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ADVANTAGES AND DISADVANTAGES OF USING ARTIFICIAL INTELLIGENCE IN MANAGEMENT

The development of management today predetermines the comprehensive use of technology. This trend is evident at all levels, which naturally affects the organization of work processes in enterprises. Management organizations, as well as the HR sphere, are seeing firsthand the importance of digital innovations, in particular artificial intelligence (AI), and AI-enabled human resources management is becoming increasingly relevant.

Artificial intelligence is a wide range of algorithms and machine learning tools that can quickly acquire data, identify patterns, optimize or predict trends [3]. These types of algorithms do not rely on «intuition,» as humans do, but work very quickly and can analyze millions of sources of information and classify them in seconds.

Thanks to artificial intelligence, management can:

· gain access to electronic libraries, virtual laboratories, scientific, educational, and other socially relevant resources;

· provide greater accuracy than humans. For example, in industrial settings, machines can make decisions that were previously made manually or controlled without artificial intelligence;

· realize learning processes by entering a virtual space and allowing it to be individualized.

Using statistical data, artificial intelligence systems are able to «predict» and «learn» by constructing curves of possible solutions and subsequent optimization of decisions, taking into account multiple criteria [1].

Another great advantage of artificial intelligence is that it can be used to calculate the probability of risk occurrence and prevent the most significant of them.

The use of artificial intelligence in routine management work gives managers more opportunities to focus on high-value activities. For example, artificial intelligence can alert managers to the need for a meeting to address risks or obstacles; it can organize a meeting and include the right people when problems arise, prepare an agenda, and follow up on actions.

AI is able to process numbers, identify patterns, and make data-driven decisions quickly. With its ability to process large volumes of data, identify trend directions and provide practical advice, the use of artificial intelligence can be an indispensable tool for any executive in need of decision-making support.

With more structured information, each decision maker is able to make decisions faster and more efficiently. Having more information allows them to have a more focused view of their work and make better decisions. This allows better decision-making.

Artificial intelligence is not only a huge potential for creating a better management environment. It has some drawbacks, among which it is important to highlight:

· Dependency. Thanks to AI applications, most tedious and repetitive tasks are automated. As there is no longer a need to memorize things in order to do a job, people think less and lose their skills in remembering and processing information.

· Loss of creative thinking. To be sure, AI has the ability to improve over time using pre-trained data and past experience, but it cannot be creative in its approach.

· There is less and less human intervention. This could, in the long run, provoke a serious problem in labor standards [3]. A good example is the chatbot. It is seen as a great advantage for organizations, but is a nightmare for employees. One McKinsey study showed that artificial intelligence would be able to replace at least 30 percent of human labor by 2030 [4].

· Lack of ethics. The use of artificial intelligence has raised a number of concerns because of its rapid progress. There is an assumption about its singularity. It is implied that AI will grow uncontrollably and eventually begin to destroy humanity.

· Lack of qualified personnel. Another difficulty that often arises at the business level when applying AI is the lack of personnel with the skills

and experience in such implementations. In such cases, it is crucial to have experts who have already worked on developments of this magnitude.

To summarize, the progress of AI clearly illustrates its potential to influence the management sector. The use of AI will help facilitate the administration and implementation of some constantly recurring processes. Communication and quality information exchange are the main functions that can be realized by artificial intelligence. But it should be understood that the use of the highest quality algorithms in AI solutions for project management is not a guarantee of their quality performance.

So even though artificial intelligence helps to solve routine tasks and provides time for managers to solve more complex and non-standard tasks, employees need to monitor regularly the data that AI «consumes» in order to prevent possible distortion of results. It is important to remember that management is as much about experience as it is about art.

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