

AI Project Management in Multicultural Teams: A Model Based on Hofstede's Cultural Dimensions

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Abstract

Modern artificial intelligence (AI) initiatives are characterized by the increasing involvement of international and multicultural teams, bringing together experts from various national, professional, and cultural backgrounds. Despite significant progress in project management methodologies and the development of AI technologies, cultural divergence among project participants remains an understudied factor with the potential to significantly impact communication, decision-making processes, responsibility allocation, conflict management, and the achievement of project results. The purpose of this article is to develop a conceptual model for analyzing the influence of national cultural characteristics on the management of AI projects. Geert's cultural dimensions model is used as a theoretical framework. Hofstede, which includes power distance, individualism–collectivism, masculinity – femininity, uncertainty avoidance, long-term orientation, and leniency–restraint.

The article proposes Hofstede - Based AI Project Management Framework (HAPMF) is a conceptual model linking cultural dimensions with key AI project management processes: communication, decision-making, risk management, leadership, conflict resolution, stakeholder management, and project performance evaluation.

The proposed model can be used by project managers to pre-assess cultural risks and adapt management practices to the specific needs of international teams. The article also outlines directions for subsequent empirical research into the relationship between team cultural characteristics and the success of AI projects.

Keywords: Artificial intelligence, project management, AI Project Management, multicultural teams, national culture, Hofstede, cultural dimensions, risk management, international projects, team effectiveness.

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Introduction

Research shows that “artificial intelligence (AI) has the potential to have a significant cultural impact, both on how media content is created and consumed and on how people interact with each other. As AI continues to evolve

and become more prevalent in all areas of life, it is important to consider how it may influence culture and take steps to ensure the benefits of this technology are widely shared” [1]. The development of artificial intelligence has significantly changed the nature of modern technology projects. AI projects are

characterized by a high degree of uncertainty, complex requirements, dependence on data quality, the need for interdisciplinary collaboration, and rapid technological change.

Historically, the development of artificial intelligence has gone through several stages, beginning with the formation of the scientific field in the mid-20th century. One of the key events is considered to be the 1956 Dartmouth Conference, at which the term "artificial intelligence" [2]. In the following decades, research in artificial intelligence developed primarily in the academic community and focused on the creation of expert systems, search algorithms, logical inference, and machine learning. Since the late twentieth and especially the early twenty-first centuries, the rapid development of computing power, the accumulation of large volumes of data, and the improvement of machine learning algorithms have contributed to the transition of AI technologies from primarily research projects to large-scale industrial and commercial applications. The spread of deep learning, cloud computing, and generative artificial intelligence have significantly increased the scale and complexity of AI projects, making them a crucial part of the modern digital transformation of organizations. Unlike traditional IT projects, artificial intelligence projects often bring together specialists with various professional competencies: Project Managers, Data Scientists, Machine Learning Engineers, Software Engineers, Data Engineers, Business Analysts, Product Managers and Subject Matter Experts.

Along with the development of the international technology industry, a trend toward distributed project teams has emerged. Specialists may be located in different countries, with varying professional and cultural backgrounds, yet still work within a single virtual team. As a result, AI project managers face technological and organizational challenges, as well as cultural differences between project participants.

The scientific study of the influence of culture on organizational behavior gained particular momentum in the second half of the 20th century. Hofstede's research, based on a comparative analysis of national cultures and subsequently shaping a model of cultural dimensions, made a significant contribution to this field. Categories such as power distance, individualism and collectivism, uncertainty avoidance, and long-term orientation began to be used to analyze differences in management practices, organizational behavior, and intercultural communication. The further development of intercultural

research expanded understanding of how cultural context can influence leadership, decision-making, communication, and conflict resolution in international organizations.

Cultural differences can manifest in attitudes toward hierarchy, individual responsibility, collective decision-making, uncertainty, deadlines, conflict, feedback, and communication style. For example, team members from high-power-distance cultures may expect more directive behavior. Manager, while professionals from low power distance cultures may prefer horizontal interaction and open discussion of decisions.

In AI projects, this issue takes on added significance, as the development of artificial intelligence inherently involves high uncertainty. The need to make decisions with incomplete information can exacerbate the influence of cultural attitudes on team behavior. Furthermore, the iterative nature of AI system development, the need for continuous model testing, interpretation of results, and adjustment of requirements require a high degree of adaptability and effective cross-cultural collaboration from project participants.

The aim of this study is to develop a conceptual model explaining how cultural dimensions can influence key management processes in AI projects.

Theoretical Foundations of Research. AI Project Management. Project AI management is a way of organizing work on projects where artificial intelligence is a key element. Unlike traditional programs, where the tasks are known from the outset, AI projects are full of unknowns. Since the system's behavior depends on data and the learning process, the manager must work in a constant experimentation environment, without a predetermined plan.

One of the most significant features of the AI Project Management is characterized by a high degree of requirements and technological uncertainty. At the initial stage of a project, it is often impossible to guarantee specific performance indicators for the future Machine Learning models. For example, a target accuracy, precision, recall, or F1-score can be considered a guideline, but the actual values become clear only after data preparation, training, and testing of the model. Research in Requirements Engineering for Machine Learning demonstrates that the transition from traditional programming to model training requires a shift in approaches to requirements formulation. For ML systems, it is necessary to consider not only functional requirements but also specific quality characteristics,

including explainability, non-discrimination, and regulatory compliance.

An AI project's dependence on data is also a significant factor. Unlike traditional software, where the quality of the result is largely determined by the architecture and quality of the source code, in machine learning, data is a central production resource. Research in the field of data-centric AI emphasizes that real-world datasets can contain omissions, errors, biases, and other defects that directly impact the performance, robustness, and fairness of ML models. Therefore, AI project management should include not only overseeing model development but also planning the processes of data collection, cleaning, labeling, integration, validation, and monitoring.

This feature significantly influences the nature of project risks. Insufficient attention to data in the early stages can lead to so-called data Cascades, when initial data quality issues gradually spread to subsequent stages of development, leading to additional costs, reduced model quality, and increased rework. Thus, Project The manager must consider data management as an independent area of project management, related to resources, deadlines, quality and risks.

A key characteristic of AI development is constant iteration. During experiments, it often becomes clear that the data is inappropriate, the algorithm is failing, and the goal needs to be refined. Therefore, the classic "first write it down, then do it" approach doesn't work here. For a project to be successful, one must be prepared to change plans, deadlines, and requirements on the fly, constantly analyzing the lessons learned.

Research in requirements management confirms the significance of this issue. A study examining the relationship between requirements uncertainty and project performance showed that differences in project perceptions among key stakeholders can explain a significant portion of residual project risks. The authors emphasize that the gap in perceptions between users and developers can be comparable in significance to the requirements uncertainty itself. For AI projects, this effect can be amplified by differences between business goals and the technical constraints of the model.

Furthermore, AI projects are highly dependent on interdisciplinary collaboration. one project can simultaneously The Project Manager, Data Scientist, Machine Learning Engineer, Software Engineer, Data Engineer, Business Analyst, Product Manager, and Subject Matter Expert (SME) must participate . Each of these specialists uses their own professional terminology, results evaluation criteria, and understanding of project

priorities. Stakeholders may be primarily focused on business value and time to market, while Data Scientists and Machine Learning Engineers can focus more on data quality, model architecture, and experimental validation. Therefore, the Project's task The role of a manager is not only to allocate resources and control deadlines, but also to ensure coordination between different professional groups.

This problem is confirmed by modern research on AI projects. A systematic review of the literature on the application of artificial intelligence in project management shows that successful AI integration depends not only on technical infrastructure and data availability, but also on leadership support, strategic alignment, skill development, and organizational culture. The study, based on an analysis of 365 publications, emphasizes the importance of collaboration, knowledge sharing, and organizational factors for the successful application of AI in project work.

The technical and organizational complexity of AI systems deserves special attention. Google's research shows that Machine Learning systems create specific forms of technical debt related to data dependencies, environmental changes, hidden feedback mechanisms, and the complexity of interactions between system components. Subsequently, production research Readiness researchers proposed specialized approaches to testing and monitoring ML systems, as model behavior is often impossible to fully determine in advance. Specifically, the researchers identified 28 types of tests and monitoring requirements necessary to assess the readiness of ML systems for industrial use. This means that the completion of an AI project cannot be determined solely by the development of a working prototype: model stability, data quality, monitoring, operational risks, and the system's ability to maintain the required performance after implementation must be considered.

Specifics of AI Project Management involves balancing technical unpredictability with organizational structure. The manager's key role is shifting from simple control to facilitation: they must synchronize the work of different groups, manage expectations, and ensure the adaptability of the iterative process. Successful implementation of AI projects today is impossible without integrating "soft" factors (culture, communications, and the human factor) into the overall technology strategy.

Therefore, the specifics of the AI Project Management should be viewed as the result of the interaction of four interconnected components: technological uncertainty, data dependence, iterative development, and

interdisciplinary collaboration. It is the combination of these factors that creates the need for more flexible management models in which communication, leadership, decision-making, and organizational culture are viewed not as auxiliary elements, but as essential conditions for achieving the goals of an AI project.

Hofstede's cultural dimensions model. One of the most famous models for analyzing national culture is the framework developed by Geert Hofstede. The model describes cultural differences through several dimensions. In the late 1970s, sociologist Gert Hofstede proposed a classification of cultural characteristics relevant to the analysis of intercultural communication. Its importance lies in the opportunity to compare the characteristics of different cultures for the purpose of analyzing cultural differences and their consequences for social processes. Hofstede proposed it as a result of testing employees of a transnational corporation holding the same positions [3, 4].

Power distance. This dimension characterizes the extent to which representatives of a culture perceive an uneven distribution of power as normal and acceptable.

In high power distance cultures, employees may expect clear hierarchy and pronounced leadership.

In low power distance cultures, employees are more likely to expect the opportunity to openly express their opinions and participate in decision making.

For AI Project Management can affect:

Project management style Manager;

- distribution of powers;
- decision-making process;
- providing feedback;
- attitude towards the authority of technical specialists.

Hofstede's research methodology [5] was based on surveys of employees in 50 countries and three regions using a Likert scale (ranging from 1 to 5 points). The instrument included questions on power distance (assessing fear of disagreement with superiors) and employee preferences regarding leadership style, comparing actual and ideal models of management decision-making.

The study's results demonstrate a direct correlation between the level of power distance in society and employees' management style preferences. In cultures with high power distance, employees tend to accept autocratic or paternalistic leadership as the norm or, as a rebellious response, demand collective decision-making, which effectively negates the role of the leader. In such systems, the emotional barrier between manager

and subordinate is significant, and open discussion is difficult.

In contrast, in countries with low power distance, there is a prevalent demand for a democratic management style. Employees feel independent, freely engage in dialogue with management, and can articulate their position.

Thus, the power distance indicator reflects the degree of legitimization of inequality in the distribution of powers within social institutions and organizations, perceived by society as natural.

Individualism and collectivism. The "individualism-collectivism" scale reflects the vector of a subject's orientation: toward autonomous behavior or integration into a group structure. The poles of this scale range from the prioritization of personal goals to the complete subordination of individual interests to public ones. Analysis of this parameter allows for a quantitative and qualitative assessment of the level of social cohesion and the nature of interpersonal relationships within the system [6].

The cultural dichotomy of individualism versus collectivism significantly influences the distribution of responsibility in international AI teams. In individualistic paradigms, performance management is built primarily on individual performance indicators. Meanwhile, collectivistic models prioritize group responsibility and focus on the overall team outcome.

Masculinity and Femininity. Gert Hofstede classified cultures according to the degree of gender differentiation in roles and responsibilities. In "masculine" societies (leaders include Japan, Germany, Austria, and Switzerland), these boundaries are rigidly defined. In "feminine" societies (Scandinavian countries and the Netherlands), the division of labor between the sexes is less pronounced. Russia, along with several countries in Latin America and Southern Europe, occupies an intermediate position: here, traditional 19th-century gender norms are gradually losing their influence, giving way to a flexible distribution of social functions.

This dimension focuses on differences in corporate culture, where key variables include competition, status, and the quality of the work environment. In project management, it directly impacts:

- competitive style;
- attitude towards achievements;
- motivation methods;
- perception of success;
- approach to conflict resolution.

Uncertainty avoidance. In AI projects, uncertainty is a defining factor: in the initial stages, it's impossible to

guarantee the success of a specific model or predict the quality of the data. Therefore, attitudes toward uncertainty in different cultures greatly influence work methodology:

- Where uncertainty is perceived as a threat, preference is given to formalization: detailed plans, strict procedures and preliminary risk analysis.
- Where uncertainty is perceived as a natural part of the process, teams are more willing to embrace experimentation, adaptability, and continuous iteration.

Long-term orientation. The long-term orientation parameter reflects the priority of long-term planning and adaptation processes within the social system. When applied to the implementation of artificial intelligence technologies, this concept takes on particular significance due to the deferred nature of economic efficiency. Investments in the technology stack (AI platforms, data infrastructure, ML competencies) should be considered a strategic resource that ensures the long-term competitiveness of the enterprise.

Indulgence and Restraint. This dimension relates to society's attitude toward the satisfaction of needs, freedom of emotional expression, and behavioral control. In the context of project management, it can potentially influence:

- team interaction style;
- emotional openness;
- perception of the working atmosphere;
- expression of dissatisfaction;
- reaction to stress.

The Impact of Cultural Dimensions on AI Project Management Processes. The proposed model is based on the premise that "cultural factors do not directly influence the outcomes of AI projects. Their impact is indirect and is realized through seven key management domains: communication, leadership, decision-making, risk management, conflict resolution, stakeholder interaction, and overall team effectiveness" [7, 8].

Thus, the cultural differences of the participants are projected onto the project activities through the specifics of management practices and behavior models, which ultimately determines the success of the implementation of AI initiatives.

Proposed Hofstede - Based AI Project Management Framework. In framework this research offered next conceptual chain: National Culture → Team Behavior → Project Management Processes → Team Performance → Project Outcomes.

That is, national culture influences the behavior of team members, behavior influences management processes,

and the quality of these processes influences the results of the project.

The proposed model can be represented as follows:

Cultural Dimensions

↓

Communication | Leadership | Decision-Making | Risk Management | Conflict Management

↓

Team Cohesion and Collaboration

↓

Project Performance

↓

AI Project Success

To objectively evaluate AI projects, it makes sense to go beyond traditional project management. The success of an initiative should be determined by a combination of factors: technical excellence (data and model quality), business effectiveness (ROI, value to the company), operational readiness (scalability, user adoption), and ethical compliance.

The Impact of Culture on Communication.

Communication processes are a key determinant of the effectiveness of international projects, serving as a means of information exchange and synchronizing activities. A significant factor here is the cultural specificity of how feedback is perceived. In particular, the power distance indicator determines the acceptable boundaries of professional discussion: in egalitarian cultures, open debate with management is welcomed, while in hierarchical systems it can be perceived as destructive behavior [9].

For AI projects, this problem is especially significant due to the high uncertainty and experimental nature of development. For example, if Data When a scientist discovers a potential problem in an algorithm, data quality, or model testing results, the effectiveness of management depends on how freely the specialist can communicate his or her concerns. Project Manager and other team members. If the cultural environment does not encourage open expression of criticism, information about a potential problem may be downplayed, delayed, or not communicated to the decision maker at all. This can lead to the accumulation of technical and organizational risks, increased costs of error correction, and a decrease in the quality of the final result. Thus, cultural differences can shape hidden communication. Risks that are not always captured by traditional project management tools but can directly impact the quality of decision-making, the timeliness of problem identification, and the overall success of an AI project.

Culture and Decision Making. AI projects are characterized by a high degree of uncertainty and the need to make a significant number of decisions with incomplete information, including model selection, data quality assessment, system architecture, budget and timeline allocation, project prioritization, and risk tolerance. One of the most relevant cultural dimensions for this process is Power Distance, which characterizes the degree to which uneven power distribution is accepted within an organization. In cultures with higher power distance, employees may have a higher expectation that key decisions will be made by managers or individuals with formal authority, whereas in cultures with lower power distance, there may be a higher expectation of consultation, horizontal interaction, and the opportunity to openly propose alternative solutions. However, cultural influence should not be interpreted as a rigid cause-and-effect relationship: specific employee behavior is also determined by organizational culture, professional norms, team structure, and the specifics of a particular situation.

Empirical research confirms that cultural context can alter the effectiveness of different models of employee participation in decision making. For example, a study by Galang, comparing employees in Canada and the Philippines, found that cultural differences in dimensions such as Power Distance and individualism are important for perceptions of employee participation in management decision-making. A larger study by Zhang, Wang, and Fleenor, which included data from 4,972 managers and 20,210 employees from 48 countries and regions, found that cultural values can modify the relationship between participative leadership and management effectiveness. In particular, the authors found that the relationship between employee participation in management and leadership effectiveness varies depending on the level of Power Distance and Institutional Collectivism. A study conducted on data from 31 European countries also examined the relationship between cultural dimensions and the level of participativeness in decision-making,

which confirms the need to take into account the national cultural context when implementing practices of employee participation in decision-making [10].

Culture and risk management. Managing AI projects requires considering a wide range of risks (data, model, compliance, ethical, etc.), the level of which is extremely high. The team's response to these threats directly depends on the cultural dimension of uncertainty. Avoidance. If a team seeks to minimize uncertainty, it will rely on standardization, formal procedures, and detailed planning. If a team is tolerant of uncertainty, it will choose the path of iteration and rapid course correction. Project Task Manager - find the optimal balance between process formalization and freedom of action, based on the cultural profile of the project participants

Cultural differences and conflict. Conflicts of various kinds that arise during the implementation of an artificial intelligence project can break out between the following teams and structures: - the team representing the business and the team representing the technology; - the team developing algorithms and predictive software; - the product manager and the design manager; - the client and the contractor; - local resources and international ones. Conflicts, however, are not always correlated with objective contradictions. Sometimes the source of conflict is a mismatch in the interpretation of behavior. For example, a direct and clear expression of criticism by one of the participants in the process may be interpreted by others as aggression, while its purpose may be precisely a professional warning or feedback. Therefore, Project The manager needs to clearly understand the boundaries between tasks conflict and cultural conflict.

Cultural Adaptation of Leadership. The modeling results highlight the imperative of adaptive leadership. In particular, they justify abandoning standardized management practices in favor of a culturally oriented leadership model that allows project managers to flexibly respond to the specifics of the environment.

Table 1 - Adaptation of the Project leadership style Manager to cultural factors

Cultural factor	Possible managerial adaptation
High Power Distance	More clear structure responsibility
Low Power Distance	More wide participation teams
High Individualism	Individual responsibility and recognition
High Collectivism	Team goals and group accountability
High Uncertainty Avoidance	More detailed planning and documentation
Low Uncertainty Avoidance	More experimentation
High Long-Term Orientation	Focus on sustainable outcomes

This table does not assume that all individuals from a given country behave identically. Cultural dimensions should be viewed as probabilistic characteristics of the environment, not as characteristics of an individual.

Proposed research hypotheses. For subsequent empirical research, it is proposed to test a number of hypotheses reflecting the assumed relationship between team cultural characteristics and the effectiveness of AI project management. First and foremost, it is assumed that the alignment of management practices with the cultural characteristics of participants facilitates more effective communication in multicultural settings. AI commands (H 1). It is also expected that the Uncertainty level Avoidance is associated with a preference for more formalized approaches to risk management, including the use of regulations, control procedures, and contingency plans (H 2). Power Measurement Distance, in turn, can be associated with the degree of participation of team members in making project decisions, since the attitude towards the hierarchy can determine expectations regarding the role of the manager and employees in decision - making. process (H 3). In addition, it is assumed that Individualism – Collectivism may influence how effectively the individual responsibility system contributes to the achievement of team results (H 4). A separate hypothesis suggests a positive relationship between the culturally adaptive leadership style and the level of involvement of participants in multicultural AI teams (H 5). It is further assumed that more effective management of cultural differences will be associated with an improvement in the overall Project Performance (H 6). Finally, it is assumed that Team Cohesion can act as a mediator between the cultural compatibility of management practices and the success of an AI project, that is, culturally adapted management approaches can contribute to team cohesion, which, in turn, positively affects project results (H 7).

Methodology for future empirical research. The proposed conceptual model can be tested in a quantitative empirical study targeting specialists directly involved in international AI and technology. projects . It

is advisable to include representatives of various professional roles in the sample, since cultural differences may manifest themselves differently depending on the nature of the work performed and the level of responsibility. in particular , potential respondents can act as Project Managers, Program Managers, Product Managers, Data Scientists, ML Engineers, Software Engineers, Business Analysts and AI Consultants. For assessments cultural characteristics participants can apply existing tools based on the Hofstede framework, allowing operationalize such dimensions such as Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long-Term Orientation , and Indulgence.

To test the proposed model, it is advisable to divide the variables under study into independent, mediator , and dependent variables. The independent variables include the main cultural dimensions, while Communication Efficiency , Team Cohesion , Leadership Effectiveness and Decision-Making Effectiveness is considered as a potential mediator through which cultural characteristics can influence project outcomes. Project is proposed as the dependent variable. Performance , Stakeholder Satisfaction , AI Solution Adoption and Business Value , as they allow project success to be assessed from technological, organizational, and business perspectives. Statistical testing of the proposed relationships can be performed sequentially: correlation can be used in the first stage. analysis to identify the main relationships between variables, then multiple regression to assess the influence of cultural factors on management processes and project results. Mediation can be used to test indirect relationships. analysis , and for a comprehensive test of the entire conceptual model and several relationships between variables at the same time, the most suitable tool may be Structural Equation Modeling (SEM). AI project primarily through management and team processes.

Practical significance of the study. The proposed model can be used by organizations at several stages of an AI project.



Figure 1. Model of cultural adaptation of management at the stages of an AI project

The developed model proposes a methodology for managing AI projects that integrates cultural factors into five key phases. During the recruitment phase, the focus is on identifying cultural differences that impact team synergy. These insights subsequently guide the selection of communication strategies, leadership styles, and internal conflict management methods. A key element of the model is the inclusion of cultural characteristics in the project risk register, enabling proactive responses to potential challenges. The final phase involves reflection: assessing how the cultural environment impacted the project's success becomes the foundation for developing the organization's cross-cultural management competencies.

Limitations of the study. Despite the practical value of Hofstede Although this framework is used to analyze cultural differences, its application in research requires caution. National culture cannot be considered the sole factor determining human behavior in a professional environment. Professional and organizational culture, education level, age, previous experience, industry specifics, organizational structure, and individual personality traits can also significantly influence interactions and management decisions. Furthermore, applying average national culture indicators to individuals from a particular country can lead to overgeneralization and fail to take into account internal cultural diversity. Therefore, Hofstede It is advisable to consider the framework primarily as a tool for analyzing the general cultural context, which helps to identify

potential differences in managerial expectations and interaction patterns, but not as a universal tool for predicting the behavior of a particular person.

Discussion

The main value of the proposed approach is that it complements traditional Project methods. Management analysis of the cultural context in which the AI project is being implemented. Most existing approaches to managing AI initiatives focus primarily on technological aspects, data quality, project processes, and achieving business results. However, an AI project is also a social system in which specialists with different professional and cultural backgrounds must jointly make decisions under conditions of high uncertainty. For example, research on multicultural teams confirms that cultural diversity alone does not guarantee either a positive or negative outcome: a meta-analysis of 108 studies and 10,632 workgroups conducted by Stahl et al ., showed that the impact of cultural diversity on team effectiveness is largely mediated by processes such as communication, cohesion, creativity, and conflict also depends on contextual conditions [10] .

Conclusion

This article proposes a conceptual model of the Hofstede-Based AI Project. Management The HAPMF framework aims to study how cultural differences can influence the management of AI projects in multicultural

teams. The model is based on the assumption that the cultural characteristics of participants do not directly impact project success, but are manifested through everyday processes, including communication, leadership, decision-making, risk management, and conflict resolution. The HAPMF framework places particular emphasis on the uncertainty dimension. Avoidance, as AI development involves a high degree of uncertainty, experimentation, and the need to regularly revise initial decisions. Distance, in turn, can determine participants' expectations regarding the distribution of authority, the role of the leader and the degree of their participation in decision-making, while Individualism – Collectivism can be reflected in approaches to individual responsibility, team interaction and performance evaluation.

The proposed model is not intended as a universal tool for predicting the behavior of individual specialists. Its primary purpose is to offer a structured framework for analyzing the cultural context of AI projects and identifying possible links between cultural characteristics, management processes, and project outcomes. The practical value of the HAPMF lies in its potential use as a basis for developing approaches to cultural adaptation in leadership, communication, decision-making, and risk management. management in international AI teams. Further development of the research involves empirical testing of the model on data from real international AI projects using quantitative analysis methods, including regression analysis, mediation analysis and structural Equation Modeling. This will allow us to determine which of the proposed relationships are indeed statistically supported and under what organizational and cultural conditions the adaptation of management practices has the greatest impact on the effectiveness of AI projects.

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