

AI-POWERED SOLUTIONS AND THEIR APPLICATIONS IN IT PROJECT MANAGEMENT

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Abstract: *Project managers professions have the possibility nowadays to use new tools developed and powered by AI that enhance their work and make it more efficient. This paper explores how artificial intelligence AI driven solutions are used in project management applying a qualitative approach based on the PMBOK as a guideline. The methodology structures activities on different focus areas that are mapped to different AI tools based on capability. This analysis highlights on how solutions that are using AI available on the market help professionals in this domain, considering various activities, such as document analysis, cost estimation, work tracking or risk management. These AI tools have the possibility to enhance the efficiency of a project manner on their projects. This study provides practical insights into how AI can be applied within real-world projects across organizations considering AI tools available today. It also emphasizes the growing utilization of artificial intelligence across various industries, with an impact on expanding role in project management.*

Key words: *project management, artificial intelligence, AI tools and applications, AI-powered solutions*

JEL: M11, O22

Introduction

There are many studies in academic literature on analyzing the impact of AI utilization on project management and at the same time, there is a very fast evolution in the world of AI releases in general that can become hard to follow and be up to date, as there are multiple companies in competitions that are doing the releases. For instance, there are big companies, meaning Open AI - Chat GPT (Generative Pre-trained Transformer), Meta- LLaMA (Large Language Model Meta AI), Anthropic -Claude, Microsoft – Copilot, Google-Gemini and many more. These companies are doing frequent releases with new models that have enhanced capabilities. Currently the latest model from Open AI, GPT -5.5 (OpenAI, 2026), has improved capabilities compared to previous model GPT 5.4, at generating documents, spreadsheets, and slide presentation. On their websites, are presented tools capabilities, in comparison with older models, but also with other companies, such as Claude Opus 4.7 or Gemini 3.1 Pro (OpenAI, 2026). On the other hand, Anthropic, announced their release of Claude Opus 4.7 in April 2026, with a focus on coding and complex multi-step tasks (Anthropic, 2026). In order to keep up with the pace, these companies offer online presentations, or podcast to present the capabilities and how it can be used.

In a survey done by MIT Sloan Management Review and Boston Consulting Group on 2102 respondents from 21 industries and 116 countries, highlighted that the adoption of traditional AI increased to 72% in 2025 (percentage of organization including AI in their work). The survey also showed that respondents believe AI will become more an assistant, coach or mentor (MIT Sloan

Management Review, 2025). A different study from Accenture (2026) in pulse of change report, survey applied on over 3000 C-suite executives across 20 industries and 20 countries highlighted that the biggest obstacle to AI success is no longer the technology itself, but ensuring the alignment with the employee.

These releases of AI have an impact also in project management fields, that could help professionals with issues that usually arise, such as wrong estimation or budget overrun. Dacre and Kockum (2022) highlighted in their study that AI will redefine the project professional responsibilities and it also pointed out that the most widely is applied during planification phase.

Traditional project managers use workflow manually and could run into difficulties in analysing large amount of data, or keep the documentation up to date, or do updates manually. AI tools are created to save time and reduce human error, as emphasised by Microsoft (n.d.).

This article explores what type of AI exists, and how to use it to increase efficiency and optimization and give insights on how can these methods and tools be integrated in daily practice of professionals.

Theoretical background

There is a growing number of publications in the academic literature in the latest years. According to Vergara et al. (2025) in their study of publications for artificial intelligence in project management, and their analysis for publications from 2019 until 2024, it showed an annual growth of 70,32%. The same authors pointed out that the top countries considering the contribution to academic literature are United States, China and followed by India.

Serikbay et al. (2025) discussed in their study based on a survey for specific regions, about the AI adoption level in managing projects on different levels across the eight performance domains. Specific in their study, it was observed that the most often used AI is in planning phase and also team related activities and, at the same time, is much less used in the area where soft skills are needed, such as stakeholder management.

Another analysis presented by Ruiz et al. (2026) is the rising adoption of large language models that aim to automate tasks, such as resource distribution or prediction performance. Adamantiadou and Tsironis (2025) studied the use of AI, considering cost estimation, duration forecasting and risk assessment, but also noted that a numerous studies from the academic literature lack empirical validation.

According to Vergara et al. (2025) there are different methods and techniques that can help project managers in different focus area of their activities, such as predictive analytics, machine learning, natural language processing or pattern recognition techniques (Adamantiadou and Tsironis, 2025).

Machine learning allows computers to learn from data without explicit instruction to do it, according to Brown (2021). For instance, Mahdizadeh et al. (2021) explored the utilization of machine learning in project management and presented advantages, such as risk detection and cost estimation. On the other hand, natural language processing is the ability to understand and generate human language (Erickson, 2025). It transforms input into a format that machines can understand, enable communication across multiple languages and is commonly used by chatbots (Mohana, 2024). Di Giuda et al. (2020) highlighted in their study that it should also be used in early stages in project management, when creating the requirements.

There are different developments based on AI that could be used by project managers and improve their work, such as AI agents, AI assistants or bots. Cinkusz et al. (2025) studied the cognitive agents that replicate different agile roles, generate artefacts and help maintain performance in check. According to Google (2025) AI agents are good at doing tasks with a certain level of autonomy on behalf of a user, and have the capacity to learn and adapt. There are multiple types of agents, and can be classified in different ways. Anjelica et al. (2025) classified in their study the AI Agent types into conversational AI, multi-agent and specific to domain agents. Viswanathan et al. (2025) concluded that agents are changing how automation and problem solving is done in different industries. Unlike

AI agents that can take decisions and be more proactive withing a defined set of rules, an AI assistant is responding to requests (Google, 2025).

Methodology

This study adopts a qualitative approach to explore the applicability of AI powered solutions in project management. The methodology framework is based on PMBOK (Project Management Body of Knowledge) Guide (2025), 8th edition. This paper presents an exploratory analysis on how artificial intelligence tools and platforms impact project management activities on specific focus areas. The proposed conceptual framework is focused on emerging trends in AI adoption that exists on the market and is categorized by the focus area as it is defined in PMBOK, which is a standard in project management acknowledged worldwide (PMI, 2025). PMBOK Guide explains all types of management, from traditional, agile or using artificial intelligence and it is based on sever performance domains.

This methodology consists in separating different project management activities, such as project charter, requirement analysis, resource allocation, cost estimation, risk management, workflow tracking, or project documentation, allocate them to the specific project focus area, as it is defined in PMBOK guide. For each specified activity, there is an example of a tool that can be used in practice. The criteria for selecting the tools is based on be eligible for project management and to include artificial intelligence. All selected activities are mapped with capabilities of the related proposed tools.

Results

Artificial intelligence applications are used in different domains and zones and professionals need to adapt very fast in order to keep up with the continuous changes that arise and can help or optimize the work (PMBOK, 2025).

The results of this study emphasis on the growing numbers of AI tools that are developed for professional project managers and can be used in different areas. The AI assistants can help professionals to manage efficiently the work and track the progress (IBM, 2025).

On the market there are developed different tools, based on the process that it is needed to be supported, from initiations to closure of the project. Therefore, these instruments can be classified based on the process that it is supporting, automatizing or optimizing.

These tools are specifically created to help the professionals and increase efficiency. In the near past, the project managers had to do some manual activities that were time consuming. For instance, minutes of meetings were part of a usual activity a professional in domain would do. For this to happen, the project manager should have attended the meeting, paying attention to each topic, take notes and after the meeting to arrange them and write it in a format easy to read, and send it to all participants. Nowadays, using an AI tools, the project manager does not necessary has to be present, because the transcript could register everything that it is discussed. Further more, there are different tools that can help arrange those notes in an easy format and prepare to be send, for instance, Copilot from Microsoft (n.d.) or AI Companion from zoom (Zoom, 2026), Gemini in google meet (Google,n.d), or a lot of more other tools, as it can be seen in the Table 1 bellow.

Considering the PMBOK Guide the eighth edition, there are defined multiple focus area: initiating, planning, executing, monitoring and controlling, closing and focus areas as a whole. The use of AI powered tools, could be used by professionals based on their value that it brings, company politics and it can be tailored based on the specific and unique needs of the project.

In following table are detailed AI tools example for different project management activities. For initiating the project, the proposed tools are based on Generative AI capabilities, splitted into project management focus areas.

The below list of tools exists on market and most of them have free trial versions, but also paid version with different functionalities, based on either number of users that are using it or functionalities that

can be used. The list detailed in Table 1, does not represent an exhaustive list and it is intended for illustrative purposes, and does not cover all possible capabilities and solutions.

Table 1. Results of PM activity mapped with AI tool and capability

Focus area	PM Activity	Example of AI tool/platform	Capability/ Details
Initiating	Project charter	Bit.AI, Quillbot, ChatGPT, Claude, PMI Infinity (Shrivastava et al., 2025), Click Up	Generate project charter based on specific input
	Business case	Business Case Hub's AI Toolkit (Business Cases, n.d.), GenAI tools, Venturekit	Creation of the business case, description of the proposed solution and justifications
Planning	Scope Statement	PlusAI (2025), Taskade	Using proposed templates generate a statement proposal
	Gantt chart	Click up, Gantt Chart AI, Formula Bot	Timeline proposal in a Gantt form
	Project Planning	Microsoft Planner, Monday.com, Asana, Click Up, Trello	Tools for professionals to organize work and plan the items of the project
	Requirement analysis	Copilot for devops, Chat GPT	Creating requirements based on notes or documents; generation user story in a certain format and propose acceptance criteria
	Document analysis	Claude, ChatGPT, Copilot, Gemini	Summarize large documentation; respond to questions related to the details from the document
	Resource allocation	Taskade, Float	Identification of needs and available resources
	Cost estimation	CostGPT AI, GenAI	Analysis of the past project and predict based on historical data
	Risk management	GenAI tools	Identification of potential risks and detect potential issues and possible actions
Executing	Minutes of meetings	AI Companion from Zoom, Copilot from Microsoft, Fireflies, Otter, Fellow, Fathom, Granola	Meeting transcription, AI meeting assistant, note takers
	Item works execution and tracking	Asana, Click up, Wrike	Visibility for tracking of the real time status; creation of dashboards
	Grammar correction	Grammarly, GenAI tools	Correction of text and suggestions
	Automatization	Zapier	Connection between different application
	Team collaboration	Click up, Hive	Facilitate communication, centralize items and sharing easily between members

	Documentation	Confluence, GenAI	Possibility to write in a collaborative way using different templates or receive suggestion for documentation or completion
Monitoring and control	Tracking	JIRA Atlassian, Trello	Work items visibility and progress tracking
	Dashboard visualization	Monday.com	Visualise work in real time and aggregate items based on filters
Closing	Project documentation	GenAI	Identification for lesson learned, summarize pattern and proposal for next steps for improvements
	Retrospective	Confluence, Miro	Offers templates for facilitating team retrospective and lesson learned
Focus area as a whole	AI Assistant	Motion, Notion, Copilot, PMI Infinity	Document analysis, document creation, project plan, Gantt chart, workflow, calendar, meeting notes, summary, generate reports, offer template or checklist
	AI Agent (surface agent)	Google (2026), Microsoft project	Personalized support
	AI Agent (autonomous background process)	Google (2026)	Proactively identify and address potential issue; analyse data

Source: Elaboration based on proposed framework, literature and PMBOK GUIDE

This table emphasizes practical input for professionals for each activity that can be done by a project manager and how it is beneficial.

At the same time, the AI tools can be grouped in different ways, for instance, based on Generative AI (creating document, rephrasing or Grammarly correcting documentation, create templates), predictive analysis (cost estimation, risk identifications) or AI agents (assist with decisions, optimization).

Considering the practical application for Artificial intelligence in project management focus area, there are different benefits that can be used. In planning phase, professionals can benefit from AI tools analyzing large volumes of past project data to finding patterns and trends (Pan and Zhang, 2021), break down into smaller tasks or suggest timelines. Moreover, these tools can create reports or highlight issues on specific configurations during monitoring and controlling phase or even suggest ways to improve going forward, during closing phase (Microsoft, n.d.).

Discussions

The development of AI has a positive impact on project management domain by helping professionals with distributing resources, create visual representation, generate new ideas, provide insights based on past data from older projects and supporting communication amongst team members and stakeholders.

AI tools can be used either to automate routine tasks, to assist professionals in different activities or to augment their work. There can be identified different benefits on the utilization of AI in practice, such as increase efficiency and extended capabilities (Google, 2026), fewer human errors or more informed decision (Vergara et al. 2025).

AI tools are bringing a lots of benefits in certain conditions and for different projects. However, not

all the time using AI is beneficial. For instance, if there is no historical data, or are high risks tasks (Microsoft, 2023) or the environment is unpredictable, involved ethical consideration (Google, 2026), or even costs for smaller organizations (Adamantiadou and Tsironis, 2025).

As a limitation of this analysis, because there is a very rapid evolution of AI tools, the mapping of the results could become outdated very fast, if new functionalities will be added or some of them descoped.

Conclusions

AI is capable of processing big volumes of data and to produce helpful input. As also Ruiz et al. (2026) observed in their study, AI systems based on large language models (LLMs) have strong capabilities, however the benefits depends on how are incorporated in activities and how the users are using it and have trust in using it. According to study of Adamantiadou and Tsironis (2025), there is still a resistance to adopting AI involving human interactions. There is also concerns over job displacement and interpretability of AI driven decisions.

As also highlighted in the result of this analysis and also by the study of Nenni et al. (2025) AI evolution rather support and enhance project manager roles instead of replacing it.

Moreover, AI continues to grow and companies to adopt it for its promised benefits. According to Accenture (2026) survey, 78% of C-suite leaders use AI tools daily in their work and 86% plan to increase AI investment in 2026.

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