



## Review on Application of AI in Management

*Reuben Mathew<sup>a</sup>, Praveen Kathirvel<sup>b</sup>, Raj Kulhari<sup>c</sup>*

Delhi Technological University

<sup>a</sup> [reubenmathew\\_me20b1\\_56@dtu.ac.in](mailto:reubenmathew_me20b1_56@dtu.ac.in)

<sup>b</sup> [praveenkathirvel\\_me20b1\\_21@dtu.ac.in](mailto:praveenkathirvel_me20b1_21@dtu.ac.in)

<sup>c</sup> [rajkulhari\\_me20a17\\_77@dtu.ac.in](mailto:rajkulhari_me20a17_77@dtu.ac.in)

---

### ABSTRACT

With the rise of the fourth industrial revolution, technological advancements are surging forward at an unprecedented pace. At the forefront of this wave is artificial intelligence (AI), a key driver embraced by major companies seeking strategic advantages. Amidst the dynamic landscape of AI, its integration into management practices emerges as a captivating realm for exploration and innovation. This literature review aims to meticulously investigate and analyze the existing body of work in the field of AI in management. The objective is to craft a comprehensive review that can serve as a valuable resource for both management professionals and researchers, fostering further advancements in the field. This review paper dives into the diverse landscape of AI applications in management, uncovering insights into its transformative impact on decision-making, employee dynamics, and organizational efficiency. By weaving together findings from a variety of studies, this review endeavors to present a nuanced understanding of both the promises and challenges that AI brings to the future of management practices.

**Keywords:** Artificial Intelligence, Management, Prediction, Analysis

---

### Introduction

The rise of Artificial intelligence (AI) is not merely a technological advancement, but rather a transformative force that necessitates a fundamental redefinition of purpose, strategy and leadership in the face of the Fourth Industrial Revolution. Its profound influence fundamentally transformed the way we live and work, and its impact on the field of management is no exception. AI is rapidly automating tasks previously performed by humans, altering the very nature of work leading to potential job displacement. AI's impact extends far beyond mere automation. With the increasing availability of data and the advancement of machine learning algorithms, AI is being used to provide invaluable insights into business operations and to identify new opportunities for growth and innovation. Consequently, this necessitates a critical examination of how managers can create value for both employees and organizations in an evolving landscape. AI is rapidly reshaping how organizations operate, make decisions, and interact with their customers. Additionally, the rise of AI demands a focus on developing new skills, particularly in the realm of data literacy, critical thinking, and creative problem-solving, to equip managers with the tools necessary to thrive in this rapidly changing environment.

---

### History of AI

Since its beginnings, artificial intelligence, or AI, has seen substantial evolution. The evolution of human intellect can be compared to the development of AI. AI has experienced constant development, much like human brains have, growing increasingly complex and powerful over time. AI systems in the past could only do simple tasks, much like primitive brains. Yet, as AI technology has developed, these systems have grown more complex, with the capacity to learn, adapt, and solve issues in ways that are comparable to those of human intellect. Artificial Intelligence is utilized in nearly every aspect of human existence, including bioinformatics, material sciences, cloud computing, internet of things, autonomous cars, and all other scientific fields. [17]

**Early AI (1950-1970) Rule-based systems:** Early AI systems were primarily rule-based, meaning they relied on a set of predefined rules to solve problems. These systems were limited in their ability to handle complex or real-world problems. [26]

**Expert systems (1970-1980) Knowledge representation:** Expert systems were able to represent knowledge in a more structured and formal way, which allowed them to handle more complex problems. [27]

**Neural Networks (1943-present)-** Artificial neural networks draw inspiration from the intricate architecture of the human brain, featuring numerous interconnected processing units known as artificial neurons. These artificial neurons bear a resemblance to their biological counterparts found in the human brain. Despite being actively researched for several decades, the practical application of artificial neural networks was hindered by a scarcity of

digitized data and inadequate computational power. It wasn't until the mid-1980s that the concept of neural networks gained prominence and was brought into the mainstream. [1]

Machine learning (1980-present) Learning from data: Machine learning algorithms can learn from data without being explicitly programmed, which allows them to adapt to new situations and improve their performance over time. [28]

Deep learning (2010-present) Neural networks: Deep learning algorithms, which are based on neural networks, have been able to achieve significant breakthroughs in areas such as computer vision, natural language processing, and speech recognition. [29]

---

## Current State of Artificial Intelligence

The current state of artificial intelligence is a landscape of exciting advancements and ongoing progress. While ChatGPT represents a significant leap in AI's capabilities, it's just one facet of a rapidly evolving landscape.

### 1. The Revolution in Deep Learning Technologies

- **Transformers:** These neural network architectures have revolutionized natural language processing (NLP), enabling machines to better understand and generate human language. They power ChatGPT's impressive capabilities and are driving advancements in machine translation, dialogue systems, and text summarization.
- **Generative AI:** Tools like Dall-E 2 and Imagen are pushing the boundaries of image and video generation, creating increasingly realistic and creative visuals. This opens up new possibilities for design, advertising, and even art creation.
- **Multimodal AI:** AI systems are learning to process and integrate information from multiple modalities, like text, images, and audio. This allows for a more comprehensive understanding of the world and enables applications like video analysis, sentiment recognition, and robotics with improved perception.

### 2. The Expanding of Intelligence

- **Reinforcement Learning:** AI agents are learning to navigate complex environments and take optimal actions through trial and error, much like humans learn from experience. This opens doors for robots that can adapt to changing situations and excel at tasks like game playing and resource management.
- **Unsupervised Learning:** AI systems are starting to learn from unlabeled data, extracting patterns and insights without explicit instructions. This has potential applications in anomaly detection, scientific discovery, and personalized recommendations.
- **Explainable AI (XAI):** Researchers are developing methods to make AI models more transparent and understandable. This is crucial for building trust and addressing concerns about bias and ethical decision-making in AI systems.

### 3. Various Real-Life Applications

- **Healthcare:** AI is being used to diagnose diseases, analyze medical images, and personalize treatment plans. This is leading to earlier diagnoses, more effective treatments, and improved patient outcomes.
- **Transportation:** Self-driving cars are becoming a reality, powered by AI algorithms that can navigate complex traffic situations. This has the potential to revolutionize transportation, improve safety, and reduce congestion.
- **Climate Change:** AI is being used to analyze climate data, predict extreme weather events, and develop sustainable solutions. This can help us mitigate the effects of climate change and build a more resilient future.

The current state of AI is a vibrant tapestry of progress and challenges. While ChatGPT represents a remarkable step forward, it's just one thread in a much larger and ever-evolving picture. By understanding these broader advancements and their potential implications, we can prepare for a future where AI plays an increasingly significant role in shaping our lives.

---

## Impact of AI

AI has made a significant impact on our world in just a few short decades. It has revolutionized industries, transformed the way we live and work, and opened new possibilities for the future. Artificial intelligence has been used to develop new technologies that have made our lives easier and more efficient. It has also been used to solve complex problems that were once thought to be unsolvable. AI has the potential to make the world a better place by solving problems like climate change, poverty, and disease. However, it is important to use AI responsibly and ethically to ensure that it benefits everyone.

Artificial intelligence (AI) is rapidly transforming the field of management, bringing about significant changes in how organizations operate, make decisions, and interact with their customers.

- Customer relationship management (CRM): AI is being used to improve customer service, personalize marketing campaigns, and predict customer behavior.
- Supply Chain Management (SCM): AI is being used to optimize logistics, improve inventory management, and automate decision-making.
- Risk management: AI is being used to detect fraud, assess creditworthiness, and manage risk.
- Operations: AI is being used to automate tasks, improve efficiency, and reduce costs.
- Human resources Management (HRM): AI is being used to recruit and select employees, assess performance, and provide training.
- Finance: AI is being used to analyze financial data, manage investments, and identify fraud. [5]

In light of the data, it seems that the impact AI may have on operative and middle management during the next decade may be somewhat understated. For senior managers, however, the impact may be one of augmentation. With technology such as automated decision making and dashboards that provide real-time information, a smaller number of managers may be needed for supervisory and administrative tasks.

The paper "Impact of Artificial Intelligence on Management" offers a thorough synopsis of how AI might affect management. The author skillfully illustrates the revolutionary potential of artificial intelligence and describes how it may be applied to boost productivity, automate jobs, and improve decision-making. [19]. In contemporary scenarios, algorithms are pivotal in steering the processes of employee promotion and retention, risk scoring, fraud detection, as well as influencing product recommendations and targeted advertising, as stated by Dario Gill et al. in [1].

Four Key areas of impact have been identified by the author of this paper which are:

1. Decision-making: AI can be used to analyze large amounts of data and identify patterns that humans may miss. This can help managers to make better decisions about a wide range of issues, such as resource allocation, marketing campaigns, and customer service.
2. Automation: AI can automate many of the tasks that are currently performed by human managers. This could free up managers to focus on more strategic activities, such as planning, innovation, and relationship building.
3. Personalization: AI can be used to personalize products, services, and experiences for individual customers. This could lead to increased customer satisfaction and loyalty.
4. Empowerment: AI can provide managers with access to real-time insights and data analytics that can help them to make better decisions. This could empower managers to take risks and innovate in new ways.

Some of the basic artificial intelligence techniques that are being used in current research studies are:

- Case Based Reasoning (CBR)
- Genetic Algorithms (GA)
- Neural Network (NN)
- Knowledge Based Systems (KBS)
- Fuzzy Logic (FL)
- Data Mining (DM)
- Hybrid AI [16]

---

## Applications

Basic use cases of AI can be:

- i. Automation: AI can automate repetitive and time-consuming tasks, freeing up employees and resources for more strategic work. It is being used to automate several tasks such as data entry, financial analysis, scheduling, resource allocation, and customer service interactions. This can help managers to free up more time and focus on more strategic work.[1][30]
- ii. Decision Making: AI can be used to analyze data and generate insights that can augment managerial decisions more efficiently and effectively. [31] AI can be used to analyze large amounts of data to identify patterns and trends that can help to improve decision-making across various functions such as marketing, finance, and operations.
- iii. Personalization: AI can be used to personalize customer experience by tailoring products, services, and marketing messages to individual customers to improve customer satisfaction and loyalty. It can also be used to personalize customer experiences, recommend products and services, and provide customer support. This can be achieved through tools such as machine learning for product development and AI-powered design software. [32] [4]

- iv. Resource optimization: AI can be used to optimize resource allocation and utilization across various areas of business, including supply chain management, inventory control, and energy management. AI can be used to optimize inventory levels by predicting demand, identifying stockouts, and managing returns. [1]
- v. Increased productivity and innovation: AI can be used to automate repetitive tasks, freeing up employees to focus on more strategic and creative work.
- vi. Competitive advantage: Businesses that adopt AI early and effectively are more likely to gain a competitive advantage. [2]
- vii. Examples: Chatbots which can Provide 24/7 customer service, answer questions, and resolve issues, improving customer satisfaction and reducing costs. Image search which helps customers find products by image, improving user experience.[6]

### ***IN PROJECT MANAGEMENT***

AI is transforming project management by automating tasks, providing real-time insights, and enabling predictive analytics. This can lead to improved efficiency, productivity, and project success. AI can be used for tasks such as scheduling, resource allocation, risk management, and issue tracking. It can also provide insights into project performance, identify potential risks, and recommend course corrections. Overall, AI is a powerful tool that can help project managers to achieve their goals.

Some examples of specific use cases for AI in project Management include:

- Predictive analytics: AI is being used to develop predictive models that can forecast project risks and delays. This can help project managers to identify and mitigate potential problems before they occur.
- Task automation: AI is being used to automate repetitive tasks such as scheduling, resource allocation, and progress tracking. This can free up project managers to focus on more strategic work.
- Data analysis: AI is being used to analyze project data and generate insights that can help project managers make better decisions. For example, AI can be used to identify trends in project performance or to identify areas where improvements can be made. [15]
- Prescriptive analytics: AI can be used to develop prescriptive models that can recommend the best course of action. This can help businesses to make better decisions about pricing, staffing, and supply chain management.
- Adaptive analytics: AI can be used to develop adaptive models that can learn and adapt in real time. This can help businesses to make better decisions in complex and uncertain environments. [14]

### ***IN STRATEGIC MANAGEMENT***

Using AI and machine learning to strategic management can lead to better decision-making in terms of speed, accuracy, and efficiency. With the ability to evaluate massive amounts of data in real-time, machine learning and artificial intelligence allow organizations to act swiftly and decisively. Additionally, utilizing AI and machine learning, firms can find hazards and opportunities that they might have missed using conventional approaches. But there are drawbacks to employing AI and machine learning in strategic management, such as issues with data security, ethics, and quality. Companies must make sure that the data they utilize for AI and machine learning is unbiased, accurate, and dependable. [22]

### ***IN HUMAN RESOURCE MANAGEMENT***

There is a huge application of Artificial Intelligence (AI) in the field of Human Resource Management (HRM). AI is transforming various aspects of HRM, including recruitment, training, performance management, and employee engagement. [13]

**Recruitment:** AI is being used to automate and streamline the recruitment process, making it more efficient and effective. AI-powered tools can scan resumes and identify potential candidates, schedule interviews, and even conduct initial screenings. This frees up HR professionals to focus on more strategic tasks, such as building relationships with candidates and developing long-term talent strategies. [12]

**Training:** AI is also being used to personalize and enhance employee training. AI-powered systems can assess an individual's skill gaps and recommend personalized training content. These systems can also deliver training in a variety of formats, such as interactive simulations, virtual reality experiences, and adaptive learning modules.

**Performance Management:** AI is being used to provide real-time feedback and coaching to employees. AI-powered systems can track employee performance data and identify areas for improvement. These systems can then provide personalized feedback and coaching to help employees reach their full potential.

**Employee Engagement:** AI is being used to improve employee engagement and satisfaction. AI-powered tools can analyze employee sentiment and identify potential issues, such as burnout or low morale. These tools can then recommend interventions to improve employee engagement, such as wellness programs, social events, or recognition programs. [13]

## ***IN OPERATIONS MANAGEMENT***

With increasing application of artificial intelligence (AI) in the field of operations management (OM). It has been observed that AI is transforming various aspects of OM, including supply chain management, production planning, and quality control. [12]

- Supply chain management: AI is being used to optimize supply chains by predicting demand [16], managing inventory, and automating logistics. For example, AI can be used to forecast demand more accurately, which can help businesses optimize their inventory levels and reduce costs. AI can also be used to automate logistics tasks, such as routing shipments and tracking deliveries.
- Production planning: AI is being used to optimize production planning by scheduling production tasks, allocating resources, and managing change. For example, AI can be used to schedule production tasks to minimize costs and maximize throughput. AI can also be used to allocate resources efficiently, such as assigning machines to tasks and balancing workloads. AI can also be used to manage change by identifying and responding to disruptions in the production process.
- Quality control: AI is being used to improve quality control by automating inspections, identifying defects, and predicting quality problems. For example, AI can be used to automate inspections of products, such as checking for defects using machine vision. AI can also be used to identify defects early in the production process, which can help to reduce costs and improve quality. AI can also be used to predict quality problems, which can help businesses to take preventive action. [12] AI is being used to develop better quality control systems that can automatically inspect products for defects and identify potential quality problems early in the production process. [16]

## ***IN RISK MANAGEMENT***

- Improved risk assessment: AI can be used to analyze large amounts of data to identify patterns and trends that can help to improve risk assessment, enabling business to take proactive steps to mitigate them. This can be applied to areas such as fraud detection, cyber security, and financial risk management.
- Enhanced fraud detection: AI can be used to detect fraudulent activities by analyzing patterns in transactions and identifying anomalies.
- Optimized capital allocation: AI can be used to optimize capital allocation by identifying the riskiest assets and allocating capital accordingly.
- Improved decision-making: AI can be used to improve decision-making by providing real-time insights into risk.
- Reduced operational costs: AI can be used to reduce operational costs by automating tasks and identifying areas for improvement. [9]

---

## **Challenges**

Some general challenges include:

- i. Lack of technical expertise: Many businesses lack the technical expertise necessary to implement and maintain AI systems effectively. This can be overcome through talent acquisition, partnerships with technology providers, and employee training programs.
- ii. Data quality and availability: AI models rely on high-quality data to make accurate predictions and recommendations. Businesses need to ensure they have access to the necessary data and have robust data governance practices in place.[6]
- iii. Resistance to change: Some employees may resist the adoption of AI, fearing job displacement or loss of control. Businesses need to effectively manage change and provide employees with training and support to help them adapt to the new technologies.
- iv. Regulatory uncertainty: The regulatory landscape for AI is still evolving, which can create uncertainty for businesses. [3]
- v. Explainability and transparency: AI models can be complex and difficult to understand, making it difficult for humans to trust their decisions. Businesses need to develop methods for explaining how AI models work and ensuring their decisions are transparent and unbiased.
- vi. Cost and investment: Implementing and maintaining AI systems can be expensive, requiring significant investment in technology, infrastructure, and talent. Businesses need to carefully consider the cost-benefit analysis before adopting AI solutions especially for smaller businesses.[4]
- vii. Biasness: AI systems can be biased if they are trained on data that is not representative of the population. Additionally, there is a risk that AI could be used to make decisions that are discriminatory or unfair. [19]
- viii. Ethical considerations: AI raises several ethical concerns, such as privacy, bias, and job displacement. Businesses need to be aware of these concerns and develop ethical frameworks for using AI responsibly.
- ix. Mistakes: Research has demonstrated that deep learning models can be manipulated into making erroneous and potentially embarrassing decisions with minimal input, often involving a small amount of imperceptible noise to the human eye [1]

## **IN PROJECT MANAGEMENT**

One challenge is the need for data. AI algorithms need to be trained on large amounts of data to be effective. This data can be difficult and expensive to collect. Another challenge is the complexity of AI systems. AI systems can be complex and difficult to understand. This can make it difficult for project managers to trust and rely on AI systems. Despite the challenges, the authors believe that the potential benefits of AI for project management are significant. They argue that AI has the potential to revolutionize the way that projects are planned, executed, and delivered. [15]

### ***IN STRATEGIC MANAGEMENT***

AI in strategic management can be challenging due to data availability, expertise required, transparency, automation, and lack of human judgment and creativity. Organizations should strike a balance between using AI and human expertise to achieve the best outcomes.

### ***IN HUMAN RESOURCE MANAGEMENT***

Despite the many benefits of AI in HRM, there are also some other challenges to consider. One challenge is the need for data. AI algorithms require large amounts of data to be trained effectively. This data can be difficult and expensive to collect, especially for small and medium-sized businesses.

Another challenge is the cost of implementing AI solutions. AI solutions can be expensive to develop and deploy. This can be a barrier for businesses with limited budgets.

Finally, there are concerns about the ethical implications of using AI in HRM. AI systems can be biased, leading to unfair or discriminatory decisions. It is important to ensure that AI systems are designed and used in a responsible and ethical way.

### ***IN OPERATIONS MANAGEMENT***

- **Data:** There is again a heavy reliance of AI algorithms on requiring extremely large amounts of data to be trained effectively. This data can be difficult and expensive to collect, especially for small and medium-sized businesses and can be an obstacle.
- **Expertise:** Implementing AI solutions requires specialized expertise. This can be a barrier for businesses that do not have in-house AI expertise.
- **Trust:** Businesses may be hesitant to trust AI systems to make important decisions. This is because AI systems can sometimes make mistakes, and it can be difficult to understand how they make decisions.

### ***IN RISK MANAGEMENT***

- **Data quality:** AI/ML models are only as good as the data they are trained on. It is important to ensure that the data is high-quality and accurate.
- **Explainability:** It can be difficult to explain how AI/ML models make decisions. This can make it difficult to trust the models and to ensure that they are not biased.
- **Regulatory compliance:** AI/ML models must comply with all applicable regulations. This can be a complex and time-consuming process.
- **Human oversight:** It is important to have human oversight of AI/ML models to ensure that they are used responsibly and ethically. [9]

---

## **Opportunities**

Some general opportunities of using AI in business include:

- i. **Increased efficiency and productivity:** By automating tasks and optimizing processes, AI can help businesses improve their efficiency and productivity, leading to cost savings and increased output.
- ii. **Enhanced customer experience:** AI can be used to personalize customer interactions, provide real-time support, and offer relevant recommendations. This can lead to improved customer satisfaction, loyalty, and brand reputation. [1]
- iii. **New business models:** AI can enable businesses to create new business models and enter new markets. For example, AI-powered platforms can be used to offer new services or connect with customers in innovative ways.
- iv. **Competitive advantage:** Businesses that adopt AI early and effectively can gain a competitive advantage over their rivals by offering better products, services, and experiences.
- v. **Improved decision-making:** AI can help businesses make better decisions by providing them with insights and predictions based on real-time data. This can lead to better resource allocation, improved risk management, and more strategic decision-making.
- vi. **Enhanced innovation:** AI can be used to accelerate innovation by automating research and development processes, identifying new market opportunities, and developing innovative solutions.[1]

## **IN PROJECT MANAGEMENT**

As Artificial intelligence (AI) technology continues to advance, it is poised to play an increasingly significant role in the field of project management. AI-powered tools and solutions have the potential to revolutionize project management processes, leading to improved efficiency, productivity, and overall success.

Here are some of the key opportunities for AI in project management for the future:

- **Automated task management and scheduling:** AI can automate repetitive tasks such as scheduling, task assignment, and resource allocation, freeing up project managers and team members to focus on more strategic activities.
- **Real-time project performance tracking and analysis:** AI can analyze project data in real-time, providing insights into project progress, identifying potential risks and issues, and recommending course corrections.
- **Predictive analytics and risk forecasting:** AI can utilize historical data and predictive modeling to forecast project outcomes, anticipate potential risks and challenges, and make informed decisions to mitigate risks.
- **Personalized collaboration and communication:** AI can facilitate personalized communication and collaboration among team members, ensuring that everyone is aligned on project goals and objectives.
- **Continuous learning and improvement:** AI can continuously analyze project data and identify areas for improvement, helping project teams refine their processes and achieve optimal outcomes.

As AI technology continues to evolve, its capabilities in project management will become more sophisticated, enabling even greater levels of efficiency, productivity, and success. Organizations that embrace AI and integrate it into their project management practices will be well-positioned to thrive in the competitive landscape of the future.

## **IN STRATEGIC MANAGEMENT**

AI is rapidly revolutionizing the strategic management landscape, offering a plethora of opportunities to enhance decision-making, optimize resource utilization, and gain a competitive edge. AI-powered tools are enabling organizations to analyze vast amounts of data to uncover hidden patterns and trends, providing valuable insights that inform strategic planning and decision-making. AI is also automating repetitive tasks, freeing up managers' time to focus on strategic initiatives and foster innovation. Moreover, AI is enabling real-time monitoring of market trends and customer behavior, empowering organizations to adapt and respond swiftly to shifting market dynamics. As AI technology continues to advance, its potential in strategic management will only grow, unlocking new avenues for success and propelling organizations to the forefront of their industries. [33]

## **IN HUMAN RESOURCE MANAGEMENT**

### **1. Talent Acquisition and Sourcing**

- **Automated Resume Screening:** AI-powered systems can scan resumes and identify relevant candidates based on keywords, skills, and experience, streamlining the recruitment process and reducing the workload on HR professionals.
- **Skills and Talent Matching:** AI can analyze data from employee profiles, job descriptions, and market trends to identify and match skills gaps and potential candidates with specific job requirements.
- **Virtual Recruitment Assistants:** AI-powered chatbots and virtual assistants can engage with potential candidates, answer their questions, and provide initial screening, reducing the burden on HR staff and improving candidate experience.

### **2. Performance Management and Engagement:**

- **Real-time Performance Feedback:** AI can analyze data from performance reviews, surveys, and other sources to provide real-time feedback to employees, helping them identify areas for improvement and track their progress.
- **Personalized Performance Coaching:** AI can analyze employee data and provide personalized coaching recommendations based on individual performance goals, learning styles, and career aspirations.
- **Predictive Analytics for Risk Management:** AI can analyze employee data to identify potential performance issues, attrition risks, or disengagement signals, allowing HR professionals to intervene early and address concerns.

### **3. Workforce Management and Optimization:**

- **Predictive Analytics for Labor Demand:** AI can forecast labor demand based on historical data, market trends, and upcoming events, enabling HR to optimize staffing levels and resource allocation.
- **Automated Task Assignment and Scheduling:** AI can automate task assignment, scheduling, and shift planning, ensuring that employees are assigned to the right tasks at the right time, improving efficiency and productivity.

- Real-time Workforce Analytics: AI can provide real-time insights into workforce utilization, productivity, and attendance patterns, enabling HR to identify and address any inefficiencies or potential issues.

#### 4. Employee Onboarding and Training:

- Personalized Onboarding Paths: AI can analyze employee data and preferences to create personalized onboarding plans, ensuring that new hires receive the information and support they need to succeed quickly.
- Skill Development Recommendations: AI can analyze employee skill sets and identify areas for development, recommending personalized training programs or resources.
- Microlearning and Gamification: AI can deliver microlearning modules and gamified learning experiences, making training more engaging and effective for employees with busy schedules.

#### 5. Benefits and Payroll Administration:

- Automated Benefit Eligibility Determination: AI can automatically determine employee benefit eligibility based on their job roles, demographics, and family status, reducing the administrative burden on HR staff.
- Predictive Analytics for Payroll Errors: AI can analyze payroll data to identify potential errors and anomalies, preventing costly mistakes and ensuring accurate payroll processing.
- Real-time Compliance Monitoring: AI can continuously monitor compliance with payroll regulations and identify any potential issues, ensuring that the organization remains compliant with legal requirements.

### ***IN OPERATIONS MANAGEMENT***

- Improved efficiency: AI can automate tasks, improve decision-making, and optimize processes. This can lead to significant efficiency gains and productivity improvements.
- Reduced costs: AI can help to reduce costs by automating tasks, optimizing resource allocation, and preventing quality problems.
- Increased innovation: AI can help businesses to develop new products, services, and processes.
- Improved customer satisfaction: AI can help businesses to improve customer satisfaction by providing better products, services, and experiences.

### ***IN RISK MANAGEMENT***

AI/ML can be used to improve risk management and reduce risk in financial institutions. A Research Agenda is outlined by the authors of the paper "AI in Risk Management" [9] is as follows:

- The development of new AI/ML algorithms and techniques for risk management: This includes the development of algorithms that can be used to analyze large amounts of data, identify patterns, and make predictions.
- The development of new methods for evaluating the effectiveness of AI models for risk management: This includes the development of methods for measuring the impact of AI/ML on risk reduction, capital allocation, and decision-making.
- The development of new ways to integrate AI into risk management processes: This includes the development of new tools and platforms that can be used to automate and streamline risk management tasks.
- The development of new training programs for risk managers: This includes the development of training programs that can teach risk managers how to use AI effectively and efficiently.

In Summary it can be understood that by addressing these challenges present in the current situation, Artificial Intelligence and Machine Learning can be used to improve risk management and reduce risk in financial institutions.

### **References**

1. AI for Management: An Overview by Dario Gil, Stacy Hobson, Aleksandra Mojsilović, Ruchir Puri and John R. Smith
2. Artificial intelligence in business: State of the art and future research agenda by Sandra Maria Correia Loureiro, João Guerreiro, Iis Tussyadiah
3. Partnering with AI: how organizations can win over skeptical managers by Vegard Kolbjørnsrud, Richard Amico and Robert J. Thomas
4. Understanding the artificial intelligence business ecosystem by Xiaohong Iris Quan San Jose State University, USA Jihong Sanderson Peking University, China



5. Leveraging Artificial Intelligence in Business: Implications, Applications and Methods by Andrea Sestino & Andrea De Mauro
6. Applications of artificial intelligence in business management, e-commerce and finance by Harikumar Pallathadka , Edwin Hernan Ramirez-Asis, Telmo Pablo Loli-Poma, Karthikeyan Kaliyaperumal, Randy Joy Magno Ventayen, Mohd Naved
7. Drivers, barriers and social considerations for AI adoption in business and management: A tertiary study by Marija Cubric
8. Artificial intelligence (AI) in strategic marketing decision-making: a research agenda by Merlin Stone, Eleni Aravopoulou, Yuksel Ekinci, Geraint Evans, Matt Hobbs, Ashraf Labib, Paul Laughlin, Jon Machtynger and Liz Machtynger
9. AI and machine learning for risk management by Saqib Aziz, Michael Dowling
10. Artificial intelligence in retail: The AI-enabled value chain by Kim Oosthuizen, Elsamari Botha, Jeandri Robertsonc , Matteo Montecchi
11. Artificial intelligence in human resource management: a challenge for the human-centred agenda? by Peter Cappelli, Nikolai Rogovsky
12. AI in operations management: applications, challenges and opportunities by Ali K. Dogru, Burcu B. Keskin
13. The application of Artificial Intelligence (AI) in Human Resource Management: Current state of AI and its impact on the traditional recruitment process by Jennifer Johansson Senja Herranen
14. Artificial intelligence (AI) and management analytics by Michael Haenlein, Andreas Kaplan, Chee-Wee Tan & Pengzhu Zhang
15. Artificial Intelligence Enabled Project Management: A Systematic Literature Review by Ianire Taboada, Abouzar Daneshpajouh, Nerea Toledo and Tharaka de Vass
16. A survey of AI in operations management from 2005 to 2009 by Khairy A.H. Kobbacy, Sunil Vadera
17. ARTIFICIAL INTELLIGENCE IN PRODUCT MANAGEMENT: SYSTEMATIC REVIEW by Bharatwaja Namatherdhal, Noman Mazher, Gopal Krishna Sriram
18. AI developments: Challenges and Opportunities for Public management by Paulo Vicente Alves, Fabian Salum
19. Impact of Artificial Intelligence on Management by Niilo Noponen
20. ARTIFICIAL INTELLIGENCE IN MANAGEMENT: CHALLENGES AND OPPORTUNITIES by Alexey Chernov, Victoria Chernova
21. Artificial intelligence in customer relationship management: literature review and future research directions by Cristina Ledro, Anna Nosella and Andrea Vinelli
22. The Role of Machine Learning and Artificial Intelligence in Strategic Management by Romaine Miller
23. Artificial intelligence in supply chain management: A systematic literature review by Reza Toorajipour , Vahid Sohrabpour, Ali Nazarpour, Pejvak Oghazi, Maria Fischl
24. The Road Ahead for Knowledge Management An AI Perspective by Reid G. Smith and Adam Farquhar
25. Russell, Stuart J., and Peter Norvig. *Artificial Intelligence: A Modern Approach*. 3rd ed. Prentice Hall, 2010.
26. Feigenbaum, Edward A., and Judea Pearl. *The Handbook of Artificial Intelligence*. Vol. 2. Morgan Kaufmann, 1988.
27. Mitchell, Tom M. *Machine Learning*. 1st ed. McGraw-Hill, 1997.)
28. Goodfellow, Ian, Yoshua Bengio, and Aaron Courville. *Deep Learning*. MIT Press, 2016.
29. Davenport, Thomas H., and Jeanne G. Harris. *Competing on Analytics: The New Science of Winning*. Harvard Business Press, 2007
30. Davenport, Thomas H., and Jeanne G. Harris. *Finding the Right Data for Decisions*. Harvard Business Review, 2017.
31. Bergelson, Michael, and Michael D. Hirschman. *The Hyperconnected Economy: How Your Company Can Win in the Age of Data, Mobility, and Cloud*. Harvard Business Review Press, 2016.
32. "The Future of AI in Strategic Management" by Harvard Business Review (2023)
33. Chat-Bot For College Management System Using A.I by Prof.K.Bala, Mukesh Kumar, Sayali Hulawale, Sahil Pandita
34. Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making by Guangming Cao, Yanqing Duan, John S. Edwards, Yogesh K. Dwivedi
35. Artificial intelligence: Building blocks and an innovation typology by Ulrich Paschen, Christine Pitt, Jan Kietzmann
36. A Conceptual Artificial Intelligence Application Framework in Human Resource Management by Qiong Jia, Yue Guo, Rong Li, Yurong Li, Yuwei Chen
37. Supply chain risk management and artificial intelligence: state of the art and future research directions by George Baryannis, Sahar Validi, Samir Dani & Grigoris Antoniou
38. Decision augmentation and automation with artificial intelligence: Threat or opportunity for managers? By Michael Leyer, Sabrina Schneider
39. Understanding the interplay of artificial intelligence and strategic management: four decades of research in review Christoph Keding

- 
40. AI-based mobile context-aware recommender systems from an information management perspective: Progress and directions by María del Carmen Rodríguez-Hernández, Sergio Ilarri
  41. Organizational Decision-Making Structures in the Age of Artificial Intelligence by Yash Raj Shrestha, Shiko M. Ben-Menahem, and Georg von Krogh