

REFERENCES & RESOURCES

AI Leadership & Project Management Masterclass

Curtin University

2025-10-31

REFERENCES & RESOURCES

Complete List of External Resources & Standards Referenced in This Masterclass

Academic & Industry Research

AI Impact on Project Management

Joubert, S. (2023). AI and Project Management. Northeastern University Graduate Programs
<https://graduate.northeastern.edu/knowledge-hub/ai-and-project-management/>

A comprehensive overview of how artificial intelligence is transforming project management practices, roles, and skills requirements. Covers emerging trends and organisational adaptation strategies.

Nieto-Rodriguez, A. & Vargas, A. (2023). How AI Will Transform Project Management. Harvard Business Review <https://hbr.org/2023/02/how-ai-will-transform-project-management>

Strategic analysis of AI's impact on project management, including implications for leadership, team structure, and organisational change. Explores both opportunities and challenges.

Why AI Projects Fail

Dilmegani, C. & Ermut, E. (2025). Why Most AI Projects Fail. AIMultiple - Research & Analysis <https://research.aimultiple.com/ai-fail/>

Evidence-based research examining common failure patterns in AI implementation projects. Identifies root causes including technical, organizational, and leadership factors. Directly informs the Crisis Simulation exercise content.

Project Management Institute (PMI). Why Most AI Projects Fail. PMI Blog <https://www.pmi.org/blog/why-most-ai-projects-fail>

Industry perspective from the Project Management Institute on AI project failure rates, causes, and mitigation strategies. Provides practical PM-focused insights.

Ethical Standards & Regulatory Frameworks

Australia's AI Ethics Principles

Department of Industry, Science and Resources. Australia's Artificial Intelligence Ethics Principles <https://www.industry.gov.au/publications/australias-artificial-intelligence-ethics-principles/australias-ai-ethics-principles>

The formal ethical framework for AI development and deployment in Australia, covering accountability, transparency, fairness, human-centeredness, and risk management. Forms the basis for Australia-specific regulatory compliance.

Referenced in: Ethical Decision Framework handout

IEEE Ethically Aligned Design

Institute of Electrical and Electronics Engineers (IEEE). Ethically Aligned Design: A Vision for Prioritizing Human Well-being with Autonomous and Intelligent Systems (Version 2) http://standards.ieee.org/wp-content/uploads/import/documents/other/ead_v2.pdf

Comprehensive global standard for ethical AI and autonomous systems. Provides first edition guidance on human rights, well-being, transparency, accountability, and data privacy.

Referenced in: Ethical Decision Framework handout

EU AI Act

European Union. AI Act - High-Level Summary <https://artificialintelligenceact.eu/high-level-summary/>

Summary of the EU's regulatory framework for artificial intelligence, including classification of AI risk levels, transparency requirements, and enforcement mechanisms. Critical reference for understanding international AI regulation.

Referenced in: Ethical Decision Framework handout

Case Study & Simulation Resources

RetailFlow Case Study Website

RetailFlow - Virtual Company Simulation <https://retailflow.serveur.au>

The interactive case study website used throughout this masterclass. RetailFlow is a fictional retail company used to ground all exercises in a realistic business context. Participants work with RetailFlow scenarios in: - Pilot Scoping Exercise - Crisis Management Simulation - Speed-Dating Stakeholder Exercise - Scale/Pivot/Kill Decision Exercise

How to Use These References

Before the Course

- Skim the **AI Impact on Project Management** articles to understand the landscape
- Read **Why AI Projects Fail** to prepare for the Crisis Simulation exercise
- Review the **Ethical Standards** section to understand global frameworks

During the Course

- Reference the **Ethical Decision Framework** article during Crisis #4 (Ethical Dilemma)
- Use **RetailFlow** website for case study context and scenario details

After the Course

- Return to **Australia's AI Ethics Principles** when implementing AI projects in Australian organisations
 - Consult the **IEEE Ethically Aligned Design** standard when facing ethical questions in real projects
 - Reference **Why AI Projects Fail** research when planning risk mitigation strategies
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Additional Resources Not Referenced but Recommended

For Further Learning on AI Project Management

- Project Management Institute (PMI): AI & Digital Transformation certifications
- Coursera: AI for Project Managers (multiple institutions)
- LinkedIn Learning: Managing AI Projects and Teams

For Ethical AI Deep Dives

- Partnership on AI (www.partnershiponai.org) - Multi-stakeholder initiative
- AI Now Institute - Academic research on AI ethics and governance
- Centre for AI Safety (CAIS) - AI alignment and safety research

For Stakeholder Management

- Harvard Business Review - Stakeholder management articles and case studies
- MIT Sloan Management Review - Organisational change and technology adoption

Document Information

Last Updated: October 2024

Purpose: Centralised reference document for all external resources cited in the AI Leadership & Project Management Masterclass

How to Access: Available on the companion website under “Handouts” section as both HTML and PDF formats

Questions or Broken Links? Contact the course facilitator to report any inaccessible references or suggest additional resources.