

REVIEWER'S REPORT

Manuscript No.: JNBMS-064

Title: ARTIFICIAL INTELLIGENCE IN STRATEGIC DECISION-MAKING: OPPORTUNITIES, CHALLENGES, AND IMPLICATIONS FOR ORGANIZATIONAL PERFORMANCE

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality	✓			
Techn. Quality		✓		
Clarity	✓			
Significance		✓		

Reviewer Id: JPR-223

Reviewer's Comment for Publication.

The manuscript presents a relevant and well-organized review of artificial intelligence in strategic decision-making and its implications for organizational performance, covering strategic planning, forecasting, marketing, financial management, human resources, supply-chain management, and operational decision support. The paper appropriately highlights potential benefits such as improved information processing, operational efficiency, resource allocation, customer understanding, adaptability, and innovation, while also addressing important challenges involving data quality, algorithmic bias, privacy, cybersecurity, transparency, employee skills, implementation costs, and overreliance on automated recommendations. The emphasis on balancing automation with human augmentation and maintaining responsible AI governance and managerial oversight strengthens the practical relevance of the study. However, the literature-review methodology could be strengthened by providing a more systematic search strategy, including databases, search terms, publication period, and explicit inclusion and exclusion criteria. The manuscript would also benefit from a more critical comparison of empirical evidence concerning the actual effects of AI adoption on organizational performance across different industries and organizational sizes. Overall, the paper provides useful managerial insights and is suitable for publication after minor revision.