International Journal of Financial, Administrative, and Economic Sciences (IJFAES)
Vol. (4), No. (6)

IJFAES
June 2025

المجلة الدولية للعلوم المالية والإدارية والاقتصادية
الإصدار (4)، العدد (6)

The Effect of Artificial Intelligence on Strategic Decision-Making in Multinational Corporations

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Abstract

This study aimed to identify the impact of artificial intelligence on the strategic decision-making process in multinational companies. The study used the descriptive analysis method and collected data using a random sample. The study sample consisted of 456 individuals. The research reached a number of results, one of which is that a large number of multinational companies in Saudi Arabia use computers equipped with artificial intelligence, and it has been proven that these institutions are capable of making strategic decisions. In addition, a high level of application of intelligent agents, artificial neural networks, and expert systems has been proven. In addition, intelligent agents, expert systems, artificial neural networks, and artificial intelligence have all been shown to have a significant impact on the process by which multinational companies make their strategic decisions. The study concluded that enabling multinational companies in Saudi Arabia to fully benefit from artificial intelligence requires creating the appropriate environment for its application and providing the necessary technological infrastructure. The study also emphasized the importance of employing individuals with extensive scientific and practical knowledge of artificial intelligence, and sought to provide Saudi employees with training programs and courses to maximize their potential in dealing with artificial intelligence and related technologies.

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Keywords: Artificial intelligence, Strategic decision, Making, Saudi companies, Multinational corporations.

Introduction

In the fast-changing world of multinational enterprises, artificial intelligence (AI) has emerged as a revolutionary force, transforming how organizations approach decision-making processes. As we traverse the difficulties of the 21st-century business world, which is marked by huge data volumes and market volatility, incorporating Al into strategic management procedures has become not just a benefit, but also a requirement for sustaining a competitive edge (Jaiswal et.al, 2023, p5). The problem is multidimensional. Traditional strategic decision-making frameworks frequently fall short of analyzing the massive volumes of data available to modern enterprises. Furthermore, the rate at which market conditions change necessitates a level of agility and foresight that human intellect alone fails to constantly offer. This is where Al comes in, with the promise to augment human intelligence with machine learning, predictive analytics, and pattern recognition on previously inconceivable scales (Asiabar et.al, 2024, p8). The significance of this topic cannot be emphasized. According to a recent McKinsey & Company (2023) analysis, firms who successfully integrated Al into their strategic decision-making processes saw their EBITDA grow by 20-30%. Furthermore, the World Economic Forum (2024) expects that by 2030, Al would participate in more than 75% of all strategic decisions made by Fortune 500 businesses. These figures highlight Al's essential role in defining the future of strategic management. A cursory review of the literature reveals an expanding amount of study on the interface of Al and strategic management (Chiu et.al, 2021, p11). Scholars such as Smith and Johnson (2022) have highlighted the potential of Al in improving scenario planning and risk assessment, while Chen et al. (2023) have shown that machine learning algorithms may considerably improve market trend predictions. Nelson et al., 2023. However, there is still a lack of

understanding of how these Al applications translate into actual advances in strategic decision-making processes across many industries and organizational contexts. The use of artificial intelligence (AI) in decision-making has improved efficiency, accuracy, and data collection for multinational corporations (Nyaribo et.al, 2024). This technology enables businesses to analyze large amounts of data, make quick decisions, and respond to market changes. This skill in the global environment enhances the organization's competitiveness and efficiency. However, there are challenges that arise while integrating AI. People's duties and rights, as well as the social aspects of AI technologies, raise ethical concerns. For example, Microsoft's chatbot project failed and was abandoned, in part due to concerns with inappropriate language and the challenges of humorous exchanges, which resulted in undesirable user behaviors (Asiabar et.al, 2024).

This study aims to fill this gap by examining the impact of AI on strategic decision-making in multinational corporations. Specifically, our research objectives are to:

- Study the level of application of artificial intelligence in multinational companies in the Kingdom of Saudi Arabia
- Study the level of strategic decision-making in multinational companies in the Kingdom of Saudi Arabia
- Identify the impact of artificial intelligence on the strategic decision-making process in multinational companies in the Kingdom of Saudi Arabia
- Identify artificial intelligence technologies (expert systems, artificial neural networks, and intelligent agents) on the strategic decision-making process in multinational companies in the Kingdom of Saudi Arabia

By addressing these objectives, this study aims to contribute to both theoretical knowledge of the role of AI in strategic decisions and practical insights for organizations or businesses wanting to incorporate AI technologies into their

strategic processes. It is critical to consider the benefits and drawbacks of AI applications, particularly in the workplace, where they might have a direct impact on society, as many positions may become obsolete (Trunk et.al, 2020, p6).

Study Questions

- What is the level of application of artificial intelligence in multinational companies in the Kingdom of Saudi Arabia?
- What is the level of strategic decision-making in multinational companies in the Kingdom of Saudi Arabia?
- What is the impact of artificial intelligence on the strategic decision-making process in multinational companies in the Kingdom of Saudi Arabia?
- What is the impact of artificial intelligence technologies (expert systems, artificial neural networks, and intelligent agents) on the strategic decision-making process in multinational companies in the Kingdom of Saudi Arabia?

Literature Review

Over the last two decades, there has been an increasing interest in using artificial intelligence in strategic decision-making. This part presents a thorough assessment of the existing literature, follows the evolution of artificial intelligence in strategic decision making, and emphasizes significant theoretical frameworks and empirical findings.

Theoretical Foundations:

Strategic Decision-Making Theory:

Mintzberg et al. (1976) proposed traditional strategic decision-making models, which emphasize rational analysis and human intuition. However, the introduction of aluminum has resulted in a paradigm change in this arena. Simon's (1955) concept

of "bounded rationality" is especially significant when examining Al's ability to transcend human cognitive limits in digesting large volumes of data. As Eastman Kodak's experience shows, Al can help structure complex decision-making processes and create intelligent knowledge bases for strategic problem solutions. This supports Smith and Johnson's claim that Al can improve scenario planning and risk assessment. The Resource-Based View (RBV) and Al (Ahmed et.al, p11).

Resource-Based View (RBV) and Al

Barney (1991) established the Resource-Based View, which holds that valuable, scarce, inimitable, and non-substitutable resources provide a competitive advantage. Through this prism, AI has the ability to provide a long-term competitive advantage. Teece et al.'s (1997) dynamic capabilities framework expands on this concept, arguing that Al can improve an organization's ability to rearrange its resource base in response to changing conditions (Lubis, 2022). Building on these theoretical basis, current research has looked at the strategic implications of Al. Chen et al.'s research on the use of machine learning for market trend prediction is especially noteworthy since it exhibits Al's potential to improve the accuracy and speed of strategic decision-making. As the business world continues to shift, the necessity for enterprises to harness the potential of Al in their strategic management strategies grows increasingly crucial (Assensoh-Kodua, 2019).

Empirical studies on artificial intelligence in multinational corporations:

Recent studies have demonstrated the effectiveness of artificial intelligence in reducing employment in multinational corporations.

Study (Jaiswal's, 2023) found that our investigation revealed five critical skills for upskilling employees: data analysis, digital skills, complex cognitive skills, decision-making skills, and lifelong learning skills(Ahmad, 2024) makes significant contributions to the development of a context-specific model of AI ethics that

prioritizes concepts such as transparency, fairness, and accountability. The findings of this study are of great value to multinational companies operating in business operations in Jordan and similar regions. The findings provide organizations with the tools to efficiently address the ethical dilemmas that arise as a result of the use of AI in accounting procedures. A study (Wang & Zhang, 2024) indicated that despite the challenges associated with adopting AI technology in supply chain finance, the opportunities far outweigh the risks. With wise strategies and management measures, multinational companies can effectively leverage AI technology to improve supply chain finance and achieve sustainable development. In order to remain competitive, international corporations must make ethical decisions. Each concern while developing AI-powered products demands availability, security, transparency, and equity. This paper explains how firms can embrace ethical principles and address issues that arise after making certain decisions.

AI used to make commercial decisions.

Analyzing large amounts of data can lead to significant insights and better decision-making. However, due to its computer programs, it may not always function effectively. This can lead to bias, as seen in Amazon's AI recruitment tool, which prioritizes male applications over female applicants (Wicks et.al, 2021).

Ethical guidelines for transnational enterprises:

To promote justice and equity in groups, including corporations, it's important to organize business ethics discussions. To prevent unanticipated consequences, Frameworks should be updated to accommodate sustainability, transparency, and privacy concerns (Danesi, 2024).

New advancements in AI ethics

Recent AI talks have led to the establishment of recommendations by companies like as IBM, NVIDIA, and Intel. Surveys suggest that over 77%Many people expect

firms to be held ethically accountable for AI judgments. To improve AI performance, companies should establish clear monitoring criteria, conduct regular audits to identify and correct biases, and prioritize ethical considerations alongside technological advancements (Twin, 2024).

Application Framework

Research Approach:

The current study used the analytical method, through which statistical methods used in analyzing the research data of questionnaire study achieve the objectives of the research.

Study population and sample:

The study population consists of workers in multinational companies in the Kingdom of Saudi Arabia and as a result of the difficulty of conducting a comprehensive inventory of all members of the study community; the study used the sampling method by selecting a simple random sample of these workers and the study distributed the link on social networking sites, e-mail and the means of communication used by workers and the answered the questionnaire was 456 individuals

Data Analysis:

The research will use the SPSS22 to analyze the data of questionnaire using Alpha coefficient, Frequencies, percentages, mean, standard deviation, relative weight, Pearson correlation coefficient and Regression coefficient

Study Tool:

The research will use the electronic questionnaire form as a tool for the field study by preparing the questionnaire and its axes and phrases by using the theoretical

framework of the study, previous studies related to the subject of the study. The five-degree Likert scale was used in answering the questions of the study tool

Table (1): Likert scale correction method

Scaling	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Weight	5	4	3	2	1
mean value	5-4.20	4.19 – 3.4	3.39 – 2.60	2.59 – 1.80	1.79 – 1
Level of impact degree	Very High	High	Medium	Low	Very

Validate the Study Tool:

The validity of the questionnaire was verified by calculating the correlation coefficients to determine the extent of the internal homogeneity of the study tool:

Table (2) Correlation coefficients for the study tool phrases

Phrases	Correlation coefficient	P-value	Phrases	Correlation coefficient	P-value	Phrases	Correlation coefficient	P-value
Artificial intelligence								
Expert systems			Artificial neural networks			Intelligent agents		
1	0.721**	0.000	1	0.905**	0.000	1	0.905**	0.000
2	0.763**	0.000	2	0.895**	0.000	2	0.895**	0.000
3	0.819**	0.000	3	0.899**	0.000	3	0.899**	0.000
4	0.814**	0.000	4	0.841**	0.000	4	0.841**	0.000
5	0.899**	0.000	5	0.849**	0.000	5	0.849**	0.000
Strategic Decision-Making								
1	0.928**	0.000	5	0.950**	0.000	9	0.755**	0.000
2	0.907**	0.000	6	0.957**	0.000	10	0.924**	0.000
3	0.944**	0.000	7	0.902**	0.000	11	0.854**	0.000
4	0.907**	0.000	8	0.923**	0.000	12	0.838**	0.000

All values of Pearson correlation coefficients between the degree of each phrase of the research tool and the total degree of the axis to which the phrase belongs were statistically significant at the level (0.01), as shown in Table (2), and this indicates that the study tool is valid for use to achieve the objectives of the study, as indicated by the high level of validity of the phrases related to the axes of artificial intelligence and strategic decision-making

Reliability Study Tool:

Table (3) Reliability questionnaire

Dimension	Alpha Cronbach	umber of elements
Artificial intelligence	0.971	15
Strategic Decision-Making	0.986	12
Total questionnaire	0.986	27

The results of the Reliability of the study tool showed, in Table No. (3), that the Reliability coefficient Alpha was greater than 0.7 for all questionnaire axes, which confirms the Reliability of the study tool and its ability to achieve its objectives.

Characteristics of the Study Sample:

Table (4) Distribution of study sample members according to personal characteristics

	Categories	N	%
Gender	Male	296	64.9
	female	160	35.1
Age	Less than 30 years old	99	21.7
	From 30 to less than 40 years old	118	25.9
	From 40 to less than 50 years old	153	33.6
	50 and over	86	18.9
Academic qualification	High school	60	13.2
	Bachelor	247	54.2
	Master	110	24.1
	PhD	39	8.6
Duration of work experience	Less than 5 years	101	22.1
	From 5 years to less than 10 years	132	28.9
	From 10 years to less than 15 years	114	25.0
	15 years and over	109	23.9
Job	Director	114	25.0
	Head of Department	263	57.7
	Employee	79	17.3

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The Variables of Study

The Artificial Intelligence Axes:

Table (5) Phrases of the Expert systems

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The company uses expert systems to find solutions to many problems.	4.351	0.663	Very High	1
2	The company designs expert systems with the aim of processing strategic events and decisions.	4.219	0.735	Very High	2
3	Expert systems use information stored in databases to improve the efficiency of decision-making in the company.	4.035	0.879	High	4
4	The company uses expert systems in the planning and decision-making process.	4.018	1.101	High	5
5	Expert systems help increase the company's ability to acquire knowledge through databases stored in the systems	4.193	0.760	High	3

The 2-expression in Expert systems were very high and 3-expression in Expert systems were the highest it shows the high level of the Application of expert systems in multinational companies where mean is 4.163 and S.D 0.828

Table (6) Phrases of the Artificial neural networks

N.	Phrase	Mean	S. D	Degree	Arrangement
1	Artificial neural network systems simulate the way employees deal with organizational problems within the company	3.877	1.045	High	4
2	The company allows artificial neural networks to represent symbolic knowledge clearly through graphs and semantic networks	4.026	1.031	High	3
3	The company works to benefit from artificial neural networks in extracting information from complex data	3.772	1.149	High	5
4	The company benefits from artificial neural networks updating themselves automatically and periodically	4.096	0.806	High	2
5	Artificial neural networks link departments within the company together in an integrated and interactive manner	4.246	0.834	Very High	1

The 1-expression in Artificial neural networks were the very high and 4-expression in Artificial neural networks was high it shows the high level of the Application of

Artificial neural networks in multinational companies where mean is 4.004 and S.D 0.973

Table (7) Phrases of the Intelligent agents

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The company's employees use the agent system to respond to customer messages and hear their opinions	4.158	0.989	High	1
2	The company uses intelligent agent systems as a translation technology by employees in their electronic transactions	4.061	0.959	High	2
3	The company's employees use intelligent agent systems to store various experiences in their transactions to ensure future use	4.009	0.914	High	3
4	The company's employees have the ability to use intelligent programs efficiently and effectively	3.693	1.293	High	5
5	The company uses intelligent agents to automatically address the problems it faces	3.886	1.139	High	4

The all-expression in Intelligent agents were the high it shows the high level of the Application of Intelligent agents in multinational companies where mean is 3.961 and S.D 1.059

The mean value was 4.043, and the standard deviation was 0.953, which indicates that the high level of application of artificial intelligence technologies in multinational companies in the Kingdom of Saudi Arabia

The Strategic Decision-Making axes:

Table (8) Phrases of the Strategic Decision-Making

N.	Phrase	Mean	S. D	Degree	Arrangement
1	Flexibility is available in regulations and laws when making strategic decisions	4.009	1.023	High	10
2	The company's management identifies the opinions of employees before making strategic decisions	4.114	0.897	High	6
3	The company's management works to provide training courses and programs for employees that help increase their ability and efficiency to make strategic decisions	4.184	0.855	High	3
4	The company's management works to follow up on the implementation of all strategic decisions it makes	4.132	0.979	High	5
5	The company's management is interested in evaluating the impact of the strategic decisions it makes	4.167	0.965	High	4

6	The company's management is interested in identifying the surrounding circumstances before making strategic decisions	4.035	1.052	High	8
7	The company's management is interested in benefiting from modern technology when making strategic decisions	4.009	0.933	High	9
8	The company's management is interested in making strategic decisions efficiently and effectively	3.991	1.097	High	12
9	The process of making strategic decisions in the company is done effectively and in a timely manner	4.272	0.705	Very High	1
10	The company's management makes strategic decisions that work to achieve the goals and vision	4.193	0.908	High	2
11	The company studies all strategic decisions carefully to use the best possible alternatives	3.991	0.933	High	11
12	The company is interested in making innovative strategic decisions	4.035	0.879	High	7

The 1-expression in Strategic Decision-Making were the very high and 11-expression in Strategic Decision-Making were the high it shows the high level of the Strategic Decision-Making in multinational companies where mean is 4.094 and S.D 0.935

Test Research Hypotheses

Main hypothesis: There is a statistically significant effect of applying artificial intelligence technologies on the strategic decision-making process

Table (9) The effect of artificial intelligence on strategic decision-making

B	T	r	F	P-VALUE
0.786	**63.323	0.948	**4009.864	0.000

In table (9) The simple regression equation was significant at the level of 0.01and There is a statistically significant positive effect of of applying artificial intelligence technologies on the strategic decision-making process in multinational companies at 0.01, and It was found that there is a positive correlation between the two variables and Correlation coefficient value is 0.948 Which indicates the correct of the main hypothesis , it turned out that the more it increased applying artificial intelligence

technologies level 1% is the strategic decision-making process in multinational companies has increased 0.786%

H1: There is a statistically significant effect of applying Expert systems on the strategic decision-making process

Table (10) The effect of Expert systems on strategic decision-making

B	T	r	F	P-VALUE
2.607	**47.790	0.913	**2238.905	0.000

In table (10) The simple regression equation was significant at the level of 0.01and There is a statistically significant positive effect of of applying Expert systems on the strategic decision-making process in multinational companies at 0.01, and It was found that there is a positive correlation between the two variables and Correlation coefficient value is 0.913 Which indicates the correct of the first hypothesis , it turned out that the more it increased applying Expert systems level 1% is the strategic decision-making process in multinational companies has increased 2.607%

H2: There is a statistically significant effect of applying Artificial neural networks on the strategic decision-making process

Table (11) The effect of Artificial neural networks on strategic decision-making

B	T	r	F	P-VALUE
2.092	**46.227	0.908	**2136.935	0.000

In table (11) The simple regression equation was significant at the level of 0.01and There is a statistically significant positive effect of of applying Artificial neural networks on the strategic decision-making process in multinational companies at 0.01, and It was found that there is a positive correlation between the two variables and Correlation coefficient value is 0.908 Which indicates the correct of the second hypothesis , it turned out that the more it increased applying Artificial neural networks level 1% is the strategic decision-making process in multinational companies has increased 2.092%

H2: There is a statistically significant effect of applying Intelligent agents on the strategic decision-making process

Table (12) The effect of Intelligent agents on strategic decision-making

B	T	r	F	P-VALUE
1.974	**50.010	0.920	**2501.049	0.000

In table (12) The simple regression equation was significant at the level of 0.01and There is a statistically significant positive effect of of applying Intelligent agents on the strategic decision-making process in multinational companies at 0.01, and It was found that there is a positive correlation between the two variables and Correlation coefficient value is 0.920 Which indicates the correct of the third hypothesis , it turned out that the more it increased applying Intelligent agents level 1% is the strategic decision-making process in multinational companies has increased 1.974%

Conclusion

- The high level of application of artificial intelligence technologies in multinational companies in the Kingdom of Saudi Arabia.
- The 1 high level of the Strategic Decision-Making in multinational companies where mean is 4.094 and S.D 0.935.
- There is a statistically significant positive effect of applying artificial intelligence technologies on the strategic decision-making process in multinational companies at 0.01, Which indicates the correct of the main hypothesis, it turned out that the more it increased applying artificial intelligence technologies level 1% is the strategic decision-making process in multinational companies has increased 0.786%.
- There is a statistically significant positive effect of of applying Expert systems on the strategic decision-making process in multinational companies at 0.01, Which indicates the correct of the first hypothesis, it turned out that the more it increased

applying Expert systems level 1% is the strategic decision-making process in multinational companies has increased 2.607%.

- There is a statistically significant positive effect of of applying Artificial neural networks on the strategic decision-making process in multinational companies at 0.01, Which indicates the correct of the second hypothesis, it turned out that the more it increased applying Artificial neural networks level 1% is the strategic decision-making process in multinational companies has increased 2.092% .
- There is a statistically significant positive effect of of applying Intelligent agents on the strategic decision-making process in multinational companies at 0.01, Which indicates the correct of the third hypothesis, it turned out that the more it increased applying Intelligent agents' level 1% is the strategic decision-making process in multinational companies has increased 1.974%.

Recommendations

- The need to focus on employing individuals who have a great deal of practical and scientific knowledge in the field of artificial intelligence.
- Focus on the process of raising awareness among individuals of the importance of benefiting from artificial intelligence applications in all fields, which contributes to enhancing levels of performance and productivity.
- Working to create a suitable work environment for the application of artificial intelligence, building the technological infrastructure and providing all the elements that contribute to achieving the highest possible levels of application in Saudi companies.
- Focusing on providing training courses and programs that contribute to familiarizing leaders in companies within Saudi Arabia with contemporary

methods of management and leadership, and applying information technology in the field of management and decision-making.

- Providing training courses and programs for individuals working in organizations operating within Saudi Arabia with the aim of enhancing their capabilities and potential to deal with artificial intelligence and related technology.

Scope of Future Research

- In order to achieve the Kingdom's Vision 2030, we urge academics to study artificial intelligence technology, learn about the factors affecting it, and how to get the most out of it.

- Continuous research in the field of research and studies related to studying the elements affecting the strategic decision-making process for institutions in the Kingdom of Saudi Arabia.

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