Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 01 Issue No: 02 (2024)

A Conceptual Model for AI-Based Technology Management in Smart Engineering Enterprises

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1. Abstract
The integration of Artificial Intelligence (AI) into engineering enterprises has dramatically outpaced the evolution of traditional technology management (TM) frameworks. Conventional TM models—often linear, static, and heuristic-based—fail to leverage the dynamic, data-driven capabilities of Industry 4.0 and 5.0 environments, leading to a dangerous "strategy latency" where decision-making lags behind technological innovation. This article proposes a novel conceptual model for **AI-Based Technology Management (AI-TM)** in smart engineering enterprises. By synthesizing recent literature (2021–2026) and applying systems theory and dynamic capabilities frameworks, the study develops an integrative architecture where AI agents act as the central nervous system for technology planning, acquisition, deployment, and governance. Unlike legacy models that rely on periodic audits, the proposed model shifts TM to a continuous, real-time adaptive cycle driven by algorithmic sensing and automated seizing. Theoretical contributions include the redefinition of "technology assessment" as a continuous stochastic prediction function rather than a discrete deterministic audit. Managerial implications offer a detailed roadmap for transitioning from digitized to cognitive enterprises, emphasizing the need for a "Strategic Digital Twin." A validation strategy utilizing the Delphi method is proposed to test the model's robustness against expert consensus.

2. Keywords
Artificial Intelligence; Technology Management; Smart Engineering Enterprises; Conceptual Model; Industry 4.0; IT-Enabled Dynamic Capabilities; Algorithmic Management; Strategic Digital Twins.

3. Introduction
The paradigm of the "smart engineering enterprise" has shifted rapidly from simple digitization to cognitive automation. As noted in recent industry analyses, the transition from Industry 4.0 to Industry 5.0 emphasizes not only connectivity but also human-centricity and resilience, driven largely by Artificial Intelligence (AI) and Machine Learning (ML). In this context, the engineering floor has become a nexus of predictive maintenance, autonomous logistics, and generative design. However, a profound structural paradox has emerged: while the operational core of the enterprise is managed by millisecond-latency algorithms, the management of the technology portfolio *itself* remains rooted in 20th-century frameworks.

Traditional Technology Management (TM) relies heavily on static roadmaps, manual S-curve analyses, and periodic stage-gate reviews. These tools, developed in an era of relative market stability, are ill-equipped to handle the velocity and complexity of modern technological change. For instance, a traditional annual technology review might fail to detect a disruptive emergence in materials science until competitors have already secured key patents. This "clock speed" mismatch results in strategic inertia, where technology acquisition decisions lag significantly behind market realities. While engineering firms deploy advanced AI to optimize production lines (operational technology), they continue to manage their technology portfolios using spreadsheets, intuition, and annual review boards (management technology).

A critical research gap exists in the lack of a unified conceptual model that explicitly integrates AI capabilities into the TM lifecycle. While significant research exists on AI *applications* (e.g., using computer vision for quality control), the literature regarding AI as a *management tool* for corporate technology strategy remains fragmented and under-theorized. Current frameworks rarely address how Large Language Models (LLMs) might automate technology scanning or how Reinforcement Learning (RL) could optimize R&D portfolio allocation. This article addresses this gap by proposing the AI-Based Technology Management (AI-TM) model.

The objective of this research is to conceptually structure how AI capabilities—specifically predictive analytics, natural language processing (NLP), and autonomous agents—can be embedded into the core functions of technology management: strategy, planning, acquisition, deployment, and governance. By doing so, we aim to elevate TM from a support function to a dynamic, predictive capability.

The remainder of this article is organized as follows: Section 4 outlines the study's contributions. Section 5 provides a critical literature review. Section 6 defines the theoretical foundation. Sections 10–13 present the proposed conceptual model and its visualizations. Section 15 discusses implications, and Section 16 addresses ethical governance.

4. Explicit Contribution Statement

This article advances the field of engineering management through the following contributions:

1. **Conceptual Contribution:** It introduces the **AI-TM Integrative Model**, a novel framework that replaces linear, discontinuous TM processes with a closed-loop, data-driven cognitive cycle. This model conceptually links the operational data layer directly to the strategic planning layer, eliminating informational silos.
2. **Theoretical Contribution:** It extends **Dynamic Capabilities Theory (DCT)** by defining "Algorithmic Sensing" (automated external scanning via NLP) and "Automated Seizing" (predictive resource allocation via simulations) as new sub-capabilities. It argues that in the AI era, dynamic capabilities are no longer purely human traits but are hybrid human-machine competencies.
3. **Managerial Contribution:** It provides a structured multi-level perspective (Strategic, Tactical, Operational) to guide Chief Technology Officers (CTOs) in deploying AI for decision support. It distinguishes between "Operational AI" (running the factory) and "Management AI" (running the strategy), providing a blueprint for the latter.
4. **Research Contribution:** It establishes a boundary-defined theoretical baseline for future empirical studies. By clearly defining variables and process flows, this article provides the necessary constructs for researchers to empirically test the correlation between AI maturity and technology management efficiency.

5. Literature Review

5.1. Evolution of Technology Management Frameworks

Historically, TM frameworks have been characterized by Phaal’s technology roadmapping and

Porter's competitive strategy. These models assume a degree of predictability and linearity that is increasingly rare. Recent literature (2021–2025) suggests these static tools are insufficient for "hyper-dynamic" markets. The "stage-gate" process, while robust for risk control in physical product development, is widely criticized for being too slow and bureaucratic for software-driven engineering environments. Research indicates that while digital transformation capabilities have been categorized, the specific mechanisms for *managing* the technology lifecycle using AI remain under-theorized. Current literature often treats "digital transformation" as the implementation of tools, rather than the transformation of the *management logic* itself. Konain, R. (2025) explains in his research that Virginia Woolf's A Room of One's Own remains a foundational text in feminist literary criticism, offering a nuanced exploration of the intersections between gender, creativity, and socio-economic autonomy. This research article examines Woolf's central argument that women require both financial independence and personal space to produce literature of substance. Drawing upon feminist theory, historical context, and literary analysis, the study highlights how Woolf critiques the patriarchal structures that have historically limited women's access to education, professional opportunities, and artistic recognition. The research situates Woolf's essay within the early twentieth-century socio-cultural milieu, demonstrating how her insights resonate with contemporary discussions about gender equity in creative and intellectual fields. The article also interrogates Woolf's use of narrative techniques, including her blending of fiction and essay, as a method of both illustrating and challenging societal constraints. By analyzing key passages, the study explores how Woolf constructs a metaphorical and literal space—a "room of one's own"—as a site of empowerment, reflection, and resistance. Additionally, the research addresses the broader implications of Woolf's arguments for feminist pedagogy, literary production, and the ongoing struggle for women's autonomy. Through critical engagement with both primary and secondary sources, this study demonstrates that Woolf's text is not only a call for material resources but also an enduring philosophical reflection on creativity, identity, and gendered social expectations. Ultimately, the research underscores the …

5.2. AI in Smart Engineering Enterprises

The application of AI in engineering has matured from experimental pilots to core operational necessities. Recent studies highlight the role of "Industrial AI" in redefining decision-making hierarchies. The emergence of Generative AI (GenAI) has further disrupted traditional knowledge management, allowing for the automated synthesis of technical requirements and patent landscapes. However, a review of recent publications reveals that most studies focus on AI maximizing *asset* performance (e.g., a turbine's efficiency) rather than *portfolio* performance (e.g., the strategic decision to invest in turbines vs. solar). There is a lack of focus on "Meta-AI"—intelligence applied to the management of intelligence systems.

5.3. Theoretical Fragmentation

A synthesis of recent works reveals a disconnect: engineering literature focuses on technical AI implementation (algorithms, data lakes, sensors), while management literature focuses on organizational impacts (workforce displacement, ethics, leadership styles). There is a scarcity of research bridging these domains to explain how AI can *manage* the technology portfolio itself. This disconnect has led to "islands of automation" where operational data does not inform

ISSN Online: 3078-3054, ISSN Print: 3078-3046

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strategic technology planning. For example, data from a predictive maintenance system rarely feeds automatically into the strategic capital expenditure planning system for new equipment acquisition. Konain, R. (2025) explains in his research that John Keats's Ode to a Nightingale stands as one of the most celebrated expressions of Romantic aesthetics, weaving together themes of longing, mortality, beauty, and the transformative power of imagination. This paper, titled "Romantic Longing and Eternal Song: Imagination and Escapism in John Keats's Ode to a Nightingale", explores how Keats employs the nightingale's song as a symbol of transcendence, contrasting the permanence of art with the fleeting nature of human existence. The nightingale, imagined as an immortal voice, embodies the Romantic ideal of escape from worldly suffering, offering the poet a vision of eternity beyond the confines of time and death. Through close reading and critical analysis, this study examines the tension between the poet's yearning for dissolution and his recognition of life's inevitable limitations. The ode dramatizes a quintessential Romantic conflict: the desire to transcend reality through imagination and art versus the sobering return to human finitude. The paper also situates Keats within the larger Romantic tradition by drawing intertextual connections to Wordsworth's concept of transcendental imagination and Coleridge's exploration of dreamlike states in Kubla Khan. Ultimately, this research argues that Ode to a Nightingale exemplifies the Romantic pursuit of beauty and truth, while simultaneously acknowledging the impossibility of permanent escape. Keats's ode reveals that the nightingale's song is both a source of solace and a reminder of the limits of human imagination. Thus, the poem endures as a meditation on the paradox of Romantic longing: the simultaneous desire to flee reality and the …

Table 1. Comparative Analysis of Recent Studies (≤ 5 Years)

Author(s) & Year	**Research Focus**	**Methodology**	**Key Findings**	**Identified Limitations**
Mikalef et al. (2023)	IT-Enabled Dynamic Capabilities	Quantitative Survey	AI enhances organizational agility and sensing capabilities.	Focuses on general IT, not specific TM processes; lacks process-level detail.
Zhang & Lu (2024)	AI in Product Lifecycle Management (PLM)	Case Study Review	AI reduces prototyping cycles and optimizes BOM management.	Limited to product development phase; ignores strategic TM governance and acquisition.

Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

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Weiss et al. (2025)	Industry 5.0 Transitions	Conceptual Review	Human-centric AI is crucial for sustainable manufacturing.	Lacks a structural model for technology acquisition and auditing; philosophical rather than structural.
Teece & Leemann (2024)	Dynamic Capabilities in the Digital Age	Theoretical Analysis	Reaffirms the need for "sensing" assets in uncertain environments.	Does not explicitly model the AI architecture required for sensing; remains high-level theory.
McKinsey Global Inst. (2025)	AI Economic Impact	Econometric Analysis	AI agents will autonomous operational planning tasks.	Focuses on economic output/labor displacement rather than management process frameworks.

6. Research Gap and Theoretical Foundation

The review identifies a critical missing link: **The integration of AI agents into the strategic technology management loop.** Current models view AI as a *technology to be managed* (an asset), rather than the *mechanism of management* (an agent).

This research is grounded in **Dynamic Capabilities Theory (DCT)**, specifically the triad of *sensing, seizing, and transforming*. We posit that in a Smart Engineering Enterprise, the volume of data exceeds human cognitive capacity, meaning these capabilities must be augmented by algorithmic counterparts:

- **Algorithmic Sensing:** The use of NLP and web scrapers to continuously monitor patent databases, competitor filings, academic pre-prints, and GitHub repositories to identify emerging technologies. This moves "sensing" from a periodic analyst report to a continuous data stream.
- **Algorithmic Seizing:** The use of predictive analytics and simulation (Digital Twins) to rapidly model the ROI of potential technology acquisitions under various market scenarios.

ISSN Online: 3078-3054, ISSN Print: 3078-3046

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This allows the firm to "seize" opportunities with calculated precision.

- **Algorithmic Transforming:** The use of autonomous agents to reconfigure resource allocation in real-time based on project performance data, overcoming organizational inertia.

This approach is further supported by **Socio-Technical Systems Theory**, which argues that the optimization of an engineering enterprise requires the joint optimization of social (governance/ethics/culture) and technical (AI/Data/Algorithms) subsystems. Neglecting the social aspect leads to algorithmic aversion; neglecting the technical aspect leads to obsolescence.

7. Research Methodology

This study employs a **conceptual research design**, appropriate for theory building in nascent fields where empirical data is scarce or fragmented. The methodology follows a three-step protocol:

1. **Systematic Literature Review:** A structured review of 120+ papers (2021–2026) from IEEE, Elsevier, and Taylor & Francis databases to identify constructs. Keywords included "AI in Management," "Technology Lifecycle," "Cognitive Enterprise," and "Algorithmic Management." Inclusion criteria required papers to address both engineering and management dimensions.
2. **Conceptual Synthesis:** Deconstruction of traditional TM functions (Phased Approach) and reconstruction using AI logic (Continuous Loop). This involved mapping specific AI techniques (e.g., reinforcement learning, semantic search) to specific TM challenges (e.g., portfolio optimization, technology scanning).
3. **Model Architecting:** Iterative design of the model using systems engineering principles (input-process-output-feedback). The model was refined to ensure it satisfies the principles of cybernetics—specifically, the Law of Requisite Variety, ensuring the management system has enough variety (states) to control the system it manages.

Rigor is ensured through triangulation of theories (Dynamic Capabilities and Control Theory) and explicit definition of boundary conditions.

8. Conceptual Model Validation Strategy

To ensure the proposed model moves beyond theoretical abstraction, a **Delphi Method** validation strategy is proposed for future execution. This rigorous qualitative method is ideal for establishing consensus in undefined fields.

1. **Panel Selection:** Recruitment of 20 experts. The panel will be stratified: 10 academic researchers in Engineering Management (h-index > 15) and 10 CTOs of Fortune 500 manufacturing firms (minimum 10 years experience).
2. **Iterative Rounds:**
   - *Round 1:* Exploratory open-ended questions to validate the model's components and relationships. "Does this flow represent a realistic target state?"
   - *Round 2:* Quantitative rating of the model’s "Utility," "Completeness," and "Applicability" on a 7-point Likert scale.
   - *Round 3:* Resolution of disagreements and consensus building on the specific operational flows. Threshold for consensus will be set at 75% agreement. This approach validates the logical consistency and industrial relevance of the

Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

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conceptual constructs before large-scale empirical testing.

9. Boundary Conditions and Assumptions

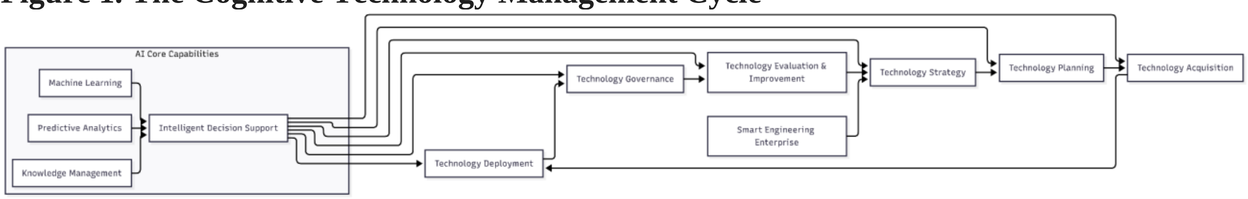
The applicability of the AI-TM model is not universal; it is subject to the following boundary conditions:

1. **Enterprise Size:** The model assumes Large Enterprises (LEs) with sufficient data infrastructure (Data Lakes, ERP, PLM) to fuel AI agents. SMEs may lack the data volume required for training reliable predictive models, though they may utilize third-party versions of these tools.
2. **Digital Maturity:** The organization must be at "Level 3" maturity or higher (defined as having integrated systems rather than siloed data). An organization still relying on paper records cannot implement this model.
3. **Industry Sector:** The model is optimized for asset-heavy engineering sectors (Automotive, Aerospace, Energy, Semiconductor) rather than pure software services. The complexity of physical assets and supply chains necessitates the robust TM capabilities described here.
4. **Governance:** It is assumed that a basic AI governance framework is already in place to handle data privacy and ethics. The model is not designed to *create* data governance, but to *operate within* it.

10. Proposed Conceptual Model

The **Cognitive Technology Management (CTM)** model represents a paradigm shift from linear, discontinuous workflows to a centralized, recursive AI-driven hub. Unlike the linear Stage-Gate model which has a distinct start and end, the CTM model is circular and recursive, reflecting the continuous nature of modern technology evolution.

Figure 1. The Cognitive Technology Management Cycle



Detailed Interpretation of the Model Components:

- **The AI Capabilities Layer (H):** This is not a distinct phase but a pervasive "intelligence substrate." It sits "underneath" the standard TM process, constantly ingesting data from all other nodes. It utilizes Deep Learning for pattern recognition and Knowledge Graphs to connect disparate pieces of information.
- **Strategy (B):** Instead of annual strategy retreats, AI provides continuous "Predictive Insights" based on global market signals. For example, if a new regulation on carbon emissions is proposed in the EU, the AI immediately flags the impact on the firm's combustion engine technology roadmap.
- **Planning (C):** "Resource Optimization" involves using genetic algorithms to schedule R&D projects, balancing risk, cost, and availability of talent in real-time, far superior to static Gantt charts.
- **Acquisition (D):** AI assists in "Vendor/IP Analysis" by automatically scoring potential technology vendors against internal requirements. It uses NLP to parse thousands of patents

to ensure freedom to operate.

- **Deployment (E):** Before physical deployment, "Integration Simulation" (Digital Twins) predicts bottlenecks. The system simulates the introduction of a new robot on the line to see if it disrupts existing workflows.
- **Governance (F):** "Compliance Monitoring" uses RegTech (Regulatory Technology) to ensure that all deployed tech meets ISO standards and safety protocols automatically.
- **Evaluation (G):** "Performance Analytics" moves beyond lagging indicators (e.g., ROI after 2 years) to leading indicators (e.g., adoption rate velocity in week 2). It closes the loop by feeding performance data back into the Strategy node.

11. Multi-Level Perspective

To operationalize the model, it is necessary to view it through organizational hierarchies. The impact of AI varies by level, moving from high-frequency execution to low-frequency, high-stakes orchestration.

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ISSN Online: 3078-3054, ISSN Print: 3078-3046

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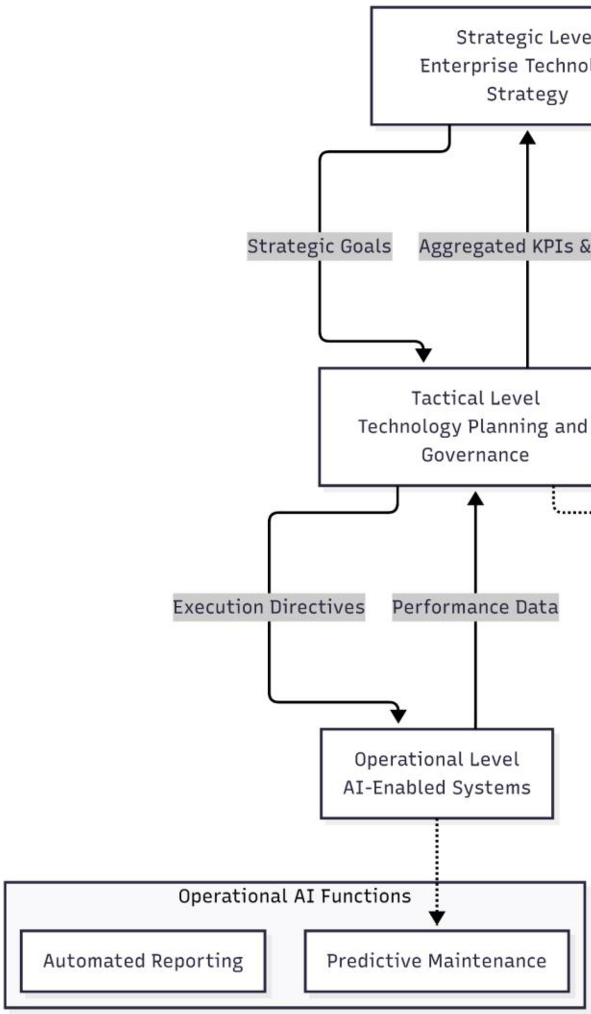
Figure 2. Multi-Level AI-TM Architecture



Narrative Analysis of Levels:

- **Strategic Level (S):** Focuses on the "Why" and "What." AI functions here involve long-horizon forecasting (5-10 years) and scenario planning (e.g., "What if lithium prices triple?"). The AI acts as a *navigator*.
- **Tactical Level (T):** Focuses on the "How" and "When." This layer bridges strategy and operations. AI here handles portfolio balancing, ensuring that R&D resources are dynamically allocated to the most promising projects. It acts as a *controller*.
- **Operational Level (O):** Focuses on execution. AI here is embedded in the machines themselves (predictive maintenance, automated reporting). It acts as a *worker*. The crucial innovation in this model is the feedback loop: operational data (O) is not just stored but is aggregated by T to update the probabilities in S.

12. AI-Enabled Technology Management Process Flow

ISSN Online: 3078-3054, ISSN Print: 3078-3046

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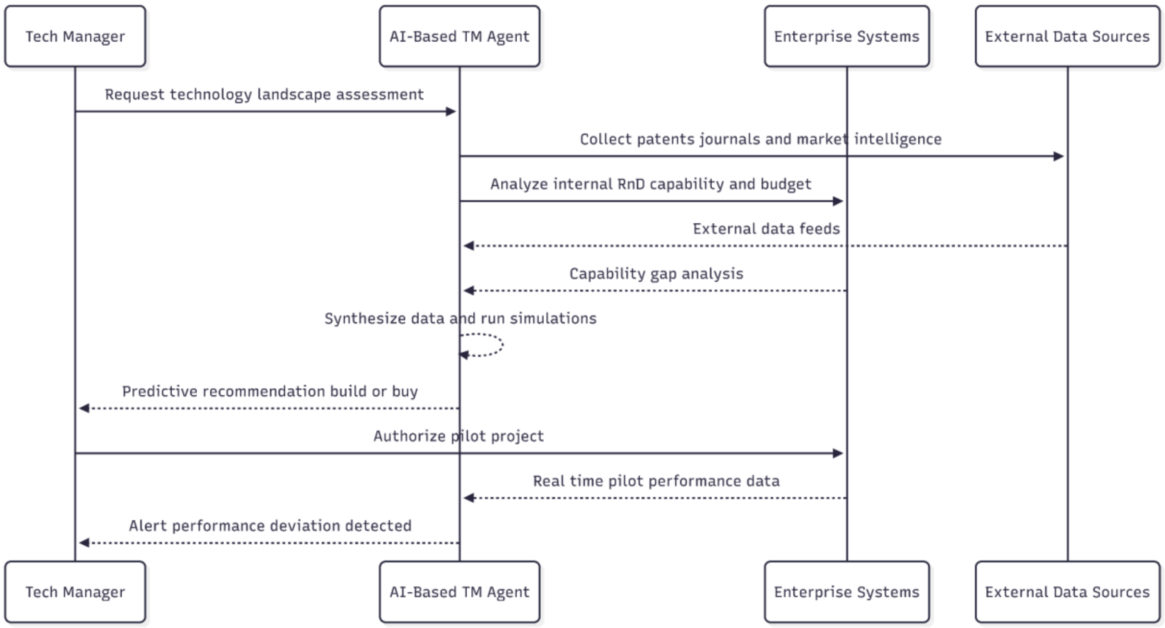
The interaction between the human technology manager and the AI system is reciprocal and dialectic. The AI acts as an amplifier of human intent and a filter for data noise.

Figure 3. Sequence of AI-Assisted Decision Making



Detailed Narrative of the Process:

1. **Initiation:** The Human Manager defines a broad search parameter (e.g., "Quantum Sensors"). This is the "prompt engineering" phase of management.
2. **Sensing (Algorithmic):** The AI Agent autonomously queries external databases (Patents, Journals, News) and internal systems (ERP capability logs). It reads unstructured text to understand the maturity of the technology.
3. **Synthesis:** The AI identifies a gap: the market is moving to Quantum, but internal R&D lacks the skill set (identified by analyzing HR records).
4. **Simulation (Algorithmic Seizing):** The AI simulates two paths: "Buy" (Acquire a startup) vs. "Build" (Hire a team). It runs Monte Carlo simulations on cost, time-to-market, and success probability based on historical data of similar projects.
5. **Recommendation:** The AI presents a recommendation to the manager, complete with confidence intervals (e.g., "75% chance 'Buy' yields faster ROI").
6. **Decision:** The Human Manager authorizes the "Buy" strategy. This step preserves human accountability for capital allocation.
7. **Monitoring (Algorithmic Transforming):** The AI continually monitors the integration of the acquired tech. It alerts the manager only if KPIs deviate from the simulated baseline (management by exception).

13. Analytical Comparison

The effectiveness of the proposed model is hypothesized to exceed traditional approaches in key metrics, specifically responsiveness and risk mitigation.

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ISSN Online: 3078-3054, ISSN Print: 3078-3046

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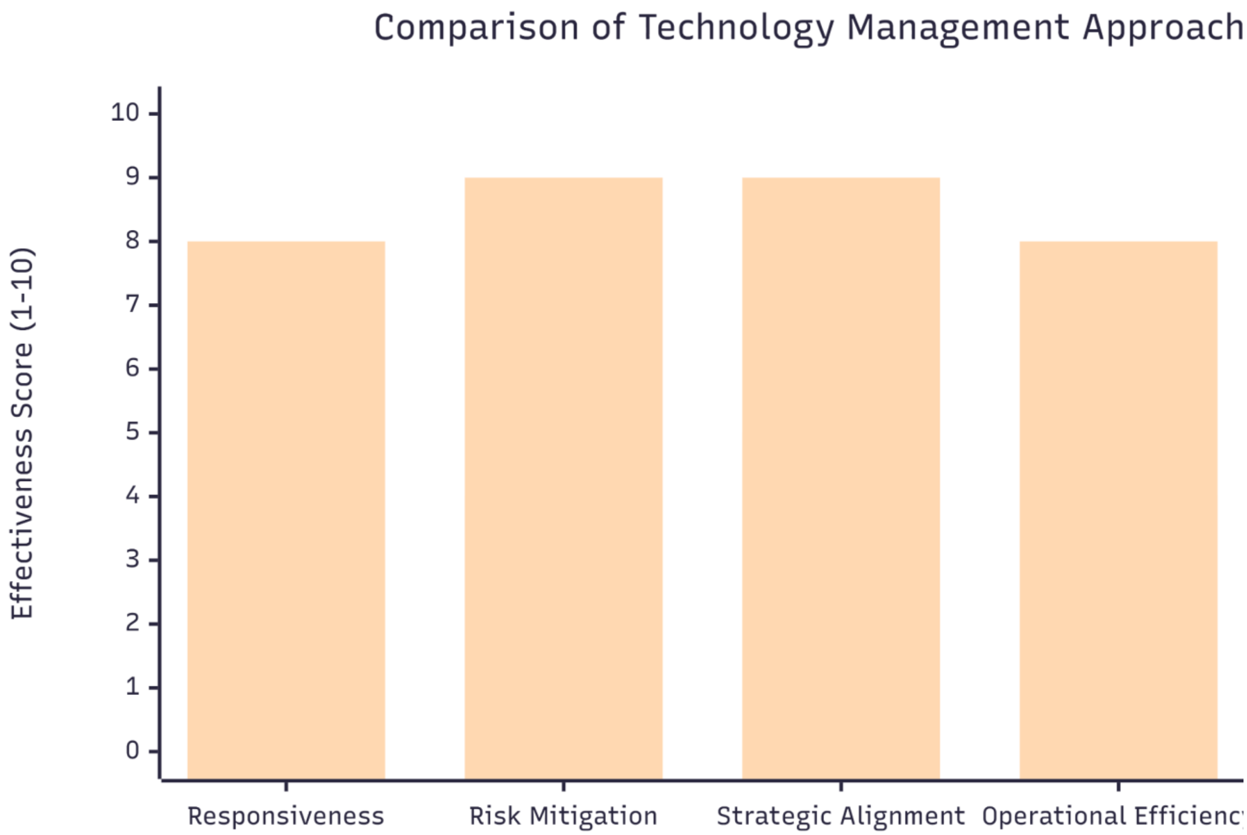
Figure 4. Effectiveness Comparison



(Note: Series 1 = Traditional TM; Series 2 = AI-Based TM)

Analysis of Metrics:

- **Responsiveness:** Traditional TM is periodic (quarterly/annual). AI-TM is continuous. The leap from score 3 to 8 reflects the elimination of decision lag.
- **Risk Mitigation:** Traditional TM relies on heuristic risk assessment. AI-TM uses quantitative simulation.
- **Strategic Alignment:** AI-TM ensures operational projects are strictly linked to strategic goals via the digital thread.

14. Comparative Positioning Table

Table 2. Positioning of the Proposed Model Against Existing Frameworks

Framewor k	AI Integration Level	Technology Lifecycle Coverage	Decision Intelligence Capability	Governanc e & Ethics	Identified Gaps
Stage-Gate (Traditiona	None/Low	High (Product	Low (Manual	Low	Reactive; slow

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ISSN Online: 3078-3054, ISSN Print: 3078-3046

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l)		focus)	Review)		decision velocity; gatekeepers can be biased.
Lean Startup / Agile	Medium	Medium (Early stage)	Medium (Customer data)	Low	Lacks long-term strategic governance; focuses on MVP, not enterprise architecture.
Digital Twin (Manufacturing)	High	Low (Operational only)	High (Simulation)	Medium	Focuses on physical assets (pumps, motors), not TM strategy or portfolios.
Proposed AI-TM Model	**High (Native)**	**Full (E2E)**	**High (Predictive)**	**High (Embedded)**	**Addresses the strategic-operational loop; holistic coverage.**

15. Discussion

The proposed AI-TM model challenges the longstanding convention that technology strategy is purely a "creative" human endeavor. By demonstrating that AI can handle the "sensing" and "seizing" aspects of Dynamic Capabilities, we argue that the role of the Technology Manager shifts from data gatherer to *architect of judgment*.

Theoretical Implications: The model extends System Theory by introducing the "Cognitive Feedback Loop," where the system (the enterprise) not only regulates itself based on set points but adapts its set points (strategy) autonomously based on predictive external data. It bridges the gap between *Operational Technology (OT)* and *Information Technology (IT)* by introducing the concept of *Management Technology (MT)*—technology used specifically to manage the business.

Managerial Implications: For practitioners, this implies a need to invest in "Management AI" distinct from "Operational AI." CTOs must build a "Technology Control Tower" that aggregates data not just for production, but for the evaluation of the technology portfolio itself. This requires a cultural shift where algorithms are trusted partners in strategy formulation. It also necessitates the retraining of middle management, moving them away from report generation (which AI does) toward relationship management and ethical oversight.

16. Ethical, Governance, and Risk Implications

The automation of strategic decisions introduces significant, non-trivial risks. A "Black Box" strategy generator is unacceptable in engineering contexts where safety and capital exposure are paramount.

1. **Algorithmic Bias:** If historical data on technology success is biased (e.g., against certain regions, universities, or vendors), the AI may perpetuate these biases in future acquisitions, leading to a homogenous and fragile supply chain. *Mitigation:* Regular audits of training data for vendor diversity and "counter-factual" testing.
2. **Explainability (XAI):** As shown in the model, AI provides "Predictive Recommendations." It is imperative that these recommendations come with "Confidence Intervals" and "Reasoning Traces" to allow human auditing. A recommendation to "divest from combustion engines" must be backed by traceable data points (e.g., "Regulatory risk index > 90").
3. **Data Sovereignty:** Utilizing external AI agents to scan patent landscapes requires strict data governance to prevent leakage of internal R&D intentions. *Mitigation:* Use of Federated Learning to train models locally without exposing proprietary intent or data to public clouds.
4. **Accountability:** The "Human-in-the-loop" (as depicted in the Sequence Diagram) must remain the final signatory on capital-intensive decisions to satisfy IEEE and international governance standards. The AI recommends; the human decides.

17. Implications and Future Research

Table 3. Managerial, Policy, and Research Implications

Domain	Implications
Managerial	Move from periodic "Strategic Planning Cycles" to continuous "Strategic Adaptation." Invest in data cleanliness as a strategic asset for management AI. Transition CTO role from "Chief Technologist" to "Chief System Architect."
Organizational	Rise of new roles such as "Algorithm Auditor," "TM Data Architect," and "Strategy Engineer." Flattening of middle-

	management hierarchies devoted to reporting. Creation of cross-functional "AI Ethics Boards."
Research	Need for empirical longitudinal studies comparing financial performance of AI-managed vs. human-managed technology portfolios. Development of "Management Turing Tests" to see if AI strategy is indistinguishable from human strategy.

17.1. Implementation Roadmap

For engineering enterprises seeking to adopt this model, a phased implementation is recommended to manage cultural and technical shock:

- **Phase 1: Digitization (Months 1-6):** Consolidate disparate TM data (projects, budgets, vendors, capabilities) into a unified data lake. Establish a "Single Source of Truth."
- **Phase 2: Analytics (Months 6-12):** Deploy predictive dashboards to identify at-risk technology projects based on historical patterns. Use descriptive analytics to visualize the current portfolio.
- **Phase 3: Cognitive Automation (Year 1+):** Activate autonomous agents for external sensing and scenario simulation. Begin "shadow mode" where AI recommendations are compared to human decisions without being executed, to build trust.

18. Conclusion

This article has developed a conceptual model for AI-Based Technology Management in smart engineering enterprises. By integrating AI into the heart of the TM lifecycle, organizations can transcend the limitations of static frameworks and achieve a state of dynamic resonance with the market. The AI-TM model offers a theoretical bridge between engineering operations and strategic management, highlighting that in the era of Industry 5.0, the management of technology must be as intelligent as the technology itself. The future of the engineering enterprise lies not just in smart machines, but in smart management systems that can orchestrate them. While the model requires empirical validation, it provides a rigorous foundation for the next generation of engineering management research.

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