to strike the balance between AI's efficiency and human judgment and ethical oversight. Therefore, future research should investigate options for addressing these ethical issues in its project success rates and future consequences of AI utilisation in the industry.

7. CONCLUSION

It discussed the influence of Artificial Intelligence (AI) on project management decision making, specifically how AI can help people in making project management decision, and how it can pose risks to project management decision making. Results show that the AI powered tool like predictive analytics and process automation, also

prove to be very beneficial to boost the efficiency, accuracy and overall effectiveness for project management decisions. Project managers regard these AI tools positively with a general feeling that they improve decision making and resources optimization.

The study also showed that there is a high awareness of the ethical risks in AI due to bias in the algorithms and concerns with respect to data security. The risks of adopting AI systems have a significant influence on decision making behavior and there is a need for ethical frameworks to be adopted along with adoption of AI systems. In general, the results demonstrate that successful integration of AI is contingent on balancing AI with human oversight as well as ethical considerations in order to maximize the benefits of AI and minimize the disadvantages of it.

This study's findings are important for AI's future in project management. With organizations starting to adopt AI driven tools, it is necessary to create policies and frameworks, which will help enhance the technological benefits of the tools implemented, while at the same time to look into the ethical challenges associated to the adoption of AI tools. More research is necessary to make these frameworks more precise and thus enable companies to actually align AI with organizational objectives without restricting managerial judgment and decision making independence. Also, there is opportunity for additional research on how the long term effect of AI on project success rates and the part of human oversight of AI enhanced conclusion making. Based on the ethical concerns raised in this study, more robust ethical guidelines, a less hidden use of AI, and more transparency in use of the systems is needed for the future. As AI will be reshaping the future of project management, training of project managers to better interact with AI tools while keeping critical thinking and ethical standards will also be necessary.

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