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A Study on the Impact of Artificial Intelligence on Strategic Decision-Making in Indian Businesses

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Abstract: Artificial Intelligence (AI) is rapidly transforming the landscape of business strategy by enabling data-driven insights, predictive analytics, and automation of complex decision processes. In the context of Indian businesses, where diverse market conditions, regulatory frameworks, and digital adoption levels coexist, AI presents both opportunities and challenges for strategic decision-making. This study examines how AI technologies influence managerial decisions across sectors in India, focusing on their role in enhancing accuracy, speed, and competitive advantage. It also explores the organisational readiness, ethical considerations, and infrastructural constraints that affect AI adoption. Drawing on recent industry trends and secondary data, the paper highlights the extent to which AI is reshaping strategic thinking in Indian enterprises. The findings suggest that while AI significantly improves decision quality and forecasting capabilities, its effectiveness depends on human-AI collaboration, data quality, and organisational adaptability. The study contributes to the growing discourse on digital transformation by providing insights relevant to policymakers, business leaders, and researchers in emerging economies.

Keywords: Artificial Intelligence, Strategic Decision-Making, Indian Businesses, Data Analytics, Business Strategy.

1 INTRODUCTION

The increasing integration of Artificial Intelligence (AI) into business operations marks a significant shift in how organisations formulate and execute strategies. AI has emerged not merely as a technological tool but as a strategic enabler that is redefining how organisations think, plan, and compete. Shrestha, Ben-Menahem, and von Krogh [1] explained that AI is transforming organisational decision-making structures by enabling firms to process information more efficiently and develop data-driven strategic approaches. Rather than relying solely on intuition or past experience, decision-makers are increasingly supported by intelligent systems capable of identifying patterns, forecasting trends, and recommending optimal courses of action.

In the Indian context, the significance of AI-driven strategic decision-making has increased considerably due to the country's rapidly evolving economic and technological landscape. Das [2] observed that Indian businesses are increasingly adopting AI technologies to improve forecasting accuracy, operational efficiency, and strategic responsiveness. Similarly, Kumar and Shrivastava [3] noted that the AI revolution is reshaping business decision-making in the digital age by enhancing analytical capabilities and enabling organisations to make faster and more informed strategic decisions. AI has also become an important driver of organisational innovation and competitive advantage. Amin and Sivakumaran [4] highlighted that AI strengthens organisational innovation by improving dynamic capabilities such as adaptability, opportunity recognition, and strategic flexibility.

Further, Stoeber et al. [5] emphasised that organisations are increasingly developing AI strategies under institutional and competitive pressures, particularly with the growing influence of large language models and advanced AI systems in strategic planning. The broader business environment is also experiencing transformation due to technological adoption and operational changes. Delera, Mathew, and Treibich [6] discussed how evolving business practices and technological integration influence industrial performance and operational efficiency, particularly in the Indian context. In addition, Bashir, Vij, and Durst [7] observed that strategic entrepreneurship and innovation-oriented approaches are becoming increasingly important for enhancing the performance and sustainability of Indian businesses.

Despite the growing advantages associated with AI adoption, integrating AI into strategic decision-making processes remains complex. Sonar, Ghag, and Sharma [8] identified several challenges associated with AI-driven systems, including technological integration difficulties, organisational readiness issues, and barriers related to large language model adoption in supply chain environments. Similarly, Watts and Munir [9] noted that organisations often face workforce adaptation challenges, skill gaps, and resistance to technological change during AI implementation.

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Another critical aspect relates to predictive analytics and knowledge-based decision-making. Al-Naemi and Botella-Carrubi [10] explained that although predictive analytics improves decision quality and strategic planning, businesses frequently encounter issues related to data reliability, knowledge integration, and effective interpretation of AI-generated insights. Furthermore, the transition toward AI-supported decision-making raises important questions concerning the evolving role of human judgment in organisational strategy. Wang et al. [11] demonstrated that effective human-AI collaboration can enhance organisational performance when AI systems complement human expertise rather than replace managerial judgment entirely.

Ethical and governance concerns also play a crucial role in AI adoption. Ikram et al. [12] emphasised that issues related to AI ethics, transparency, accountability, and algorithmic bias are becoming increasingly important as organisations depend more heavily on AI-supported strategic decisions. Without proper governance mechanisms and ethical safeguards, AI implementation may expose organisations to operational, reputational, and legal risks. Another dimension that warrants attention is the uneven pace of AI adoption across Indian businesses. Large enterprises often possess the financial resources, technical expertise, and infrastructure required for advanced AI deployment, whereas small and medium-sized enterprises may face limitations related to cost, skills, and digital infrastructure [13]-[15].

This disparity creates variations in the extent to which AI influences strategic decision-making across organisational contexts. Against this backdrop, the present study seeks to explore how AI is influencing strategic decision-making practices within Indian businesses. The study aims to examine not only the advantages associated with AI adoption but also the practical challenges, ethical concerns, and organisational limitations encountered during implementation. By doing so, the paper provides a comprehensive understanding of how AI is reshaping strategic thinking and highlights the conditions under which AI can be effectively integrated into business decision-making processes.

2 Literature Review

Shrestha, Ben-Menahem, and von Krogh [1] examined how Artificial Intelligence is transforming organisational decision-making structures. Their study explained that AI systems influence the way organisations process information, distribute authority, and formulate strategic decisions. The authors emphasised that AI enables firms to shift from traditional hierarchical decision-making toward more adaptive and data-driven organisational models. Das [2] reviewed the impact of Artificial Intelligence on strategic decision-making with particular focus on Indian businesses. The study found that AI technologies improve forecasting accuracy, operational efficiency, and strategic responsiveness across sectors such as banking, retail, and manufacturing.

However, the study also identified challenges including uneven AI adoption, infrastructure limitations, ethical concerns, and shortage of skilled workforce in Indian organisations. Kumar and Shrivastava [3] analysed the evolving role of AI in business decision-making within the digital era. Their research highlighted that AI enhances managerial effectiveness through automation, predictive analytics, and real-time data analysis. The study further noted that AI-driven systems enable organisations to make faster, more informed, and strategically effective decisions in highly competitive business environments.

Amin and Sivakumaran [4] explored the role of AI in promoting innovation within family businesses through the lens of dynamic capabilities theory. The authors proposed that AI strengthens organisational adaptability, innovation capability, and strategic flexibility by helping firms identify opportunities, optimise resources, and improve long-term competitiveness. Their conceptual model demonstrated the strategic importance of AI in sustaining business growth and innovation. Stoeber et al. [5] investigated AI strategy development under institutional pressure, particularly in relation to large language models and advanced AI technologies.

The study found that organisations increasingly adopt AI-driven strategic practices to maintain conformity with industry trends and competitive expectations. The authors highlighted that AI systems are becoming central to organisational planning and strategic decision-making processes. Delera, Mathew, and Treibich [6] examined the relationship between technological transformation and operational efficiency in Indian industrial environments. Their study highlighted how technological integration influences organisational performance and resource utilisation.

Although the research primarily focused on industrial operations, it provided broader insights into the growing importance of technology-driven strategic decision-making in Indian businesses. Bashir, Vij, and Durst [7] analysed the role of strategic entrepreneurship in enhancing the performance of Indian family businesses. Their findings indicated that innovation-oriented strategies, technological adaptability, and entrepreneurial decision-making significantly improve business sustainability and competitive advantage. The study indirectly supports the growing relevance of AI in strengthening strategic capabilities within Indian enterprises.

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Sonar, Ghag, and Sharma [8] explored the practical challenges associated with AI-driven supply chains and the adoption of large language models. Their research identified barriers such as technological complexity, organisational readiness issues, integration difficulties, and implementation risks. The study emphasised the need for systematic planning and infrastructure development for successful AI adoption in strategic business operations. Watts and Munir [9] investigated innovation enablers, workforce productivity, and AI adoption challenges in organisations. Their study revealed that businesses often face resistance to technological change, skill gaps, and adaptation difficulties during AI implementation.

The authors stressed that employee training and organisational support are essential for improving AI integration and productivity enhancement. Al-Naemi and Botella-Carrubi [10] studied the application of predictive analytics and knowledge-based systems in organisational decision-making. The research demonstrated that predictive analytics significantly improves strategic planning, talent management, and managerial decision quality. However, the study also highlighted challenges related to data quality, knowledge interpretation, and ethical use of AI-generated insights. Wang et al. [11] examined the impact of human-AI collaboration on workforce effectiveness within smart tourism environments.

Their findings indicated that AI systems can improve organisational performance and employee meaningfulness when combined with human expertise and contextual understanding.The study emphasised that human judgment remains essential in interpreting AI-generated recommendations and ensuring balanced strategic decisions. Ikram et al. [12] explored the relationship between governance frameworks and AI ethics through a systematic literature review. The study highlighted major concerns related to algorithmic bias, accountability, transparency, and responsible AI usage in organisations.

The authors concluded that ethical governance mechanisms are necessary to ensure that AI-driven strategic decision-making remains reliable, transparent, and socially responsible. Overall, the existing literature demonstrates that Artificial Intelligence has a substantial impact on strategic decision-making by improving efficiency, innovation capability, forecasting accuracy, and organisational responsiveness. At the same time, the studies collectively highlight persistent challenges related to ethics, governance, workforce readiness, data quality, technological integration, and the continued importance of human oversight in AI-supported strategic planning.

3 NEED AND OBJECTIVES OF THE STUDY

The increasing complexity of the modern business environment has made strategic decision-making more challenging than ever before. Rapid advancements in digital technologies, growing volumes of organisational data, global competition, and changing consumer expectations have reduced the effectiveness of traditional decision-making approaches that rely primarily on intuition and limited information. In this context, Artificial Intelligence (AI) has emerged as a significant technological advancement capable of supporting strategic decision-making through predictive analytics, automation, real-time data processing, and intelligent forecasting.

In the Indian business environment, the relevance of AI-driven strategic decision-making is particularly significant due to the country's ongoing digital transformation and diverse industrial landscape. Organisations across sectors such as banking, retail, manufacturing, healthcare, and services are adopting AI technologies at varying levels to improve efficiency, competitiveness, and responsiveness. However, despite increasing adoption, there remains limited clarity regarding the actual impact of AI on strategic decision-making processes within Indian businesses. Understanding this influence is essential for organisations seeking to maintain long-term competitiveness in both domestic and global markets.

Although AI offers several advantages including improved decision accuracy, operational efficiency, customer insights, and forecasting capabilities, it also introduces challenges related to data quality, ethical concerns, workforce readiness, technological infrastructure, and implementation complexity. The unequal adoption of AI between large enterprises and small and medium-sized businesses further creates disparities in access to technological benefits and strategic capabilities. Additionally, most existing studies primarily focus on developed economies, leaving a gap in understanding the unique conditions, opportunities, and challenges associated with AI adoption in the Indian business context.

Therefore, the present study has been undertaken to examine the influence of Artificial Intelligence on strategic decision-making practices in Indian businesses. The specific objectives of the study are:

1. To examine the role of Artificial Intelligence in enhancing strategic decision-making processes in Indian businesses.
2. To analyse the extent to which AI-driven tools improve the accuracy, speed, and effectiveness of managerial decisions.
3. To identify the key factors influencing the adoption of AI technologies across different sectors in India.
4. To evaluate the challenges and risks associated with integrating AI into strategic decision-making.

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5. To explore the balance between human judgment and AI-driven insights in strategic planning.
6. To examine the role of AI in improving customer-centric strategic decisions.
7. To explore the influence of AI on competitive intelligence and market positioning.

4 FINDINGS OF THE STUDY

The study reveals that Artificial Intelligence is increasingly influencing strategic decision-making practices in Indian businesses by improving analytical capability, operational efficiency, and forecasting accuracy. However, the effectiveness of AI adoption is strongly dependent on organisational preparedness, technological infrastructure, workforce capabilities, and ethical governance mechanisms. The major findings of the study are discussed as follows:

1. Inadequate Data Infrastructure Reduces the Effectiveness of AI-Driven Decision-Making

One of the major findings of the study is that many organisations lack reliable, structured, and well-governed data systems required for effective AI implementation. AI technologies depend heavily on high-quality and continuously updated datasets to generate meaningful insights and accurate predictions. In several Indian businesses, fragmented databases, inconsistent data collection practices, and poor data management systems reduce the reliability of AI-generated outputs. As a result, organisations may experience inaccurate forecasting, inefficient resource allocation, and weak strategic planning. The study indicates that without proper data governance frameworks and integrated digital infrastructure, the full strategic benefits of AI cannot be realised.

2. Shortage of Skilled Workforce Limits Successful AI Adoption

The findings show that the shortage of skilled professionals remains a significant barrier to AI adoption in Indian businesses. Many employees and managers lack adequate knowledge of data analytics, machine learning applications, digital systems, and AI interpretation techniques. This skill gap affects the ability of organisations to effectively integrate AI into strategic decision-making processes. In many cases, businesses invest in AI technologies without providing sufficient employee training or organisational learning programs, resulting in underutilisation of AI capabilities. The study highlights that workforce readiness and continuous skill development are essential for improving the practical implementation and long-term sustainability of AI-driven strategies.

3. Excessive Dependence on AI May Weaken Human-Centred Strategic Judgment

The study found that some organisations increasingly depend on AI-generated recommendations for strategic decisions without adequately incorporating human judgment and contextual understanding. Although AI systems are capable of processing large datasets rapidly and identifying predictive patterns, they cannot fully understand organisational culture, ethical considerations, market uncertainties, or social implications in the same way as human decision-makers. Overreliance on AI may therefore result in strategically inappropriate or ethically questionable decisions. The findings suggest that AI should function as a support mechanism rather than a complete replacement for managerial expertise, with human oversight remaining essential in strategic planning and policy formulation.

4. Ethical Concerns and Algorithmic Bias Affect Organisational Trust

Another important finding is that ethical concerns associated with AI adoption significantly influence organisational trust and decision reliability. Issues such as algorithmic bias, lack of transparency, privacy violations, and misuse of sensitive data remain major challenges for businesses implementing AI systems. Inadequately monitored AI models may unintentionally reinforce discriminatory practices or generate biased outcomes due to flawed or incomplete training data. Such issues may expose organisations to legal liabilities, reputational risks, and stakeholder dissatisfaction. The study emphasises that responsible AI governance, ethical guidelines, and transparent decision-making frameworks are necessary to ensure trustworthy and socially responsible AI implementation.

5. Limited Government Support and Regulatory Clarity Slow AI Adoption

The findings indicate that insufficient government support, limited policy clarity, and inadequate institutional guidance continue to hinder AI adoption, particularly among small and medium-sized enterprises. Many organisations require financial assistance, training programs, tax incentives, and regulatory frameworks to safely and effectively integrate AI technologies into their operations. The absence of comprehensive national standards and clear compliance guidelines creates uncertainty regarding responsible AI usage, data protection, and accountability.

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The study suggests that stronger collaboration between government institutions, industry bodies, and educational organisations is essential to accelerate AI adoption and digital transformation in Indian businesses.

6. High Implementation Costs Create Barriers for Small and Medium Enterprises

The study reveals that the financial burden associated with AI implementation remains a significant obstacle for small and medium-sized enterprises (SMEs). Successful AI deployment often requires substantial investment in advanced software systems, cloud infrastructure, cybersecurity, hardware facilities, and skilled technical personnel. Large organisations with greater financial and technological resources are generally better positioned to implement AI at scale, whereas SMEs frequently struggle to allocate sufficient funds for technological transformation. This disparity contributes to uneven AI adoption across industries and may widen the competitive gap between large corporations and smaller businesses.

7. Lack of Continuous Monitoring Reduces AI System Reliability

Another major finding is that many organisations fail to continuously monitor and update AI systems after implementation. AI models require regular evaluation, retraining, and performance assessment to maintain accuracy and relevance in changing business environments. Without proper monitoring mechanisms, AI systems may become outdated, produce inaccurate predictions, or generate biased recommendations. The study indicates that organisations often focus primarily on AI deployment while neglecting long-term maintenance and governance. Continuous monitoring and performance auditing are therefore essential to ensure the reliability and sustainability of AI-driven strategic decisions.

8. Gradual and Planned AI Integration Produces Better Strategic Outcomes

The study found that organisations adopting a phased and strategic approach toward AI implementation achieve better operational and managerial outcomes compared to firms attempting immediate large-scale integration. Implementing AI across multiple departments simultaneously often creates operational disruptions, resource inefficiencies, and implementation failures due to inadequate planning and organisational resistance. Businesses that begin with pilot projects, evaluate outcomes, and gradually expand AI applications are more successful in achieving sustainable digital transformation. The findings highlight the importance of strategic planning, risk assessment, and organisational adaptability in AI integration processes.

9. Technical Failures and Predictive Errors Can Negatively Influence Strategic Decisions

The findings also reveal that AI systems are not completely error-free and may occasionally generate inaccurate outputs, predictive failures, or system malfunctions. Such technical limitations can negatively affect strategic decision-making, particularly when organisations rely heavily on automated forecasting models without adequate verification procedures. AI systems may fail due to poor-quality input data, algorithmic limitations, cyber vulnerabilities, or unexpected environmental changes. The study suggests that businesses should establish backup systems, risk management strategies, and human verification mechanisms to minimise operational disruptions caused by AI-related errors.

10. Absence of Strong Regulatory Frameworks Increases Organisational Risk

The study further identifies the absence of strong and standardised regulatory frameworks for AI governance as a major challenge in the Indian business environment. Many organisations remain uncertain about legal responsibilities, compliance requirements, accountability standards, and ethical boundaries associated with AI usage. Without proper regulatory supervision, there is an increased risk of data misuse, privacy breaches, unfair decision-making practices, and reduced stakeholder confidence. The findings indicate that establishing comprehensive AI governance policies and legal standards is essential for ensuring safe, transparent, and accountable AI adoption across industries.

Overall Finding

Overall, the study concludes that Artificial Intelligence has substantial potential to improve strategic decision-making in Indian businesses by enhancing analytical efficiency, forecasting capability, operational responsiveness, and competitive advantage. However, the successful integration of AI depends on several interconnected factors, including organisational readiness, technological infrastructure, ethical governance, workforce capability, financial resources, and effective human-AI collaboration.

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The findings emphasise that AI should be implemented through a balanced and responsible approach where technological innovation complements human judgment, ethical accountability, and long-term strategic vision. Table 1 shows the summary of major findings on ai-driven strategic decision-making in Indian businesses.

Table 1. Summary of Major Findings on AI-Driven Strategic Decision-Making in Indian Businesses

S. No.	Major Finding	Key Observation
1	Inadequate Data Infrastructure	Poor data quality and weak data governance reduce the accuracy and reliability of AI-driven decisions.
2	Shortage of Skilled Workforce	Lack of employee expertise in AI, analytics, and digital technologies limits effective AI adoption.
3	Overdependence on AI Systems	Excessive reliance on AI may weaken human judgment and lead to ethically inappropriate decisions.
4	Ethical and Algorithmic Concerns	Issues such as bias, privacy risks, and lack of transparency affect organisational trust and accountability.
5	Limited Government and Policy Support	Inadequate regulations, incentives, and institutional guidance slow AI implementation in businesses.
6	High Cost of AI Implementation	Financial and infrastructural requirements create barriers for SMEs adopting AI technologies.
7	Lack of Continuous Monitoring	Failure to regularly update and evaluate AI systems reduces long-term reliability and performance.
8	Need for Gradual AI Integration	Phased implementation strategies produce more sustainable and effective organisational outcomes.
9	Technical Failures and Predictive Errors	AI system malfunctions and inaccurate predictions can negatively influence strategic decisions.
10	Absence of Strong Regulatory Frameworks	Lack of standardised AI governance increases legal, ethical, and operational risks for organisations.

5 Limitations And Suggestions Of The Study

The present study provides valuable insights into the influence of Artificial Intelligence on strategic decision-making in Indian businesses. However, certain limitations associated with the study must be acknowledged to understand the scope and applicability of the findings. At the same time, the study offers several practical suggestions that can support organisations, policymakers, and researchers in improving the effective adoption and management of AI technologies. One of the major limitations of the study is its reliance on secondary data and existing literature sources. Since the analysis is primarily based on published research articles, reports, and academic studies, the findings may not fully capture the rapidly changing and real-time developments in AI technologies and business applications.

The dynamic nature of AI adoption means that organisational practices, technological capabilities, and regulatory frameworks continue to evolve at a fast pace. Therefore, future studies incorporating real-time organisational data and updated industry practices may provide deeper insights into AI-driven strategic decision-making. Another limitation arises from the variation in AI adoption across different industries and organisational contexts within India. Sectors such as banking, information technology, and e-commerce may demonstrate more advanced AI implementation compared to traditional industries and small-scale enterprises. As a result, the findings of the study may not be uniformly generalisable to all sectors of the Indian economy.

To address this issue, organisations should adopt AI strategies based on their industry-specific operational requirements, technological readiness, and strategic objectives rather than following a uniform implementation model. The study also identifies the limited availability of reliable, standardised, and comprehensive data related to AI implementation in Indian businesses as a significant challenge. In many organisations, fragmented data systems and inconsistent reporting practices reduce the depth and accuracy of AI analysis. Therefore, businesses are advised to strengthen their data infrastructure by investing in secure data storage systems, integrated digital platforms, and effective data governance mechanisms. Reliable and well-organised datasets are essential for generating accurate AI-based insights and improving the quality of strategic decision-making.

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Another limitation is the possibility of bias in the secondary studies and reports used as references. Since the study depends on previously published findings, differences in research methodologies, institutional perspectives, and data interpretation may influence the conclusions drawn. Future research involving extensive empirical investigation, including case studies, surveys, and interviews with business leaders and industry experts, can provide more balanced and context-specific findings regarding AI adoption in Indian organisations. The absence of extensive primary data collection is another limitation of the study. The research does not include large-scale surveys or direct interactions with managers, employees, or policymakers involved in AI implementation.

Consequently, certain practical organisational challenges, behavioural factors, and operational experiences may not be fully represented. Future studies should therefore incorporate primary research methods to gain a more comprehensive understanding of managerial perceptions, employee readiness, and strategic outcomes associated with AI adoption. The study also partially addresses cultural and behavioural aspects influencing AI acceptance and implementation in Indian businesses. Organisational culture, employee resistance to technological change, and behavioural adaptation significantly affect the success of AI integration. To overcome these challenges, organisations should focus on continuous employee training, digital skill development, and organisational learning programs that improve workforce adaptability and technological confidence.

In addition to addressing the limitations, the study suggests that businesses should adopt a balanced and responsible approach toward AI integration. Organisations should avoid excessive dependence on AI systems and ensure that human judgment remains central to strategic decision-making processes. While AI can provide rapid data analysis and predictive capabilities, human expertise is essential for interpreting contextual factors, ethical considerations, and long-term strategic implications. The study further recommends that organisations establish strong ethical governance mechanisms for AI implementation. Issues related to algorithmic bias, transparency, accountability, and data privacy must be addressed through clear organisational policies and regulatory compliance frameworks.

Ethical AI practices are essential for maintaining stakeholder trust, avoiding legal complications, and ensuring responsible technological adoption. Financial and infrastructural barriers associated with AI adoption, particularly among small and medium-sized enterprises, also require attention. SMEs should focus on cost-effective and scalable AI solutions such as cloud-based technologies and gradual implementation strategies rather than immediate large-scale deployment. A phased approach allows organisations to evaluate performance, minimise risks, and improve operational adaptability before expanding AI integration across departments.

Another important suggestion is the need for continuous monitoring and evaluation of AI systems after implementation. AI models require regular updates, auditing, and performance assessment to prevent inaccuracies, outdated predictions, and biased outputs. Organisations should establish monitoring mechanisms and backup strategies to ensure operational continuity and reduce the risks associated with AI system failures. Finally, the study highlights the importance of government support and regulatory guidance in promoting responsible AI adoption. Policymakers should encourage AI integration through financial incentives, training programs, infrastructure development, and comprehensive regulatory frameworks.

Clear regulations related to data protection, transparency, accountability, and ethical AI usage can help businesses adopt AI technologies more confidently while ensuring long-term sustainability and stakeholder trust. Overall, despite certain limitations, the study provides meaningful insights into the opportunities and challenges associated with AI-driven strategic decision-making in Indian businesses. The suggestions offered by the study can support organisations in developing balanced, ethical, and sustainable AI strategies that combine technological advancement with human expertise and organisational responsibility.

6 CONCLUSION

The growing integration of Artificial Intelligence into Indian businesses marks a decisive shift in how strategic decisions are conceived and executed. Rather than functioning as a mere technological addition, AI has emerged as a critical enabler that reshapes the logic of decision-making by introducing speed, precision, and analytical depth. The study demonstrates that organizations leveraging AI are better positioned to interpret complex market signals, anticipate uncertainties, and respond proactively to competitive pressures. At the same time, the findings make it clear that AI is not a substitute for human judgment but a powerful complement to it. Strategic decisions, by their nature, involve ambiguity, ethical considerations, and contextual understanding areas where human insight remains indispensable. The most effective outcomes, therefore, arise from a collaborative model in which AI provides data-driven intelligence while managers apply experience and critical thinking. The Indian business landscape presents both promising opportunities and notable challenges in this transformation journey.

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While large enterprises are advancing rapidly in AI adoption, smaller firms continue to face constraints related to cost, infrastructure, and skill availability. Bridging this gap is essential to ensure that the benefits of AI-driven decision-making are more widely distributed across sectors. In essence, AI is redefining not just how decisions are made, but how organisations think about strategy itself. Businesses that embrace this shift with a balanced, ethical, and well-informed approach are likely to gain sustained competitive advantage. Conversely, those that fail to adapt may struggle to remain relevant in an increasingly data-driven economy. This study underscores the need for continuous learning, responsible implementation, and a strategic vision that aligns technological capability with human expertise for long-term success.

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ETHICS STATEMENT

This study did not involve human or animal subjects and, therefore, did not require ethical approval.

STATEMENT OF CONFLICT OF INTERESTS

The authors declare that they have no conflicts of interest related to this study.

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