

The Impact of Artificial Intelligence on Strategic Decision-Making - An Analytical Study of Tourism Organizations

اثر الذكاء الاصطناعي على صنع القرار الاستراتيجي - دراسة تحليلية للمنظمات السياحية

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تاريخ تقديم البحث : 2025/05/10

تاريخ قبول النشر : 2025/06/02

Abstract:

This research aims to study the impact of artificial intelligence on the strategic decision-making process in tourism organizations. The research analyzes how artificial intelligence technologies, such as big data analysis, machine learning, and smart recommendation systems, can be employed to improve the quality and efficiency of strategic decisions. The study relies on an analytical methodology based on collecting data from a number of tourism organizations, with a focus on the role of artificial intelligence in predicting tourism trends, improving customer experiences, and managing resources more effectively. The results indicate that adopting artificial intelligence enhances the ability of tourism organizations to make more accurate and rapid decisions, which contributes to increased operational efficiency and achieving a competitive advantage in the ever-changing tourism market. The research also highlights the challenges associated with implementing these technologies, including cybersecurity issues, the need for employee training, and the costs of investing in technology. The study recommends the need to enhance investment in artificial intelligence and adopt advanced training strategies to ensure successful integration between artificial intelligence and the strategic decision-making process in tourism organizations.

Keywords: Artificial intelligence, strategic decision, tourism organizations

المستخلص :

يهدف هذا البحث إلى دراسة أثر الذكاء الاصطناعي على عملية صنع القرار الاستراتيجي في المنظمات السياحية و يتناول البحث تحليل كيفية توظيف تقنيات الذكاء الاصطناعي، مثل تحليل البيانات الضخمة، التعلم الآلي، ونظم التوصية الذكية ، في تحسين جودة وكفاءة القرارات الاستراتيجية ، تعتمد الدراسة على منهجية تحليلية تستند إلى جمع البيانات من عدد من المنظمات السياحية، مع التركيز على دور الذكاء الاصطناعي في التنبؤ بالاتجاهات السياحية، تحسين تجارب العملاء، وإدارة الموارد بشكل أكثر فعالية. وتشير النتائج إلى أن اعتماد الذكاء الاصطناعي يعزز من قدرة المنظمات السياحية على اتخاذ قرارات أكثر دقة وسرعة، مما يساهم في زيادة الكفاءة التشغيلية وتحقيق ميزة تنافسية في سوق السياحة المتغير باستمرار ، كما يبرز البحث التحديات المرتبطة بتطبيق هذه التقنيات ، بما في ذلك قضايا الأمن السيبراني، الحاجة إلى تدريب الموظفين، وتكاليف الاستثمار في التكنولوجيا. يوصي البحث بضرورة تعزيز الاستثمار في الذكاء الاصطناعي وتبني استراتيجيات تدريبية متقدمة لضمان تكامل ناجح بين الذكاء الاصطناعي وعملية صنع القرار الاستراتيجي في المنظمات السياحية.

الكلمات المفتاحية : الذكاء الاصطناعي ، القرار الاستراتيجي ، المنظمات السياحية

Chapter1: Research methodology**1.Research problem:**

Tourism organizations face increasing challenges in a complex competitive environment that requires accurate and rapid strategic decisions. With the development of artificial intelligence technologies, these tools have emerged as a promising means of analyzing big data, predicting future trends, and improving the quality of strategic decisions. Therefore, the research problem revolves around: What is the impact of artificial intelligence on the strategic decision-making process in tourism organizations? And how effective is it in improving organizational performance and achieving strategic goals?

2.Research objectives:

- A. Understanding the concept of artificial intelligence and its most prominent applications in the tourism business environment.
- B. Analyzing the role of artificial intelligence in supporting the strategic decision-making process in tourism organizations.
- C. Study the impact of artificial intelligence on improving the quality and efficiency of strategic decisions in the tourism sector.
- D. Explore artificial intelligence tools and techniques used in data analysis and predicting future trends in the tourism sector.
- E. Evaluating the extent to which tourism organizations rely on artificial intelligence technologies and its impact on organizational performance.
- F. Identify the challenges and obstacles facing tourism organizations when applying artificial intelligence technologies in strategic decision-making.
- G. Providing effective recommendations and strategies to enhance the use of artificial intelligence in supporting strategic decisions within tourism organizations.

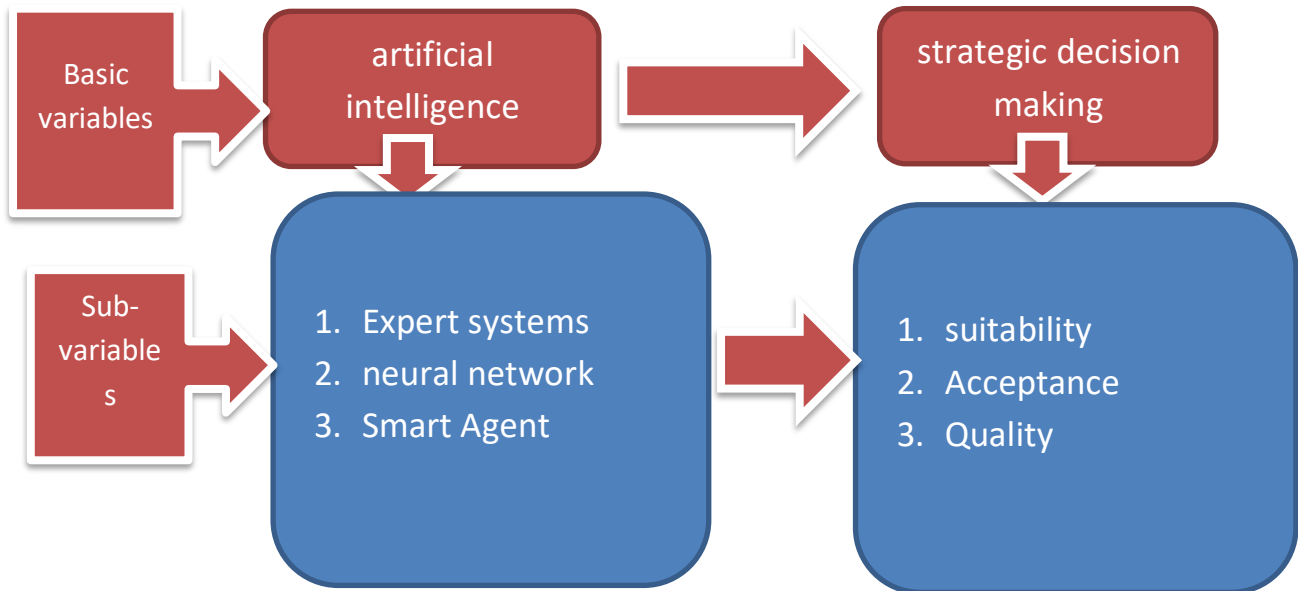
3. The importance of the research:

The importance of this research stems from its coverage of a vital topic that combines modern technological developments and vital strategic functions within the tourism sector, one of the sectors most affected by global changes and digital innovations. The importance of the research can be summarized as follows:

- A. Focus on a new and developing relationship: The research addresses the relationship between artificial intelligence and strategic decision-making, a relationship that has not yet received sufficient study, especially in the Arab context and within the tourism sector.
- B. The importance of artificial intelligence in decision support: Artificial intelligence provides high analytical and predictive capabilities that contribute to reducing risks and enhancing the quality of decisions, which is crucial in a tourism environment characterized by constant change and intense competition.
- C. Enhancing the effectiveness of tourism management: The research contributes to clarifying how tourism organizations can employ artificial intelligence to guide strategic decisions towards improving performance and services and achieving a competitive advantage.
- D. Supporting decision-makers: This research provides a practical and intellectual framework that helps decision-makers in tourism organizations understand the mechanisms of artificial intelligence and apply them to improve the quality of strategic thinking and planning.

E. Scientific and applied contribution: It contributes Research to bridge the knowledge gap between technical and administrative studies by providing an analysis that combines the concepts of artificial intelligence and strategic management in a realistic applied environment.

4. Hypothetical research plan



Source/ prepared by researcher

5. Research hypothesis:

The study hypothesizes that the use of artificial intelligence technologies in tourism organizations positively impacts the strategic decision-making process by improving decision accuracy, accelerating the decision-making process, and enhancing the efficiency of organizational performance.

6. Statistical tools used

- a) Multiple regression.
- b) Spearman's correlation

Chapter2: The theoretical aspect

1- Introduction :

Artificial intelligence (AI) is an evolving field that can already change the way we live, work, and interact with each other. AI is transforming our daily lives, opening up new opportunities to improve our standard of living. However, the rapid growth of this field raises concerns about its impact on society and the potential consequences of its widespread adoption. As AI technology advances, it is increasingly being used to solve complex problems, automate routine tasks, and enhance human capabilities. This can lead to numerous benefits such as increased productivity, improved healthcare outcomes, and better decision-making. (Adere , 2023 : 3120) The rapid advancement of technology in recent years has led to a growth and increased interest in artificial intelligence in various industries. Artificial intelligence systems are now being integrated into decision-making processes, impacting the way organizations approach strategic management in the digital age (Sin & Kathiarayan , 2023 :33).

Artificial intelligence is a powerful tool for business management, as managers can make decisions that are more data-driven thanks to the ability of artificial intelligence systems to process huge amounts of data, detect patterns, generate ideas, and provide recommendations in real time . (Saha & Yerasuri , 2023 : p927) Integrating data from multiple sources such as websites, social media and traditional channels can help companies build platforms to manage data, develop sound business strategies, reduce barriers to doing business and create innovative business models. Companies in developing countries may use innovative solutions based on artificial intelligence to enhance the delivery of independent goods and services, implement production automation and develop artificial intelligence applications . (Yang & Hyman , 2022 : 917) Considering the ability of artificial intelligence to take over traditional “human” tasks in organizations, we might wonder whether it is possible to use the role of artificial intelligence in monitoring one of the most important processes that affect the company’s long-term survival and competitive advantage – innovation (.Haefiner & wincent , 2021 :) It is important to note that artificial intelligence enhances decision-making rather than replacing the functions of managers. However, there are signs that management and leadership may be at the beginning of a transformation phase. (Noponen , 2019 : 43) The emergence of artificial intelligence in strategic business decision-making is a fundamental shift in the corporate world, as it provides significant opportunities for value creation and calls for a reconsideration of traditional strategic planning methods. It also contributes to the development of new business models. As companies move into this AI-driven context, the focus is shifting towards harnessing the potential of artificial intelligence to enhance decision-making processes, improve corporate performance, and ensure sustainable business growth in an increasingly digital world . (Kaggwa & Farayola , 2024 : 424) The emergence of large language models (LLMs) has made AI-enhanced project management (SDM) more realistic, accelerating this trend. Word prediction algorithms are trained on a wide range of text documents. Interestingly, when LLMs are sufficiently complex, they are trained on large datasets, enabling LLM students to demonstrate “emergent” abilities such as question answering, summarization, and logical reasoning. AI-enhanced project management could make more sense for three reasons: First, LLM students can handle the type of text data that includes the typical inputs and outputs of strategy. Second, LLM students have achieved performance equal to or superior to humans on reasoning tasks that require skills similar to those possessed by strategists, such as successfully passing professional examinations in fields such as medicine, psychology, and law . (Csaszar & Kethar , 2024 : 2-3) Artificial intelligence is a fascinating topic that can be viewed as the next major technological advancement. “The ability to combine artificial intelligence with computers and embedded systems, such as robots, that exhibit cognitive advances, intelligence, and the ability to learn, adapt, and make decisions, is referred to as intelligence ”. (Elaïess , 2023 : 218) The term "artificial intelligence" goes back to John McCarthy, who was the first faculty member at Stanford University in this field. He formulated it in 1955 and defined it as "the science and engineering of making intelligent machines " . (Monning , 2022 : 1) It can also be defined as "adapting to insufficient knowledge and resources " . (Wang , 2019 : 1).

1- The concept of artificial intelligence :

It is important to understand the basic concepts of artificial intelligence. Let us begin by understanding what this term means: Artificial intelligence is a concept used to describe the ability of machines, such as computers, to perform activities or make certain decisions in a way that resembles humans. Artificial intelligence engineers seek to simulate human capabilities, such as creativity and contemporary thinking, by developing virtual assistants, chatbots, and arts within various structures and at different levels. Artificial intelligence explains how machines can calculate and automate tasks, which in the past required human intervention. Now we have a preliminary idea of artificial intelligence. (Chatterjee , 2020 : 15) Artificial intelligence can be considered a multidisciplinary approach that aims to understand, model, and create various forms of intelligence. This field is a critical branch of cognitive science and is increasingly influential in other fields,

including the humanities. AI applications are changing the way we interact with each other and with our environment. Artificial models of intelligence are being developed, providing new insights into the human mind and revealing new forms that mentality can take. This volume of original essays presents the latest scientific findings in AI, reviewing the basic foundations of the discipline, as well as the main theories of mental engineering, key research areas, and extensions of AI, such as artificial life. The volume focuses on theory rather than technical and applied issues, making it valuable not only for people working in AI, but also for those in other disciplines seeking a reliable and up-to-date introduction to the field. (Frankish & Ramesy , 2014 : 1) There are many types of artificial intelligence systems, and we will briefly review some of them. Knowledge representation is considered one of the basic issues in this field, as the computer has to deal with how to organize and use information effectively. There is another type of artificial intelligence systems known as planning systems, which aim to generate and organize a series of actions that may depend on the state of the world and uncertainty. In addition, computer vision is considered a subfield of artificial intelligence that focuses on converting data derived from cameras into knowledge representations. (Bartneck , 2021 : 10) In summary, AI focuses primarily on developing, understanding, and using computer systems efficiently and effectively. It also seeks to provide the knowledge necessary to solve various business issues and problems, enabling the completion of diverse tasks. The general understanding of this concept indicates that it relies on human learning through the presence of computers, whether with or without their assistance. Solving these issues is pivotal, as human knowledge is transformed into a format suitable for the application of AI systems. AI can also collect and then analyze data and information, helping organizations make important strategic decisions related to their businesses. In conclusion, we can conclude that AI has witnessed tremendous growth recently, which makes it difficult to imagine its huge impact on the near future and how it will change and develop the world we live in today. There is much to learn about AI and its increasing applications in our lives, and I believe it is wise to adapt to this changing world and acquire skills related to AI and technology. Just as AI learns and develops, we must adopt this approach as well to make our world a better place. Better. (Siddharth , 2020 : 386)

2- strategic decision:

When faced with chaos, we seek ways to organize it, overcome it, or at least to form a comprehensive vision of it. Models help us reduce the complexity of the situation by enabling us to ignore most of the details and focus on the important aspects. Critics point out that models do not reflect reality, and this is true, but it is wrong to claim that they impose a certain way of thinking on us. Models are not specific to what we should think about or how we should think, but rather are the result of an active thinking process. (Krogerus & Tschappeler , 2020 : 7) Eisenhardt and Zbaracki (1992) claim that the debate over whether decision makers are rational or boundedly rational is no longer controversial, as empirical research clearly supports the following points: First, there are cognitive limitations that affect the decision-making model. For example, Janis (1989) indicates that executives tend to use certain shortcuts in decision-making to overcome these cognitive limitations, such as simple and satisfactory decision rules, the incremental rule, and the brevity rule. Second, they seek to achieve the basic stages of problem identification by making several strategic decisions, but they do not revisit the different stages of the decision-making process repeatedly. Rather, they sometimes delve deeper and pursue diverse paths through intermittent starts. Third, the complexity of the problem and conflict, as the differences that arise among decision makers often affect the decision-making process. (Elbanna , 2006 : 8) Making strategic decisions in an environment of uncertainty and rationality is a fundamental characteristic of strategic realities. Cross-cutting and critical thinking play a vital role in strategic management. This pattern of thinking, which develops over time and turns into intertwined habits, enables you to constantly anticipate and evade your opponent's moves and objectives. It also helps you understand the actions they seek to achieve and how they will affect you as an opponent, giving you the ability to know your opponent's objectives before they make a move. (Karimli , 2020 : 146) The theories and

models that support strategic decision-making are somewhat eclectic, require a multidisciplinary approach, and do not look much different from theories of decision-making . (Ahmed & Karanja , 2014 : 79) Since the purpose of strategic management is to help find ways to improve the organization's performance, it helps in making strategic decisions to determine the direction of the organization and determine its ability to maintain its position in a predictable environment, as managers do. Managers explain that they have different styles in decision making due to the amount of information, the number of alternatives, and attempts to integrate and coordinate sources of inputs. The decision making process helps in ensuring that effective strategic decisions are made . (Alhawamdeh & Alsmairat , 2019 : 96) Effective strategic decisions are only possible through good rational planning and resource allocation processes, because decisions are made based on a wider set of factors than those in tactical-level analytical analyses. If the results of rational analysis are valuable information, senior managers must always evaluate possible options based on a set of operational, political and economic values . (Vasilescu , 2011 : 104) The question that arises is: What makes a decision strategic? Unlike many other organizational decisions, strategic decisions relate to the long-term future of the organization and have three key characteristics. First, they are rare: These decisions are unconventional and often lack established precedents. Second, they have significant consequences: These decisions require the investment of significant resources and require significant commitment from individuals at all levels to achieve the desired goals. Third, they are directional: These decisions form the basis for less significant decisions and future actions throughout the organization. (Bayo & Odunayo , 2022 : 57) Scientists have described strategic decisions as complex, new, open-ended, and unworkable. When groups seek to make such decisions, they must overcome the challenges and obstacles they face in order to reach a solution that is ultimately agreed upon and can be effectively implemented . (Roberto , 2004: 28) Decision-making is the process by which conclusions are reached about the future actions that an individual, group, or organization should follow, based on a set of objectives and constraints imposed on available resources. This process is often iterative, as it includes formulating issues, gathering information, reaching conclusions, in addition to learning from previous experience . (Russo , 2014 : 1) The decision-making process involves "choice" in order to achieve a specific goal. The executive or project manager may have more than one option available. The function of choice is to have a set of available alternatives. The project manager selects the best alternative based on his experience, intuition, and wisdom, which leads to qualitative decisions that may be optimal or suboptimal. The principle of optimality is based on a set of criteria that must be minimized or maximized, in addition to constraints that must be overcome (..Bhushan & Rai , 2004 : 5) To increase the company's ability to compete, the strategy must be developed and implemented effectively. Individuals at all levels of the company must work to develop and refine strategic thinking skills. The essential element in strategy development that many companies overlook is that individuals are the most valuable strategic assets and must be fully involved in the strategy development process . (Divanna & Austin , 2004 : 32) In addition, Porto (1990) pointed out the differences between competitive strategy and competitors, as decision-making styles play a fundamental role in formalizing the strategic decision-making process. These styles can be defined as a habitual or formal response adopted by managers when a certain situation occurs. Decision-making styles are closely related to the cognitive styles involved in strategic thinking. The decision-making style, which can be at the individual or team level, can be classified into intuitive and rational . (Sinnaiah & Adam , 2023 : 4)

3- Cognitive contributions:

There have been many studies on the impact of artificial intelligence on strategic management. The study (Kaggwa & Faryola) addressed the transformative impact of artificial intelligence on the process of making strategic business decisions, which is the focus of this study, which provides an accurate vision on how artificial intelligence is reshaping the corporate world. The main objective of the study is to explore the development of artificial intelligence in the context of business

strategies, in addition to analyzing how to disrupt traditional decision models and enhance business flexibility. The study also addressed the unique challenges and opportunities that artificial intelligence provides in the business environment. The results showed that artificial intelligence is not just a technological tool, but rather a strategic asset that radically reshapes the process of making business decisions.(Kaggwa & faryola , 2024 : 423) While other studies have addressed the integration of humans and artificial intelligence, exploring how each can contribute its unique strengths to organizational decision-making processes that are often characterized by uncertainty, complexity, and ambiguity, with its superior ability to process computational information and use analytical methods, AI can enhance human cognition when dealing with complexities. However, humans can still provide a more holistic and intuitive approach to uncertainty and ambiguity. This hypothesis reflects the concept of “intelligence augmentation,” whereby AI systems should be designed to enhance human contributions rather than replace them.(Jarrahi , 2018 : 1) Other studies have shown that emerging technologies and new practices are capable of significant progress, as evidence indicates that the capabilities of artificial intelligence have increased significantly, and it is clear that the use of modern artificial intelligence tools will not reduce the value of humans, but will contribute to improving their outcomes by relying on better intelligence in decision-making .(Barnea , 2020 : 75)

Chapter 3:The practical aspect

The practical aspect provides the necessary tests to verify the validity of the statistical hypotheses on which the research was based.

First: Within the correlation hypothesis, it is noted that the variables in general are related at a significant level of 5%. Thus, it is noted that artificial intelligence is related to quality at a significance level of 0.5 with a value of 0.662 at a significance level of 0.00, which indicates a strong direct correlation between the two variables, meaning that increasing the use of artificial intelligence tools will lead to improving the quality of strategic decision-making for the organization .Table (1) Spearman correlation test

The variable	Expert systems	neural network	Smart Agent	artificial intelligence	suitability	Acceptance	Quality	strategic decisions
Expert systems	1.000	.400**	.350*	.749**	.505**	.454**	.544**	.593**
	.	.003	.011	.000	.000	.001	.000	.000
neural network	.400**	1.000	.492**	.777**	.403**	.567**	.469**	.583**
	.003	.	.000	.000	.003	.000	.000	.000
Smart Agent	.350*	.492**	1.000	.740**	.404**	.589**	.551**	.599**
	.011	.000	.	.000	.003	.000	.000	.000
artificial intelligence	.749**	.777**	.740**	1.000	.605**	.656**	.662**	.759**
	.000	.000	.000	.	.000	.000	.000	.000
suitability	.505**	.403**	.404**	.605**	1.000	.553**	.490**	.749**
	.000	.003	.003	.000	.	.000	.000	.000
Acceptance	.454**	.567**	.589**	.656**	.553**	1.000	.731**	.904**
	.001	.000	.000	.000	.000	.	.000	.000
Quality	.544**	.469**	.551**	.662**	.490**	.731**	1.000	.870**
	.000	.000	.000	.000	.000	.000	.	.000
strategic decisions	.593**	.583**	.599**	.759**	.749**	.904**	.870**	1.000
	.000	.000	.000	.000	.000	.000	.000	.

Source/ prepared by researcher depended on spss program

In general, there is a correlation between the sub-variables of the two main variables. For example, the sub-variable within the strategic decisions, acceptance, has a strong direct correlation with the neural network with a value of 0.567 at a significant level of 0.05 and a significance of 0.00,

indicating the amount of direct correlation between acceptance and the neural network and between acceptance and the quality variable, which reached a value of 0.731 at a significance level of 5% and a high significance of 0.00.

Second: Multiple regression. Table (2) presents the multiple linear regression test between the independent variable, artificial intelligence, and its three dimensions, expert systems, neural networks, and intelligent agents, and their impact on the dependent variable, strategic decisions. The value of R Square reached 0.569, which provides the argument that artificial intelligence is responsible to this extent for the changes that occur in strategic decisions. The F value reached (21.137) with a high significance of 0.000, indicating the existence of a significant impact of artificial intelligence and its three dimensions on the dependent variable, strategic decisions. In more detail, when testing the t, the expert systems do not have a significant impact on strategic decisions, as the t value reached -1.054, and the impact was insignificant with a value of sig. (0.297). Likewise, the neural network did not have a significant impact, except for the intelligent agent, which had the greatest significant significance, as the sig. value reached (0.001) and the t value reached 3.649, indicating that the intelligent agent is the most important element in the strategic decision-making process, but these dimensions combined will achieve artificial intelligence better than if one variable or dimension of the intelligent agent was alone. Finally, Beta shows the degree of sensitivity to the effects occurring in the dependent variable. With expert systems, the effect will be negative, but with neural networks and intelligent agents, the result will be a direct effect.

β	Sig.	t	Sig.	F	R Square	dependent variable	independent variable
-1.32	0.297	-1.054	0.000	21.137	0.569	strategic decisions	Expert systems
0.106	0.337	0.969					neural network
0.715	0.001	3.649					Smart Agent

Source/ prepared by researcher depended on spss progr

Conclusion:

1. Enhancing decision-making effectiveness: Research has shown that the use of artificial intelligence technologies significantly contributes to improving the quality and effectiveness of strategic decisions within tourism organizations, by providing accurate analyses and data-driven forecasts.
2. Accelerating decision-making processes: Artificial intelligence helps accelerate the decision-making process through automation and rapid analysis of big data, reducing the time required to make complex strategic decisions.
3. Providing accurate predictive insights: Through artificial intelligence tools, managers can access predictive insights that help adapt to changes in the tourism market, such as seasonal trends or changes in demand.
4. Supporting innovation and long-term planning: Artificial intelligence has been shown to enhance tourism organizations' ability to innovate and engage in long-term strategic planning through simulation, modeling, and scenario analysis.
5. Challenges in adoption and implementation: Some tourism organizations faced challenges in adopting artificial intelligence technologies, such as a lack of technical competencies or a lack of awareness of the importance of artificial intelligence in the strategic field.
6. The necessity of integration between artificial intelligence and the human element: Despite the advancements of artificial intelligence, the effectiveness of strategic decision-making remains greater when artificial intelligence tools are integrated with human expertise.

Recommendations:

- 1.Enhancing Decision Effectiveness : It is recommended to expand the use of AI technologies in strategic decision support processes, by investing in data analysis systems and training managers to interpret the results and transform them into effective decisions.
- 2.Accelerating Decision-Making Processes : Tourism organizations should adopt AI solutions that automate the analysis and rapid processing of data, with the aim of reducing the time required to make decisions without compromising their quality
- 3.Providing Accurate Predictive Insights : It is recommended to leverage predictive analysis and AI tools to monitor and analyze future trends in the tourism market, which supports proactive adaptation to changes.
- 4.Supporting Innovation and Long-Term Planning : It is recommended to promote the use of AI-based simulation and modeling techniques in formulating long-term strategies and encouraging innovation in tourism service design.
- 5.Challenges in Adoption and Implementation : It is recommended that organizations develop training plans to build Digital competencies, and providing an environment that encourages the gradual adoption of AI technologies, while raising awareness of its positive impact in supporting the strategy.
- 6.The necessity of integrating AI with the human element : It is recommended to adopt a management model based on the integration of AI and human expertise, such that AI is used as a support tool, not a substitute for human reasoning, in decision-making.

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