European Journal of Research volume 6 issue 5 2021 pages 14-18

ARTIFICIAL INTELLIGENCE AND MANAGEMENT: A NEW APPROACH TO EFFECTIVE PROJECT MANAGEMENT

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Abstract: The article describes the advantages and prospects of using artificial intelligence in project management. The main problems and advantages of using a project-oriented approach in the development of organizations are analyzed. Also, proposals for improving the project activities are justified.

Keywords: artificial intelligence, project management, standard, design-oriented approach, efficiency, project.

Introduction. Recently, targeted measures have been taken to develop the sectors of the economy and the social sphere, to support and increase the effectiveness of scientific activities in this area. A strategic program aimed at including Uzbekistan in the list of 50 leading countries in the global ranking of innovations was approved, new mechanisms for financing research projects and incentives for qualified personnel working in this field were introduced, and additional conditions were created.

Large-scale reforms at the current stage of development of the country serve as a legal basis for improving the mechanisms of public administration in science and innovation, in particular, the President of the Republic of Uzbekistan PF-6198 Decree (01.04.2021) and the Law of the Republic of Uzbekistan No. ZRU-630 "On Innovative Activity" (24.07.2020) were adopted.

In his Address to the Oliy Majlis on December 29, 2020, President of the Republic of Uzbekistan Shavkat Mirziyoyev stressed the importance of this direction,

10.5281/zenodo.5644328
ISSN 2521-3261 (Online)/ ISSN 2521-3253 (Print)
DOI 10.37057/2521-3261 https://journalofresearch.eu/

noting that the basis for the development of the country is undoubtedly science and innovation.

In the state program aimed at implementing the five priorities of the strategy of further development of the Republic of Uzbekistan for 2017-2021, the issues of further development of the economy have been identified as the main directions of our development. A number of positive steps have been taken in this direction, but there are also a number of problems that need to be addressed. In particular, the targeted implementation of project management in the country is not carried out. Also, the lack of data for project analysis complicates the assessment of the state of project management development and its regulation. This, in turn, creates various barriers to the transition to a digital economy.

It is important to study and effectively use foreign experience in overcoming these obstacles. The Pulse of the Profession® 2019 report, published by the prestigious American Project Management Institute (PMI), shows that today the impact of artificial intelligence (SI) on organizations and project managers is very broad: 81% of respondents say SI technology affects their organization 37% of them consider the introduction of these technologies to be a priority for their organizations, while project experts expect the share of SI-managed projects to increase from 23% to 37%.

The results of a survey of 551 project management experts from around the world show that the involvement of SI technologies continues to grow, and this situation requires positive changes in project management, as well as in the implementation of organizations ’own strategies. The report cites six technologies of SI that affect organizations around the world. Three of these are currently affecting a large number of organizations:

Knowledge-based systems: people understand the context of the data being processed while supporting education and decision making.

10.5281/zenodo.5644328
ISSN 2521-3261 (Online)/ ISSN 2521-3253 (Print)
DOI 10.37057/2521-3261 https://journalofresearch.eu/15

Machine learning / Machine learning: Analyzes the data of construction models, which can improve decision-making with minimal human intervention, by determining the sequence.

Decision Management: Creates an intellectual process or set of processes based on rules and logic to automate decision making.

According to project experts, the impact of the following SI technologies will increase over the next 3 years:

Expert systems: Imitate human intellect, skill, or behavior in a particular field, subject, or skill.

In-depth training: Creates, trains, and tests neural networks that predict outcomes based on probabilities and / or classify unstructured information.

Robotic Automation of Processes: Simulates and automates human tasks to support corporate processes.

In the Pulse of the Profession® report, PMI called on organizations to increase the Project Management Technology Quotient (PMTQ). It is important to have a strong PMTQ because they are used frequently.

It is worth noting that the above-mentioned report shows that it is time to think about how organizations can use artificial intelligence technologies for project success.

In turn, project specialists have a great responsibility to make changes, and it is they who determine the positive impact of these technologies on the organization. Research shows that organizations with a high rate of project management technology believe that reading and learning artificial intelligence takes more time than introducing it. Creating the organizational infrastructure that will lead an organization to success will require the support of innovative thinking, an educational culture, and leadership.

According to a study by Accenture, many organizations with long-term plans apply the 5 basic principles as part of their investment in artificial intelligence. These principles are called FELMM and encourage organizations to:

10.5281/zenodo.5644328
ISSN 2521-3261 (Online)/ ISSN 2521-3253 (Print)
DOI 10.37057/2521-3261 https://journalofresearch.eu/16

- Develop right thinking;
- Promoting experiments;
- Supporting leaders who are actively involved in the process;
- Incorporate data into the organization's strategy;
- Development of new skills.

Organizations that adhere to these five principles are called artificial intelligence innovators and create an organizational infrastructure that leads to the success of their projects compared to organizations that do not adopt any principle (late followers of SI technologies). According to the Pulse of Profession® report, organizations that are at the forefront of developments in the field of SI will benefit greatly. SI innovators outperform their late followers on a number of key performance indicators:

Timely implementation of projects is improving: SI innovators reported completing 61 percent of their projects on time, while late followers achieved 47 percent completion.

Excellent Implementation of Advantages: According to SI innovators, 69% of the projects they implement (which is 53% in Late Followers) have revealed 95 percent or more of their business advantages.

High profitability: SI innovators noted that 64% of the projects met or higher than the initial profitability estimates of 52% of the projects, which belonged to the late followers of artificial intelligence.

The successful introduction of artificial intelligence technology requires organizations to change priorities. In this regard, it is necessary to analyze not only the introduction of PMTQ as an indicator of readiness of organizations for change, but also the extent to which they adhere to the principles of FELMM. This issue is one of the most important tasks, as in the near future more and more artificial intelligence technologies will be introduced into the operational processes of organizations.

10.5281/zenodo.5644328
ISSN 2521-3261 (Online)/ ISSN 2521-3253 (Print)
DOI 10.37057/2521-3261 https://journalofresearch.eu/17

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10.5281/zenodo.5644328
ISSN 2521-3261 (Online)/ ISSN 2521-3253 (Print)
DOI 10.37057/2521-3261 https://journalofresearch.eu/