

# REFERENCES & RESOURCES

## AI Leadership & Project Management Masterclass

Curtin University

2025-10-29

## REFERENCES & RESOURCES

### Complete List of External Resources & Standards Referenced in This Masterclass

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#### 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 organizational adaptation strategies.

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**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 organizational change. Explores both opportunities and challenges.

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## 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.

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**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.

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## 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

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### 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](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

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## 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

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## 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

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## 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 organizations
  - 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](http://www.partnershiponai.org)) - Multi-stakeholder initiative
- AI Now Institute - Academic research on AI ethics and governance
- Center 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 - Organizational change and technology adoption

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## Document Information

**Last Updated:** October 2024

**Purpose:** Centralized 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.