

Jarosław Sempryk\*

Michał Nowakowski, Paulina Grzywacz, Martyna Rzeczkowska,  
*Sztuczna inteligencja.*

*Wybrane aspekty zarządzania projektami AI &Data,*  
C.H. Beck, Warszawa 2025, ss. 218

In an era in which artificial intelligence permeates nearly every sphere of economic and social life, literature devoted to managing AI projects becomes not merely desirable, but essential. *Sztuczna inteligencja. Wybrane aspekty zarządzania projektami AI&Data*, published in 2025 by C.H. Beck, fills a critical gap between the technical description of AI systems and the practical realities of implementing them within organizations. Under the scientific editorship of Dr. Michał Nowakowski, and written by a team of authors that includes lawyers, data-protection specialists, and AI experts, the book brings together technical, legal, and organizational perspectives to offer readers a comprehensive guide to the world of artificial intelligence. The book is structured into seven chapters, leading the reader from technological foundations, through legal frameworks and ethical considerations, to project management and cybersecurity. The opening chapters focus on AI systems, including large language models (LLMs). The authors explain their nature in a clear and accessible way, outlining both their potential and their vulnerabilities, along with the implications for privacy and data protection. Given the rapidly growing use of LLMs across the financial, medical, and energy sectors, this knowledge is indispensable for managers and specialists preparing to deploy AI solutions. Subsequent chapters discuss the legal landscape surrounding AI, including the AI Act (EU Regulation 2024/1689), the Data Act, and the GDPR. The authors not only present the regulatory obligations and requirements that organizations must meet but also show how these can be implemented in practice.

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\* Jarosław Sempryk – doktor nauk ekonomicznych w zakresie zarządzania (Uniwersytet Ekonomiczny we Wrocławiu), absolwent Uniwersytetu Wrocławskiego (filozofia), tłumacz przysięgły języka angielskiego, badacz niezależny, e-mail: sempryk@pro.onet.pl

This blend of educational clarity and operational utility provides readers with a solid understanding of what must be considered when designing and deploying AI systems to ensure compliance with both legal and ethical expectations. One of the publication's strongest elements is its emphasis on ethics and "trustworthy AI." The authors highlight the importance of transparency, respect for human rights, protection of privacy, and the minimization of social and technological risks. At a time when algorithms increasingly influence people's lives, these recommendations are both practical and strategically significant, offering guidance on how to design systems that are responsible – not only from an organizational perspective but also in relation to broader societal impacts.

Equally important is the book's treatment of security. It addresses cyber threats, system resilience against manipulation and errors, as well as standards and procedures for safeguarding data. The inclusion of tables, checklists, and organizational action frameworks enhances the book's practical value, making it not just a source of knowledge but a functional tool for implementing AI according to best practices. The didactic value of the book is also noteworthy. The authors intentionally limit theoretical exposition, focusing instead on real-world issues encountered in their work with clients from diverse industries. This practical orientation turns the book into a useful guide for AI/Data project managers, lawyers, compliance officers, and IT governance professionals, allowing them to see how AI systems can be integrated into organizations effectively and responsibly. At the same time, the publication's broad thematic scope is both its strength and its limitation. Some topics – especially in the technical domain – are presented more as overviews than exhaustive instructions. Readers seeking detailed guidance on security audits, AI code analysis, or advanced programming procedures may find the book better suited as a starting point than as a full technical compendium. In summary, *Sztuczna inteligencja. Wybrane aspekty zarządzania projektami AI&Data* is a valuable and much-needed contribution to the Polish literature on AI. It combines practical technical, regulatory, ethical, and organizational insights to present a holistic view of the AI project lifecycle – from conceptualization and design to deployment, maintenance, and oversight. Its strongest qualities lie in its practical orientation, its wealth of implementation tools, and its strong emphasis on responsible AI use. The relative superficiality of certain technical topics does little to diminish the overall value of the work.

For project managers, compliance professionals, lawyers, and IT governance specialists, this book serves as a guide that not only explains what must be done, but shows how to do it responsibly and in accordance with the law. Amid the growing challenges associated with implementing artificial intelligence, it offers essential support for organizing processes, preparing procedures, and minimizing risk. It is a publication well worth the attention of anyone planning to introduce AI into their organization.

