International Journal of Science Academic Research
Vol. 06, Issue 02, pp.9340-9346, February, 2025
Available online at http://www.scienceijsar.com

ISSN: 2582-6425

Research Article

A QUALITATIVE STUDY: CAN AI TAKE MANAGEMENT DECISION?

[1,] *Ripan Das and [2]Aruna Ranasinghe

[1]Christ the Redeemer College, 23 Village Way E, Rayners Lane, Harrow HA2 7LX, United Kingdom
[2]Richmond American University London, Building 12, 566 Chiswick Park, Chiswick High Rd., Chiswick, London W4 5AN

Received 15th December 2024; **Accepted** 26th January 2025; **Published online** 27th February 2025

Abstract

AI has challenged the human capability in making management decision by creating an apprehension of replacing managers in businesses. Over debate, there has been found different assumptions regarding the necessity and influence of AI in the management decision making. The researcher has covered up the issue in this article where a qualitative analysis has been conducted for identifying AI's role in management decision process. This researcher has been conducted using qualitative research method where a semi-structured interview of 15 respondents and secondary data source analysis were followed in finding out result of the research issue. From the analysis of collected data, it is found the AI has been ability in supporting management decision but it lacks capability of making effective decision itself for the business. Though AI has attained some cognitive capabilities, it can't replace human intelligence in making effective decision assessing real-life scenario of business world. A business decision should be made following human approach where managers can utilise their reframing cognitive capability. A deep understanding of problem, assumption, objectives and real world scenario is highly necessary for making an effective decision to solve business problems and to develop strategy. The analysis of this study states that AI can't take management decision rather it can assist managers in making effective management decision for enhancing business performance.

Keywords: AI, Reframing, Predictive analytics, contextual analysis, emotional intelligence.

INTRODUCTION

According to Akerkar (2019), AI has enhanced the business operation and performance where it can analyse large volume of data fast in solving business problem and decision making. In line with this, Loureiro, Guerreiro and Tussyadiah (2021) cited that AI using machine learning processes information fast with its intuition and conscious reasoning for solving complex business issues or problems with the aim of identifying effective solution to maximise business performance. On the other hand, Enholm *et al.* (2022) argued that management decision requires formative decision making that can only be performed by human brain. In this context, Sestino and De Mauro (2022) added that the slow process of deep analysis of a problem is a benefit for managers who can reframe a problem for adopting effective and reasonable decision for the business. AI has developed its capability in conscious reasoning, attaining some cognitive abilities, analysing vast data volume, mathematical analysis, etc. but there still exists difference between human intelligence and artificial intelligence. According to Akerkar (2019), a management decision for a business requires much analysis, reframing of problem, assessing parameters and objectives where human intelligence can outperform in the way of these processes in making decision. Chui, Manyika and Miremadi (2018) argued that the development of AI has created a risk and situation of replacing managers in the managerial functions of a business. There is found various benefits of AI in the business operation where this technology can make data drive decision, quick analysis, productivity, consistency, mathematical reasoning, complex decision making, vast data volume, etc. Al-Surmi, Bashiri and Koliousis (2022) stated that AI technology uses its predictive modelling and real time insight for making business and management decision. A competition over the issue of engaging AI in management decision replacing managers where there is found a critical reasoning on the application of this technology in support of business leaders. In this context, Bagchi and Sharma (2024) stated that AI can assist in the decision making process but it hasn't attained the role of human intelligence over managers for designing a realistic and conscious reasoning based management decision. The debate has created the pathways of conducting research and analysis for finding out the role of AI in management decision whether it can make management decision or assist in enhancing decision quality for increasing business performance and productivity. This article has been designed in the way of answering question on the issue where it will add value to the debate by drawing a conclusion throw an intensive and effective analysis.

Purpose of the study

A change has been identifying the business world with the rapid evolution of artificial intelligence where there exists a debate whether AI replace managers in management decision making. Chui, Manyika and Miremadi (2018) stated that AI has been developed in a way to change every sector of the world where the implication of this technology has been capable of reducing human effort. Thus, experts and scholars are claiming that AI may reduction employment and replace managers and decision makers in business setting. On the other hand, Duan, Edwards and Dwivedi (2019) reported that AI doesn't have much capability of replacing human intelligence in making rational decision in different aspects of human life and businesses. So, the researcher has identified a research gap of exploring the involvement and necessity of AI in the management decision making and the way of changing business practice. An analysis on the issue of finding out the

Corresponding Author:** ***Ripan Das
Christ the Redeemer College, 23 Village Way E, Rayners Lane, Harrow HA2 7LX, United Kingdom.

efficiency of AI in making crucial and rational management decision for the business performance and strategy planning (Prodan, 2019). This article has been prepared in order to develop a conclusion on the debate and claim whether AI can make management decision.

Aim of the study

The aim of this study is to assess the importance of AI in the management decision making and to identify whether AI can make management decision for an organisation. In addition, an analysis on the issue of gauging accessibility of AI-powered decision making in replacing managers of an organisation. The researcher wants to assess the efficiency of AI in making management decision that leads to the way of changing business pathways. An analysis in this regard has been prepared for identifying the necessity and influence of artificial intelligence in changing management decision making process.

Significance of the study

The issue of this research article is to evaluate the efficiency of AI in making management decision for an organisation. In this context, the researcher needs to identify the functioning and effectiveness of AI in managerial decision making process. Einarsdóttir (2019) stated that AI has revolutionised the business functioning and management decision process. In line with this Herath, Ode and Herath (2025) cited that artificial intelligence can take the role of managers where it may replace managers in the decision making process. On the other hand, Kaggwa *et al.,* (2024) cited that AI can only assist in the management decision for accelerating business operation and performance. Artificial intelligence has been a great innovation in this period of industry 2.0 where this can create great approach in managing business. According to Phillips-Wren and Ichalkaranje (2018), business leaders need to understand the role of AI in the business process where they have to define its application and areas of utilisation. In this context, Jarrahi (2018) cited that an analysis needs to the performed for drawing a conclusion on the basis of requirement of AI in management decision whether it can replace human intelligence in making crucial management decision. The research, thus, has approached toward the way of identifying the conclusion and analysis of the efficiency of AI in making management decision to achieve business goals and to management complex situation.

Research questions

Some of the questions that would be answered in this article for achieving the purpose of the study have been designed below:

- What is the role of AI in management decision making?
- What is the difference between AI powered decision making and human intelligence management decision?
- How does AI assist in management decision for attaining maximum effectiveness in business performance?

LITERATURE REVIEW

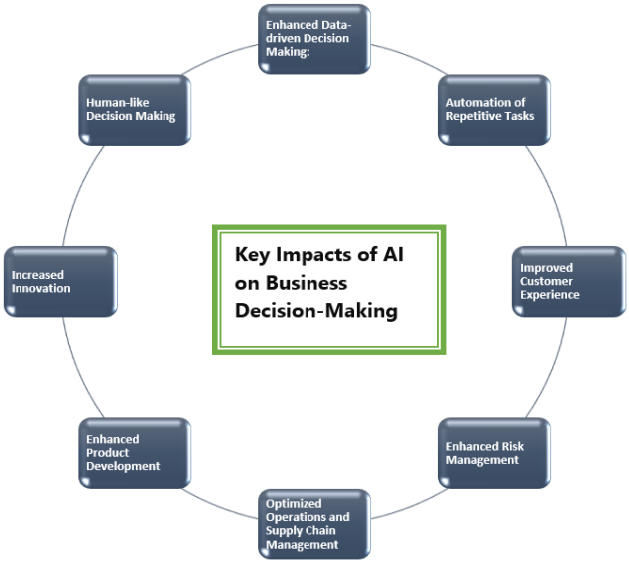
AI in business

Ruiz-Real *et al.* (2021) stated that artificial intelligence is a technology developed for assisting people by performing tasks of human intelligence. On the other hand, Mishra and Tripathi (2021) cited that AI simulates human intelligence by using data, algorithm, reasoning, programmed rules for making decision like human beings. According to Akerkar (2019), AI has been a great innovation for the business world like other sectors where it supports in analysing vast volume of data, making speedy decision, predictive modelling, etc. in the future orientation. This technology assist business in managing data, preparing strategy, enhancing customer service, business productivity, etc. In this context, Bagchi and Sharma (2024) reported that AI system has been found effective in performing business automation, enterprise automation, predictive modelling to reduce human error and to increase decision efficiency. On the other hand, Rose (2020) discussed that organisations use AI system for supporting organisational IT system, making real time insight, observation and analysis of vast data volume, along with natural language processing. This tool has also been found in the functioning of predicting market demand, sales growth and the business strategy for the achievement of desired business goals. According to Pallathadka *et al.* (2023), AI technology in supply chain management has enhanced performance with this predictive analytic tools and it has increased process of content creation for promotion with GenAI system in the social platform and business communication.

AI and management decision

Prodan (2019) reported that AI can conclude to the fast data analysis for making business decision where it collects and prepares data driven insight for business leaders. On the other hand, Rose (2020) AI hasn't been capable of cognitive reasoning for making judgement decision for business management. By analysing complex pattern and large data volume, AI can share accurate and quick insight of a problem or issue to be analysed in the process of making effective business decision. In this context, Jarrahi (2018) cited that informed decision with less error is possible with the AI system in business where it collects and analyses required data for supporting business leaders in business performance and strategy development. On the other hand, Duan, Edwards and Dwivedi (2019) reported that a management decision requires reframing of a problem for deep understanding in humanly context of environment where this can only be performed by human intelligence. From the analysis of Herath, Ode and Herath (2025), it is identified that AI is unparalleled in productivity, consistency and data analysis where it can prepare business decision by analysing data, predictively and market insight. In line with this, Rose (2020) stated that business leaders can make predictive modelling and analysis for supply chain management performance and market analysis where AI can support immensely to the businesses for getting insight and attaining desired business decision. In this way, business leaders are installing AI in customer service, supply chain management and other sections for speeding decision making, analysis and fostering business performance. Bagchi and Sharma (2024) discussed that AI technology has transformed business rapidly with this support for increasing customer service, market analysis, prediction, consistency, decision making, analysis of data, data driven insight, directing business performance, etc. where it has increased capability of an organisation in the way of surviving market competition. In another context, Loureiro, Guerreiro and Tussyadiah (2021) cited that AI technology has been found effective tool in injecting necessary information and data analysis in the

management decision making process. In line with this, Araujo *et al.* (2020) reported that managers can take insight from the AI based data analysis where it can make fast data analysis from a large volume of data. Raisch and Krakowski (2021) discussed that artificial intelligence can't always provide accurate market information and decision because it fails in judgemental and cognitive decision making. AI has increased capability of business in making risk management decision where it enabled business leaders with data driven decision. Prodan (2019) argued that customer insight has been improved with the integration of AI in customer management through personalised AI and feedback analysis. The AI in the business performance and management process has created great impact through its numerous benefits with the leaders are adopting the way of AI technology in supporting business in numerous way to achieve desired business goals.



Source: Akerkar (2019)

Figure 1. AI based decision making process

Benefits of AI

Shrestha, Ben-Menahem and Von Krogh (2019) reported that automation in business process has increased productivity where repetitive tasks can easily be performed with the assistance of AI system. On the other hand, Morandini *et al.* (2023) stated that AI supports in fraud detection where errors in the business process can be minimised efficiently. In the business functioning, there is found the high requirement of AI because of its nature in easing complex task and decision making. In this context, Araujo *et al.* (2020) cited that AI system is supportive in managing complex situation and problem of an organisation where business leaders can receive quick insight from this system. According to Corea (2019), the supply chain management optimisation has been completed with the AI system where it enhances management of materials quickly to increase business performance. In line with this, Bagchi and Sharma (2024) stated that predictive modelling of supply chain has been great support for business that can make decision based on market trends and future orientation. Innovation is another key benefit of AI where business leaders adopt ideas for the system for analysis and making decision. Cubric (2020) reported that customer service has been personalised using the system where this has increased customer connection, management and satisfaction through Chatbots, personalised offering, reward or loyalty program, etc. From the analysis of Enholm *et al.* (2022), AI increased data driven decision making where business leaders and managers receive insight from AI system through analysis of big data. Reduction of cost in various business activities such as performing repetitive tasks, data management, customer management, optimisation, automation, etc. has been considered a great benefits of AI for the businesses that can operate these functions at low cost using the AI. According to Kaggwa *et al.* (2024), AI system has been used for various usability and benefits to achieve productivity, improved decision making, automation, predictive analysis, cost reduction, risk management, efficiency, reduction of human error and improving performance through other functionality of a business.

Limitations of AI in making management decision

Prodan (2019) stated that biases in algorithm reduces trust and credibility of the performance of AI system in the business management. In line with this, Raisch and Krakowski (2021) cited that data biases can also be incurred in the functioning of AI where this may lead to wrong and destructive decision for a business. Reliability and credibility of AI have also been identified as key limitations for the system where these core elements reduce acceptability and implication of management decision offered by AI. In another context, Morandini *et al.* (2023) reported that ethical concern of AI hasn't been developed properly where this system may develop prejudiced method, biased data analysis, improper assumption, lack of objectiveness, societal ambiguity, data mining, data privacy, etc. This system can lead to immoral decision where it lacks of moral cognition and decision making. On the other hand, Jarrahi (2018) discussed that security risk and data privacy are limitations for the AI system in the management decision process. Since AI depends largely on data, it leads to the failure in considering other elements or factors for decision making. In this context, Mishra and Tripathi (2021) reported that the overdependence of AI on data and data analysis reduces its decision making capability where one also needs to consider other non-quantifiable factors while making business management decision. The moral dilemmas in the decision making and implication process should be managed with the assistance of human where AI can't utilise this in the way human intelligence does. Duan, Edwards and Dwivedi (2019) reported that AI lacks in contextual understanding and limited creativity where these two functioning are highly required in designing effective management decision for a business. According to Corea (2019), the limitation of AI in utilising judgement and intuition for complex managerial situation along with the lack of transparency and requirement of human intelligence in interpreting unforeseen situation has created disadvantage for AI in making management decision.

Efficiency of AI in management decision

Al-Surmi, Bashiri and Koliousis (2022) stated that AI in management decision making increases efficiency of organisation through automation in business performance. In this context, repetitive tasks of an organisation are performed effectively with the business automation process. On the other hand, Helo and Hao (2022) cited that AI can make informed decision analysing large data volume where it can analyse big data and market insight efficiently. Loureiro, Guerreiro and Tussyadiah (2021) reported that artificial intelligence system in business management can make efficient risk management where it can assess different risk variables in the way of

operating business. Pallathadka *et al.* (2023) argued that data bias in the process can reduce accuracy of decision for AI that can mislead managers and business leaders in the decision making process. From the analysis of Helo and Hao (2022), predictive analysis capacity of AI has enhanced management decision for supply chain management and market decision where it assists in predicting market trends and future orientation. On the other hand, Raisch and Krakowski (2021) reported that AI fails in understanding context and human cognition where complex management decision requires cognition and human intervention for solving issues. In line with this, Shrestha, Ben-Menahem and Von Krogh (2019) added that ethical considerations are also required in management decision making and this can't be possible with the AI system. Human oversight is highly necessary for making managerial decision for a business where the data driven result can't complete business desire and real life context. According to Einarsdóttir (2019), a deep understanding of management problem is required for decision making where reframing capability of human intelligence can complete the requirement. In this context, AI can't comply with the reframing process of understanding situation and problems for decision making. Chui, Manyika and Miremadi (2018) reported that human cognition plays vital role in the process of management decision where it helps in proper reasoning of business problem and imagination of assumed solution. Creativity has been another key element for effective business and management decision making where AI fails in applying this in the process. In this context, Araujo *et al.* (2020) cited that managers can apply creativity while making a management decision analysing context and situation whereas AI can only make decision based on data and insight. According to Prodan (2019), management decision of a business requires context analysis, emotional intelligence where judgemental analysis also required for effective decision and implication but AI can't achieve these cognitive capabilities of human intelligence for the decision making.

METHODOLOGY

Research philosophy

Researchers use a research philosophy for developing a framework of conducting a study where the philosophy includes different types such as positivism, interpretivism, epistemology, doxology, pragmatism, etc. (Gupta and Gupta, 2022). Every type has its own structure, characteristics and concept of preparing research study. A researcher philosophy develops a structure of defining data, collection and collection method, data analysis, etc. for the completion of the study (Kumari *et al.,* 2023). In this perspective of the research article, the researcher found interpretivism philosophy appropriate for this study where this philosophy was utilised in the way of setting up framework. This philosophy guided in the way of selecting qualitative research method, data collection and analysis where it was effective for designing a descriptive study to develop concept of the selected research issue (Flick, 2015).

Research Method

A research method shares guideline of conducting a study where the researchers need to follow the instruction and ways for completing the research. Commonly, qualitative research method and quantitative researcher method are used by researchers where either one or both is applied while conducting a research study (Kumari *et al.,* 2023). The quantitative research method is a method that guides in a way of designing numeric research with numeric analysis. On the other hand, the qualitative research method is a procedure of completing a study using non-numeric data from secondary sources (Gupta and Gupta, 2022). The researcher selected qualitative research method considering research issue, nature and topic where this required a non-numeric analysis. Moreover, this study guided researcher in collected data from secondary sources where the research issue suited this source of data collection. Using the qualitative research method, the researcher collected research data, analysed them and prepared a non-numeric analysis to develop insight and concept on the research issue (Mishra and Alok, 2022).

Data collection

Data for a research can be collected using either primary data collection method or secondary data collection method. The primary method directs the way of collecting data directly from respondents through survey or focus group, etc. where the data are found numeric in nature (Flick, 2015). On the other hand, researchers can collect secondary data from different secondary sources, observation, interview, etc. where this type of data is non-numeric pattern. Using the primary method, the researcher can develop numerical analysis and this method is supported by quantitative researcher method (Flick, 2015). As the researcher selected qualitative research method, secondary data collection method was applied in this research article. In this process, the researcher used semi-structured interview session among 15 respondents including AI experts, managers and specialists who were interviewed with questions prepared from research issue and questions (Gupta and Gupta, 2022). In addition, some secondary sources such as books, articles, websites, newspapers, publications were accessed and analysis for collecting data related to this research. Using the secondary data collection method, the researcher collected required data from this study where these data were analysed efficiently to produce result and discussion.

Data analysis

Data were collected from secondary sources where these were non-numeric in nature. Applying qualitative research method, the researcher collected data through interview and secondary source analysis process (Gupta and Gupta, 2022). After the collection of data, the researcher analysed them properly for finding out the result. The interview data were arranged in the way of research question where the data were presented to relate the questions. From the statement of respondents, the researcher analysed keyword, insight and views of participants regarding research issue (Flick, 2015). In another context, the secondary data were analysed properly for taking out findings and relating to this very research issue. In this context, an analysis has been prepared in line with research questions that were achieved from the findings of other established source and researchers' analysis (Gupta and Gupta, 2022). In addition, the researcher applied personal observation, knowledge and insight while discussing findings and analysis of the data to direct research result.

Ethical consideration

A quality research article requires application of ethical consideration that increases reliability and trustworthiness of

result. In this process of this study, the researcher was capable of maintaining required ethical consideration such as authenticity of data, consent, no harm policy, avoidance of misinterpretation and manipulation, acknowledgement, data protection, etc. (Kumari *et al.,* 2023). In the interview session, the researcher ensured consent of participants who were provided with the consent form for stating their voluntary participation in the research process. Secondary data were collected maintaining authenticity where researcher ensured the collection of data from authentic and relatable sources (Mishra and Alok, 2022). During the research process, no harm was applied properly where animals and human being were under this policy. In the data analysis and result preparation process, the researcher avoided data manipulation and misinterpretation to increase authenticity and validity of the result. A proper ethical way was maintained strongly for enhance acceptance among the audience and to identify a quality unbiased result on the selection issue (Mishra and Alok, 2022).

Limitation

The researcher experienced some limitations while conducting this research where these all were managed efficiently for achieving research objectives and aim. There were resource constraints in the process of collecting data and performing analysis. Since the researcher applied qualitative research method, it reduced the benefit of conducting a quantitative analysis (Flick, 2015). In addition, time was a crucial limitation where investment of more time could increase the researcher's efficiency and effort in increasing result quality (Mishra and Alok, 2022). The researcher also faced challenges of effort due to resource constraints and knowledge where it was well managed through dedication. However, the researcher has completed this research article properly using the limited capacity and resources where a fruitful result has been identified in completing research aim.

RESULTS AND DISCUSSION

From the analysis of Herath, Ode and Herath (2025), AI has been found in the strength position of making decision because it utilises data for decision. The data drive decision has been key consideration for applying AI in the management decision making. In another context, Duan, Edwards and Dwivedi (2019) stated that automation in business process, repetitive tasks and routine decision making are the key efficiency of AI system in the business management. This is also identified from the interview session that AI can efficiently assess and manage risks for a business utilising historical data and predictive modelling for future change in business environment. The researcher conducted a semi-structured interview session with 15 respondents including AI expert, managers, professionals and technology analysts. In the following three broad question of this research article, the researcher asked some laddered question to participants for getting desired outcome of research result.

What is the role of AI in management decision making?

The researcher asked two questions including (1) what is AI driven decision making in a business? and (2) how does AI support in management decision making in a business? To the respondents for receiving answer the broad question. In response, 5 AI experts explained that AI is a system of collecting and analysing data for proposing a solution or decision to the business leaders where it uses algorithm, computation, program and data to produce result. They also stated that AI support management in different ways such as analysing large data volume, less error functioning, business insight, fast decision etc. On the other hand, managers and other participants replied that AI system supports in management decision making through sharing insight, analysis of large data volume, predictive modelling, efficiency, productivity in repetitive tasks, input of necessary information, market trend, etc. where it can't provide support for judgemental decision making (Corea, 2019).

What is the difference between AI powered decision making and human intelligence management decision?

The respondents answered this question differently highlighting benefits and limitations of AI where the researcher also asked question through question ladder such as advantages of AI in management decision making, limitations of AI, areas of limitations from AI in management decision for a business. In response, there are found the AI offers immense benefits or opportunities for managers where these include cost efficiency, prediction, risk management, bulk data analysis, cyber security, personalisation of customer, enhanced decision, risk assessment, fraud detection, etc. (Cubric, 2020). On other hand, they also included some limitations and challenges for AI such as lack of emotional intelligence, judgemental decision making, understanding context, analysis of problem deeply, situation analysis, data bias, less adaptability, etc. In this context, 3 AI experts and all other managers as well as specialists agreed that AI can't replace human intelligence in judgemental decision making and emotional cognition. A problem requires contextual analysis along with the situation analysis for assessing its impact where AI only provide solution to problem based on data and insight. Most of the respondents stated that AI continues to struggle to replace human intelligence due to its lack of reframing capability and judgemental thinking for a problem. In addition, ethical consideration also requires to make management decision where this can't be shared by the artificial system.

How does AI assist in management decision for attaining maximum effectiveness in business performance?

Respondents in the interview session discussed over ethical consideration, automation, necessity of human oversight, biasness in data analysis, etc. which are required for designing an impactful and effective management decision. Rather, the emphasised on the assistance provided by AI system to managers while making business decision. According to participants, AI can be utilised effectively for assessing situation through data analysis where bulk data analysis becomes impossible or difficult for human brain. In addition, a bridge between computational power and human judgement can be developed for enhancing decision making performance of managers. Using the predictive analysis model, managers can predict future market orientation and strategy development where market insight can be adopted from this system while preparing marketing strategy decision, supply chain management, employment, etc. (Helo and Hao, 2022). They addressed that human oversight and judgement is highly required for management decision making to ensure impactful implementation. Managers can apply emotional intelligence for empathy, creativity, social changes and situational changes

for a management decision while utilising proposed result from AI after analysing large data volume. In the management decision process, several unforeseen circumstances can be rose up where human intervention is necessary for managing situation and overcome challenges with quick management decision (Einarsdóttir, 2019).

Case Studies

From the analysis of Akerkar (2019), it is found the AI driven HR system of Amazon created controversy and negative situation for the management where the automated system created issues such as gender bias, judgement, improver understanding, etc. Managers could avoid gender bias, understanding of emotional intelligence and judgement of a candidate in the recruitment process where this was ignored by AI system. In another example, the AI based optimisation in advertising program of Google required human oversight and supervision for implementing ethical consideration and enhancing performance. The analysis of Rose (2020) reports that the management Tesla needed to intervene in the operation management of managing unforeseen situation where AI was fully deployed to perform production and operation tasks.

According to Prodan (2019), AI system fails in achieving intuition, emotional cognition, ethical reasoning for decision making though it has great power of analysis and data management. In another context, Jarrahi (2018) cited that lack of interpersonal skills and emotional intelligence also barred AI in replacing managers for management decision making of a business. This technology can be found effective in the assistance of managers while preparing business strategy and decision for a problem. From the analysis of Pallathadka *et al.* (2023), it is found that AI system can't offer ethical consideration and transparency while decision making where it can create data biasness and under contextual decision. Raisch and Krakowski (2021) reported that reframing is a core capability of human intelligence for management decision making where a business problem should be analysed deeply for solution. On the other hand, Araujo *et al.* (2020) cited that human judgement is highly required for analysing context, situation, real world scenario, and future impact on society for management decision where AI can't fulfil all these requirements for an organisation. From the analysis of Jarrahi (2018), it is cited that AI can be utilised as assistance and support for managers in decision making where it hasn't achieve required cognitive capabilities such as judgement, reasoning, emotional intelligence, contextual analysis, deep understanding, situation analysis etc. for making an effective management decision.

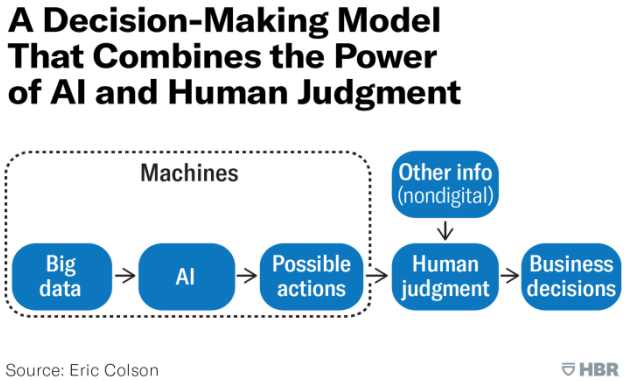


Figure 2. AI driven decision making process

Conclusion

AI has radically changed the business operations where business leaders are integrating AI system in the business process for enhancing business performance. The apprehension and debate over the replace of AI with managers isn't found realistic and optimum due to the absence of various cognitive capabilities and emotional intelligence in the system. From the very initial process of this article, the researcher was in question whether AI can replace managers in management decision making. Through an analysis on different data, the researcher has concluded in the statement that AI can't be effective in making management decision due to its lack of human judgement, emotional cognition, understanding of context, ethical consideration, reframing of problem and management of unforeseen situation. The limitations of AI are the key issues that require human intervention and oversight in the management decision making. However, business leaders can take support from AI through collaboration, computational power, data analysis, insight development, predictive analysis, automation and optimisation in business process.

REFERENCES

1. Araujo, T., Helberger, N., Kruikemeier, S. and De Vreese, C.H., 2020. In AI we trust? Perceptions about automated decision-making by artificial intelligence. *AI & society,* 35(3), pp.611-623.
2. Akerkar, R., 2019. Artificial intelligence for business. Springer.
3. Al-Surmi, A., Bashiri, M. and Koliousis, I., 2022. AI based decision making: combining strategies to improve operational performance. *International Journal of Production Research,* 60(14), pp.4464-4486.
4. Bagchi, S.N. and Sharma, R., 2024. Managerial decision making and AI: A decision canvas approach. Business Horizons.
5. Berente, N., Gu, B., Recker, J. and Santhanam, R., 2021. Managing artificial intelligence. MIS quarterly, 45(3).
6. Bharadiya, J.P., Thomas, R.K. and Ahmed, F., 2023. Rise of Artificial Intelligence in Business and Industry. *Journal of Engineering Research and Reports,* 25(3), pp.85-103.
7. Chui, M., Manyika, J. and Miremadi, M., 2018. What AI can and can't do (yet) for your business. McKinsey Quarterly, 1(97-108), p.1.
8. Chan, L., Hogaboam, L. and Cao, R., 2022. Applied artificial intelligence in business. Springer. https://doi. org/https://doi. org/10.1007/978-3-031-05740-3.
9. Cubric, M., 2020. Drivers, barriers and social considerations for AI adoption in business and management: A tertiary study. *Technology in Society,* 62, p.101257.
10. Corea, F., 2019. Applied artificial intelligence: Where AI can be used in business (Vol. 1). Cham: Springer International Publishing.
11. Duan, Y., Edwards, J.S. and Dwivedi, Y.K., 2019. Artificial intelligence for decision making in the era of Big Data–evolution, challenges and research agenda. *International journal of information management,* 48, pp.63-71.
12. Einarsdóttir, R., 2019. Artificial Intelligence and Management: Will Artificial Intelligence replace middle-level managers? (Doctoral dissertation).
13. El Khatib, M. and Al Falasi, A., 2021. Effects of artificial intelligence on decision making in project management.

American Journal of Industrial and Business Management, 11(3), pp.251-260.
14. Enholm, I.M., Papagiannidis, E., Mikalef, P. and Krogstie, J., 2022. Artificial intelligence and business value: A literature review. *Information Systems Frontiers,* 24(5), pp.1709-1734.
15. Flick, U., 2015. Introducing research methodology: A beginner's guide to doing a research project. Sage.
16. Gupta, A. and Gupta, N., 2022. *Research methodology*. SBPD publications.
17. Herath, D.B., Ode, E. and Herath, G.B., 2025. Can AI replace humans? Comparing the capabilities of AI tools and human performance in a business management education scenario. *British Educational Research Journal.*
18. Helo, P. and Hao, Y., 2022. Artificial intelligence in operations management and supply chain management: An exploratory case study. *Production Planning & Control,* 33(16), pp.1573-1590.
19. Jarrahi, M.H., 2018. Artificial intelligence and the future of work: Human-AI symbiosis in organizational decision making. *Business horizons,* 61(4), pp.577-586.
20. Kaggwa, S., Eleogu, T.F., Okonkwo, F., Farayola, O.A., Uwaoma, P.U. and Akinoso, A., 2024. AI in decision making: transforming business strategies. *International Journal of Research and Scientific Innovation,* 10(12), pp.423-444.
21. Kumari, S.K.V., Lavanya, K., Vidhya, V., Premila, G.A.D.J.S. and Lawrence, B., 2023. *Research methodology* (Vol. 1). Darshan Publishers.
22. Loureiro, S.M.C., Guerreiro, J. and Tussyadiah, I., 2021. Artificial intelligence in business: State of the art and future research agenda. *Journal of business research,* 129, pp.911-926.
23. Mishra, S. and Tripathi, A.R., 2021. AI business model: an integrative business approach. *Journal of Innovation and Entrepreneurship,* 10(1), p.18.
24. Morandini, S., Fraboni, F., De Angelis, M., Puzzo, G., Giusino, D. and Pietrantoni, L., 2023. The impact of artificial intelligence on workers' skills: Upskilling and reskilling in organisations. Informing Science, 26, pp.39-68.
25. Mishra, S.B. and Alok, S., 2022. Handbook of research methodology.
26. Prodan, G., 2019. Can artificial intelligence replace the managers?. In Business and Economics (pp. 182-186).
27. Pallathadka, H., Ramirez-Asis, E.H., Loli-Poma, T.P., Kaliyaperumal, K., Ventayen, R.J.M. and Naved, M., 2023. Applications of artificial intelligence in business management, e-commerce and finance. Materials Today: Proceedings, 80, pp.2610-2613.
28. Phillips-Wren, G. and Ichalkaranje, N. eds., 2018. Intelligent decision making: An AI-based approach (Vol. 97). Springer Science & Business Media.
29. Ruiz-Real, J.L., Uribe-Toril, J., Torres, J.A. and De Pablo, J., 2021. Artificial intelligence in business and economics research: Trends and future. *Journal of Business Economics and Management,* 22(1), pp.98-117.
30. Raisch, S. and Krakowski, S., 2021. Artificial intelligence and management: The automation–augmentation paradox. *Academy of management review,* 46(1), pp.192-210.
31. Rose, D., 2020. Artificial Intelligence for business. FT Press.
32. Sestino, A. and De Mauro, A., 2022. Leveraging artificial intelligence in business: Implications, applications and methods. *Technology Analysis & Strategic Management*, 34(1), pp.16-29.
33. Shrestha, Y.R., Ben-Menahem, S.M. and Von Krogh, G., 2019. Organizational decision-making structures in the age of artificial intelligence. *California management review,* 61(4), pp.66-83.

****