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INTEGRATION OF ARTIFICIAL INTELLIGENCE INTO IT PROJECT MANAGEMENT

The article is devoted to the analysis of software products for IT project management using artificial intelligence (AI) for objective comparison. The purpose of the study is to identify the most effective tools by comparing recommendations from free AI services (ChatGPT, Copilot, Gemini) with expert assessments. The object of the study is the IT project management process, the subject is a set of specialized software and AI services as analysis tools. The research methodology is based on a multiple approach, identical questions are asked to AI services on key aspects (task tracking, general management, progress visualization, risk management, budget monitoring). The answers form sets (GPT, GMN, CPL), analyzed for intersections using Venn diagrams, excluding cases without coincidences. The resulting sets r_i are combined into R_{in} with element weights (maximum 5), forming the final R_{fin} with power ≤5. The results of the study, relevant for the fourth quarter of 2025, were obtained by surveying AI services and processing the responses. For organizing task tracking (task tracking), AI recommended Trello (mentions in ChatGPT and Copilot), Asana (ChatGPT and Copilot), ClickUp (Copilot), which formed the set r_1 = {Trello, Asana, ClickUp}. In the field of general project management, Trello (ChatGPT, Gemini, Copilot), Jira (Copilot and Gemini), Asana (ChatGPT and Gemini), Monday.com (ChatGPT and Gemini), with the set r_2 = {Trello, Jira, Asana, Monday.com} were highlighted. For project management with visualization features (graphs, charts), the leaders were Microsoft Project (ChatGPT and Copilot) and Smartsheet (ChatGPT and Copilot), forming r_3 = {Microsoft Project, Smartsheet}. Risk management is unanimously associated with @RISK (Palisade), mentioned in ChatGPT and Gemini, with a set r_4 = {@RISK (Palisade)}. For budget and financial control, QuickBooks Online (ChatGPT and Copilot) and Xero (Copilot, with a duplicate of Xero Books as a module), with r_5 = {QuickBooks Online, Xero}, are recommended. In the study, the combined set Rin took into account the repetitions of Trello (weight 2), Asana (weight 2), ClickUp, Jira, Monday.com, Microsoft Project, Smartsheet, @RISK (Palisade),

Keywords: *project management, IT industry, artificial intelligence, multiple analysis, ChatGPT, Copilot, Gemini, Trello, Asana, Smartsheet.*

Formulation of the problem. Recent years, especially since 2020, have witnessed a steady increase in demand for IT specialists [1]. This is explained both by the continuation of the process of implementing Industry 4.0 in society and by the wide possibilities of remote work in the IT cluster. As a result, people of all ages and professions are increasingly making the transition to the IT sphere. One of the most popular positions for work in IT companies is the position of project manager. Project Management (PM) attracts with the absence of requirements for in-depth knowledge of programming languages, and is more focused on general professional skills that people could obtain and use not only in the IT industry. For example, such skills as: holding meetings; determining the cost of work; negotiating with the client; monitoring the progress of task performance, etc. In the era of Industry 4.0, a person, faced with something new, unknown, first of all, turns to Internet search engines to obtain and further analyze the necessary information. This method has its own drawbacks, and they are related to the fact that the answers to the queries consist of links to the Internet source and, if these links do not contain the necessary information or it is not adapted to the user's needs, the question will remain unresolved or partially resolved.

The moment of the emergence of artificial intelligence (AI) to the general public became a "game changing" event in the field of human cognition of the world around us. This event is as fundamental for humanity as the creation of a microprocessor, personal computer, Internet or cell phone. AI is rapidly beginning to influence all spheres of life, reorienting entire industries and the work of companies. In 2025, AI technologies have already become an integral part of the IT sector.

The rapid growth of the popularity of any computer programs (software – SW) and AI services among all mankind leads to the fact that people begin to switch from Internet search services to AI services in order to obtain the necessary information [2]. At the same time, the process of project management, especially in the IT sphere, is associated with the use of a certain set of SW to increase the efficiency of managing various resources in order to achieve the project goals in full and within the allotted time.

A person who wants to become a project manager and lead IT projects must determine which specific SWs he needs to master for a successful entry into the profession and further career growth.

That is why the article conducts a case study related to the analysis of answers to identical questions of various free AI services, to create a list of profile SW for project management, and then compares the resulting list with an expert assessment of the most common SW for project management in 2025 given in the works [3-5].

To substantiate the relevance of the study, it should be noted that during the implementation of projects, the project team uses a different set of SW, which provides the opportunity to implement various functions from monitoring the progress of task execution to building a communication environment [5].

Knowledge of various software products used in IT projects refers to the so-called hard skills of PM.

At the same time, the number of such SW is growing every year and their popularity among IT companies is constantly changing, so it is quite difficult for a project manager, especially at the initial stage of entering the profession, to navigate this variety of SW.

Therefore, based on all of the above, the task of determining the set of SW using popular and free AI services that a PM must master to successfully manage IT projects is relevant and practically indicative.

Analysis of recent research and publications. Currently, the main focus on the use of AI services in project management is to study the possibility of implementing such services into the direct management process and analyze the impact of such implementation on the effectiveness of project implementation. [6-15]

Thus, in the work [16], the approach of using cross-sectional research design and qualitative survey methodology to study project management in the context of AI integration is considered. That is, the impact of AI services that integrate into the digital environment of project management is investigated. This study concerns the level of direct project implementation and does not address the topic of starting work in project management.

In a similar direction, in the work [17], aspects related to the implementation of AI in project management were assessed. The authors conducted a survey to assess the current state of ethics in the digital sphere, the extent of AI use in project environments, and the ethical considerations accompanying its implementation. However, different AI services were not compared, and the phase of starting work in PM was not studied.

In [18], the authors explore how AI can be used in project management to more effectively allocate resources, estimate time, and forecast costs. They apply AI technologies, including deep neural network (DNN) models, to transform traditional project management methodologies. The paper uses data from

various sources, including real-world project portfolios, open data, and simulated data, to improve project planning accuracy, improve risk management, and develop new methods. The integration of AI into project management is considered from the perspective of project success and customer satisfaction. Thus, it can be concluded that in this paper, AI services are considered, in fact, as SW for project activities. In [19], the integration of AI technologies into project management is investigated, analyzing current trends, challenges, and practical examples. The authors of the paper did not conduct a direct comparison of different AI systems to determine the most effective system in project management. The study highlights the benefits of AI in optimizing project workflows, improving decision-making processes, and reducing risks. The article highlights the theoretical foundations, current status, implementation strategies, challenges, and future prospects of AI in project management.

Finally, the publication [20] discusses the future of project management in the context of the application of AI, machine learning, and other advanced technologies. The authors emphasize that today only 35% of projects are successfully completed, one of the reasons for such low success is the insufficient maturity of project management technologies. The work does not directly compare different AI systems to determine the most effective in project management. Instead, the authors focus on general trends and prospects for the application of AI in project management.

The works [21-23] suggest that organizations that want to benefit from project management technologies should start the transformation today to increase the effectiveness of their projects in the future.

Task statement. The method of work is the analysis of software products intended for project management in the IT industry, with the determination of the most effective tools in 2025. Comparative analysis of software is created using free AI services, and the results of the analysis are compared with a set of software.

The object of research is the process of IT project management, and the object of research is a set of software products that are used by the project manager during the implementation of the project.

The subject of research is artificial intelligence services.

Outline of the main material of the study. The research methodology consists of using AI services for comparative analysis and selection of IT project management software products. Three free AI services were selected for the announced research: ChatGPT, Copilot and Gemini. The selected AI SWs are asked identical questions on the following key aspects of the IT project management process (Fig. 1): task tracking, general project management, the ability to visualize project progress, project risk management and project budget monitoring. [24-28]

The answers that will be provided by each of the three AI services, in each specific survey, will be presented as a set in Fig. 2.

Each of the sets marked in Fig. 2 will consist of five elements.

We introduce the following abbreviations:

– the set of responses of the Chat GPT service will be denoted as GPT;

– the set of responses of the Gemini service will be denoted as GMN;

– the set of responses of the Copilot service will be denoted as CPL.

During the research, the following cases may be obtained in each of the surveys:

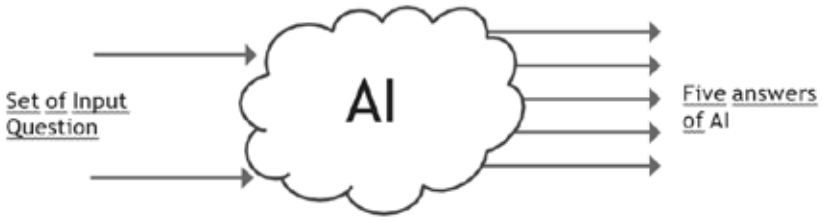

Fig. 1. Generalized model of interaction with an AI service

Fig. 2. Schematic representation of basic sets

1. The responses of AI services do not match, i.e. GPT ∩ GMN ∩ CPL = Ø – Fig. 3. [29]

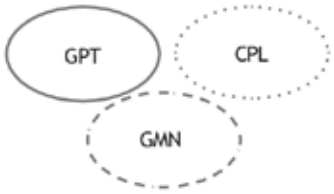

Fig. 3. Sets of AI service responses have no common parts

2. The responses of the services under investigation are consistent. Variants of possible consistency are shown in Fig. 4.1-4.7. [30]

The result of each separate survey is a set consisting of answers that satisfy one of the conditions shown in Fig. 4.1–4.4. The coincidence variants shown in Fig. 4.5–4.7 are individual cases of possible various combinations of cases shown in Fig. 4.2–4.4. Therefore, in the following work, the variants shown in Fig. 4.2–4.4 are chosen as the basis.

Let us denote by ri the resulting set of answers of each separate survey. Thus, each of ri will have the following analytical record

$$r_i=\{x|x\subset((GPT\cap GMN\cap CPL)\cup(GPT\cap CPL)\cup(GMN\cap CPL)\cup(GPT\cap GMN))\}, \quad (1)$$

where i=1÷5 and is one of the individual polls.

Then, the initial set of elements of the final result set R_{in} will consist of a list of all elements of all sets r_i even if the elements are repeated.

The analytical expression for Rin will be as follows

$$R_{in}=\{x|x\subset(r1\cup r2\cup r3\cup r4\cup r5\}.$$

This approach makes it possible to calculate the weight coefficient of each of the elements R_{in}. According to (1), the maximum value of the weight coefficient can be equal to 5. This will allow us to obtain the priority of each of the specialized SW and form the final set R_{fin}, as well as to choose the answer to the case depicted in Fig. 3.

Since R_{fin} will include the elements of the set R_{in} with the highest coefficient or unique, the power of the set R_{fin} is determined by the following analytical expression Card $R_{fin} \leq 5$.

Below are a number of answers to a beginner's question about which software products you should familiarize yourself with to successfully enter the industry. All studies are current as of the fourth quarter of 2025. Accordingly, the relevance of the answers may change over time.

According to the rule for selecting an answer from the set of proposed answers from AI, the set has the following form: r_1 = {Trello, Asana, Clickup}.

Set r_2 = {Trello, Jira, Asana, Mondey.com} Trello SW is chosen as the SW for general project management.

The set r3 = {Microsoft Project, Smartsheet} consists of SW for general project management with additional functionality for building graphs and charts.

The set r_4 = {@Risk Palisade} consists of one element.

The set r_5 = {QuickBooks Online, Xero} consists of two software products for managing the budget in a project. An interesting fact is that Microsoft Copilot gave a reference to the same SW twice, namely Xero and Xero Books, although Xero Books is a software module of Xero.

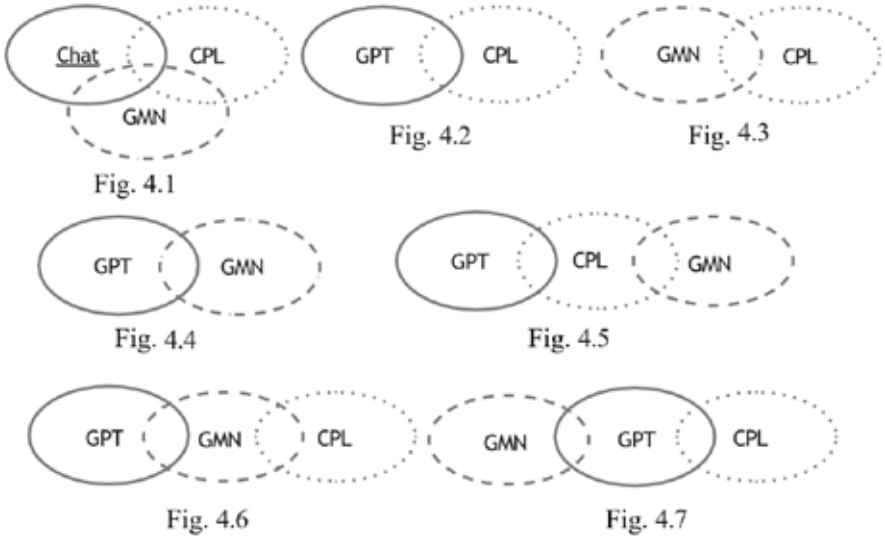

Fig. 4.1-4.7. Variants of possible AI matches

Table 1

Responses of free AI services regarding SW for organizing task tracking

№	Chat GPT	Google Gemini	Microsoft Copilot
1	Trello	TickTick	Trello
2	Asana	Todoist	Tasky
3	Jira	Asana	ClickUp
4	Monday.com	Trello	Basecamp
5	ClickUp	Microsoft To Do	Asana

Table 2

Responses from AI services regarding SW for general project management

№	Chat GPT	Google Gemini	Microsoft Copilot
1	Microsoft Project	Asana	Jira
2	Asana	Trello	YouGile
3	Jira	Jira	Wrike
4	Trello	Monday.com	Trello
5	Monday.com	ClickUp	Basecamp

Table 3

AI responses regarding SW for general project management with graphing and charting functions

№	Chat GPT	Google Gemini	Microsoft Copilot
1	Microsoft Project	GanttPRO	WEEEK
2	Smartsheet	Wrike	Shtab
3	Monday.com	Microsoft Project	EdrawMax
4	Asana	Lucidchart	Microsoft Project
5	Jira	Google Charts	Smartsheet

Table 4

Responses from AI services regarding SW for project risk management

№	Chat GPT	Google Gemini	Microsoft Copilot
1	@RISK (Palisade)	Risk Register	Visure Solutions
2	Primavera Risk Analysis (Oracle)	@RISK(Palisade)	IBM DOORS
3	RiskyProject (Intaver Institute)	Project Risk Manager	Enterprise Architect
4	Safran Risk	MegaMiner	SpiraTeam
5	Active Risk Manager	R software	Jama Connect

Table 5

Responses from AI services regarding SW for budget control and financial management

№	Chat GPT	Google Gemini	Microsoft Copilot
1	Microsoft Project	1728.com	QuickBooks Online
2	Oracle Primavera P6	Zoho Projects	Xero
3	Smartsheet	Xero Projects	FreshBooks
4	Wrike	InDinero	Xero Books
5	Clarizen	QuickBooks Online	Wave

Thus, R_{in}={Trello, Assana, Clickup, Trello, Jira, Asana, Mondey.com, Microsoft Project, Smartsheet, @Risk Palisade, QuickBooks Online, Xero Projects}, which can be represented as follows R_{in}={Trello (2), Assana (2), Clickup, Jira, Mondey.com, Microsoft Project, Smartsheet, @Risk Palisade, QuickBooks Online, Xero Projects}. Therefore, R_{fin}={Trello, Assana, Smartsheet, @Risk Palisade, Xero}, thus, the cardinality of the final set will be equal to card R_{fin}=5. [31-33]

Conclusions. The article conducted a study of the responses of free versions of the most common AI services to provide recommendations to a beginner in the field of IT project management on mastering a certain set of specialized SW. AI services provide a greater number of identical answers if the ques-

tion is more general in nature. These are the answers to the first two questions. The number of identical answers decreases with an increase in the level of narrow focus of the question. This is especially clearly demonstrated when forming sets r_4 and r_5. The final set of SW (R_{fin}) partially coincides with the expert list of SW. The explanation of this situation was disclosed in the previous paragraphs and is based on the fact that experts compiled the list based on general questions. When forming set r_3, Smartsheet software was chosen because, unlike Microsoft Project, it is distributed free of charge, and for a beginner this is an important advantage. Summarizing the above, we can conclude that the use of AI services will help a beginner determine the list of SW that he needs to familiarize himself with and master in order to start as a PM in IT companies. That is, AI recommendations coincide with the advice of experts in this field. To obtain more accurate recommendations, AI services should be provided with more context from the field that interests the seeker, and for this, in any case, the seeker needs to increase his background in this field.

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Антоненко А.В., Чечик С.В., Сольський Д.Я., Ткаченко О.В., Приходько А.П. ІНТЕГРАЦІЯ ШТУЧНОГО ІНТЕЛЕКТА В УПРАВЛІННЯ ІТ-ПРОЕКТАМИ

Стаття присвячена аналізу програмних продуктів для управління ІТ-проєктами з використанням штучного інтелекту (ШІ) для об'єктивного порівняння. Мета дослідження – визначити найефективніші інструменти, порівнюючи рекомендації від безкоштовних ШІ-сервісів (ChatGPT, Copilot, Gemini) з експертними оцінками. Об'єктом дослідження обрано процес керування ІТ-проєктами, предмет – множина спеціалізованого ПЗ та ШІ-сервіси як інструменти аналізу. Методика дослідження ґрунтується на множинному підході, ШІ-сервісам ставляться ідентичні запитання за ключовими аспектами (трекінг задач, загальне управління, візуалізація прогресу, керування ризиками, моніторинг бюджету). Відповіді формують множини (GPT, GMN, CPL), аналізуються на перетини за діаграмами Венна, виключаючи випадки без співпадінь. Результуючі множини r_i об'єднуються в R_{in} з вагами елементів (максимум 5), формуючи фінальну R_{fin} з потужністю ≤5. Результати дослідження, актуальні на четвертий квартал 2025 року, отримані шляхом опитування ШІ-сервісів та обробки відповідей. Для організації трекінгу задач (таск-трекінгу) ШІ рекомендували Trello (згадки в ChatGPT та Copilot), Asana (ChatGPT та Copilot), ClickUp (Copilot), що сформувало множину r_1 = {Trello, Asana, ClickUp}. У сфері загального управління проєктами виділено Trello (ChatGPT, Gemini, Copilot), Jira (Copilot та Gemini), Asana (ChatGPT та Gemini), Monday.com (ChatGPT та Gemini), з множиною r_2 = {Trello, Jira, Asana, Monday.com}. Для управління проєктами з функціями візуалізації (графіки, діаграми) лідерами стали Microsoft Project (ChatGPT та Copilot) та Smartsheet (ChatGPT та Copilot), утворюючи r_3 = {Microsoft Project, Smartsheet}. Керування ризиками одностайно асоційовано з @RISK (Palisade), згадуваним у ChatGPT та Gemini, з множиною r_4 = {@RISK (Palisade)}. Для контролю бюджету та фінансів реко-

мендовано QuickBooks Online (ChatGPT та Copilot) та Xero (Copilot, з дублюванням Xero Books як модуля), з r_5 = {QuickBooks Online, Xero}. У дослідженні об'єднана множина R_{in} враховувала повторення Trello (вага 2), Asana (вага 2), ClickUp, Jira, Monday.com, Microsoft Project, Smartsheet, @RISK (Palisade), QuickBooks Online, Xero.

Ключові слова: *управління проєктами, IT-індустрія, штучний інтелект, множинний аналіз, ChatGPT, Copilot, Gemini, Trello, Asana, Smartsheet.*

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