2. Harnessing Artificial Intelligence (AI) for Smarter Decisions: Shaping the Future of Contemporary Management for Modern Business

Author: Hisham I. Al-Shuwaikhat

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Abstract

This study examines the principal factors influencing organizational management utilizing Artificial Intelligence (AI) in the modern era. The primary emphasis is on the issues and developments impacting contemporary organizations worldwide after the emergence of AI. Initially, the critical elements that influence internal and external management were explored while assessing the ramifications of these factors on management. Then, the impact of numerous factors on organizational management strategies was thoroughly studied alongside adequate contemporary AI models that conceptualized these tactics and led to a competitive advantage stage. Although AI has tremendous advantages for contemporary business and management, it also has disadvantages. The human-feeling process is a fundamental practical sense that AI is limited. Recent studies demonstrated that the AI era lacks human-like creativity and empathy, a proven fact of human brains' vitality in making intelligent decisions. Therefore, organizations' members can be complemented by AI for better, more intelligent decision-making that will elevate the related businesses. Conversely, AI can result in ethical concerns about bias and privacy. This issue will prevent modern organizations from considering corrective actions since their decisions might not lead to the anticipated business outcomes, including but not limited to the set Key Performance Indicators (KPIs). Another side-effect of AI is the inadequate data for making the required decision without contemplating empathy. Thus, the AI shall be tackled from 360 degrees to ensure that the AI-driven decision-making system will optimize human interference while minimizing the probable impacts of the related risks, biases, and hallucination. The paper employs genuine case studies and empirical research findings to critically and analytically examine the management concerns presented by applying AI-driven decision-making practice. By harnessing AI for smarter decisions, a practical case study about the Electrical Submersible Pump (ESP) and its related technologies to extract crude oil will be demonstrated using the components and elements of the Contemporary Management Module in the AI age for a smarter-driven decision-making process. This methodology will boost modern organizations' performances while fostering the employees' recitals, yielding a successful business journey and evident productivity.

Keywords: *Artificial Intelligence (AI), Decision-Making, Contemporary Management, Globalization, Digitization, Technologies, Societal Changes, Skills, Strategy and Innovation.*

INTRODUCTION

Artificial intelligence (AI) has emerged as a transformative force in the ever-evolving business landscape, reshaping modern management methods and decision-making processes. AI's ability to analyze vast data sets, identify patterns, and provide actionable insights is revolutionizing organizational operations, leading to more intelligent, data-driven decision-making. AI technologies, including predictive analytics (a method that uses data, statistical algorithms, and machine learning techniques to identify the likelihood of future outcomes based on historical data), machine learning, automation, and natural language processing, are empowering modern enterprises to enhance operational efficiency, improve customer experience, and stay competitive in a volatile global market (Davenport & Ronanki, 2018).

Incorporating AI into management tasks transcends basic operational enhancements; it has evolved into a strategic asset for firms aiming to cultivate innovation and promote sustainable success. Through the automation of ordinary work, AI enables managers to concentrate on advanced strategic thinking and problem-solving, a crucial transition in an increasingly intricate and competitive environment. Furthermore, the involvement of AI in decision-making is a game-changer, as it can significantly reduce biases and human errors, providing more objective and data-driven options (Agrawal et al., 2019).

The expanding potential of AI indicates that leveraging technology for informed decision-making will influence the future of modern management, enabling firms to maintain agility and progressive thinking. This transition signifies not merely a technological progression but a fundamental transformation in organizational approaches to leadership, strategy, and innovation. However, it's important to note that the implementation of AI in management also comes with potential risks and challenges, such as data privacy concerns and the need for continuous training and upskilling of employees to keep up with technological advancements (Haenlein & Kaplan, 2021).

1. ASSESSING AI UTILIZATION BY DIVERSE ORGANIZATIONAL STRUCTURE AND INFLUENCE OF CULTURAL FACTORS

1.1 Distinct Organizational Structure Using AI for Decision-Making Process

Organizations in several sectors are incorporating AI into their decision-making processes, resulting in substantial changes to organizational structures. AI not only facilitates decentralized, data-driven decision-making models but also significantly enhances the quality of decision-making processes. This allows for expedited responses to market fluctuations. Conventional hierarchical structures are transforming into more networked or hybrid organizational models that utilize AI for enhanced agility and innovation (Brynjolfsson & McAfee, 2021).

Major corporations like Google and Amazon have harnessed the power of AI-driven decision support systems to distribute decision-making authority across multiple teams. These organizations leverage machine learning algorithms to analyze vast data sets, providing actionable insights to teams and fostering a more flexible and adaptable organizational structure (Liebowitz, 2020). These systems, with their predictive analytics, play a crucial role in scenario

design, performance monitoring, and resource allocation, thereby enhancing decision-making efficacy. Figure 1 (statista.com), in Appendix, demonstrates the maturity of AI implementation in organizations worldwide as of 2020, by sector. Telecom, for example, illustrated a vivid example of AI adaptability where AI policies launched with relatively low percentages due to the subjectivity. However, the public and government sectors have earned around 59% of adapting AI policies to earn the trust of their processes.

As such, AI-driven organizational frameworks are designed to foster collaboration and interdisciplinary teamwork. By leveraging AI tools, organizations can enhance communication and provide real-time data, thereby creating a collaborative environment where multiple departments work together to solve complex issues. The introduction of AI has made organizational structures more dynamic, enabling the formation of role-based or project-based teams that can adapt to the evolving needs of the enterprise (Davenport & Ronanki, 2018).

1.2 Cultural Factors Influencing Organizations' Growths by Integrating AI

Culture significantly influences the integration of AI into business decision-making and growth initiatives. The successful integration of AI is frequently contingent upon an organization's cultural receptiveness to innovation and technology. Culturally adaptive firms prioritize learning, experimentation, and continual development, facilitating the effective deployment of AI solutions (Hofstede, 2011).

In areas characterized by collectivist cultures, particularly in East Asia, incorporating AI into decision-making is frequently perceived to improve group cohesion and advance collective objectives (Zhou et al., 2021). Conversely, in more individualistic societies like the United States, AI is viewed as enabling individuals to make autonomous decisions, promoting creativity and personal accomplishment (Chui et al., 2021).

Cultural characteristics, including risk aversion, power distance, and uncertainty avoidance, affect how firms utilize AI for growth. Organizations in nations with low uncertainty avoidance, like the United States, are more inclined to adopt AI-driven innovations despite associated risks. Conversely, firms in nations with high uncertainty avoidance, such as Japan, may use AI more cautiously, prioritizing risk mitigation and assuring a comprehensive understanding of AI systems before deployment (Hofstede, 2011).

1.3 Cross-Cultural Managements' Challenges with and without Utilization of AI:

With the Utilization of AI: Artificial Intelligence presents both prospects and obstacles in cross-cultural management. AI facilitates the reconciliation of cultural disparities by supplying managers with impartial data that informs decision-making, thereby mitigating misconceptions and biases. AI-driven translation systems can enhance communication among culturally varied teams, enabling more effective collaboration (Huang et al., 2022).

Nonetheless, AI is susceptible to cultural biases. Machine learning algorithms are frequently taught on data that may embody specific cultural preferences or prejudices, thus resulting in distorted outputs. Facial recognition technology has demonstrated reduced accuracy in recognizing individuals from non-Western ethnic groups (Buolamwini & Gebru, 2018). In managing cross-cultural teams, managers must guarantee that AI systems are intended to be culturally in-

clusive and do not perpetuate biases.

Implementing AI in international corporations may result in variations in employee interactions with and acceptance of AI technologies across different cultures. In cultures that regard technology with skepticism or apprehension, resistance to AI implementation may arise, requiring enhanced change management and educational initiatives (McAfee & Brynjolfsson, 2017). Also, organizations shall ensure the AI approaches are monitored all the time to avert the hallucination and biases.

Without Utilization of AI: Without AI, cross-cultural management relies heavily on human intuition, cultural understanding, and interpersonal skills. It's the responsibility of managers to invest in cultural training and sensitivity programs, as these are key to mitigating the challenges that can arise in managing culturally diverse teams. By taking this proactive approach, managers can create a more cohesive working environment and foster understanding among team members (Moran et al., 2014).

Without AI-driven insights, there is a risk of overlooking the unique strengths that different cultures bring to the table. This oversight can lead to missed opportunities for innovation and growth, as culturally diverse perspectives often spark fresh insights and creative solutions (Adler, 2008). It's crucial for managers to recognize this potential and seek ways to leverage cultural diversity for the benefit of their teams and organizations.

2. EXPLOITING MANAGEMENT CONTEXT AND AI REVOLUTIONIZATIONS

The organizational structure is ever evolving. Therefore, it arises from multiple variables, including the dynamic interaction of societal transformations, technological progress, and globalization (Groenewald et al., 2024). This section will illustrate the impact of global forces on modern businesses and their consequences for contemporary management using AI-driven processes for daily business activities.

The management environment has experienced substantial shifts, primarily due to the emergence of AI. In the contemporary company landscape, management methods are advancing beyond conventional frameworks to incorporate digitalization, automation, and data-driven decision-making processes. AI is vital to these transformations, fundamentally altering company operations, decision-making processes, and competitive strategies in the contemporary landscape.

2.1 The Function of AI in Decision-Making:

AI's capacity to analyze extensive data in real-time represents a significant transformation in management, yielding once inaccessible insights. AI-driven analytics enable managers to make more educated, accurate, and expedient decisions by detecting patterns, trends, and anomalies within extensive datasets. This capacity enables firms to anticipate market fluctuations, enhance resource allocation, and refine operational efficiency.

For example, AI-driven predictive analytics can anticipate customer demand, facilitating more effective supply chain management and resource allocation (Brynjolfsson & McAfee,

2021). Managers utilizing AI gain insights that enhance strategic planning, risk management, and client engagement. AI mitigates human errors in decision-making and diminishes biases by utilizing facts instead of intuition, which has historically influenced several management decisions.

2.2 Operational Efficiency and Automation

AI-driven automation is revolutionizing the operational dimensions of management. Routine activities, like data entry, reporting, and compliance management, which once necessitated considerable human effort, are increasingly automated via AI and Robotic Process Automation (RPA) systems. This transition enhances operational efficiency and enables management to reassign resources to higher-value activities, including innovation and strategic development.

Corporations such as Siemens and GE have adopted AI technologies to automate intricate manufacturing processes, reducing operational expenses and enhancing production efficiency (Davenport & Ronanki, 2018). AI enhances operations by evaluating bottlenecks and inefficiencies in real time, enabling managers to use proactive actions to improve efficiency.

2.3 Transforming Leadership and Strategic Development

The incorporation of AI in management is transforming leadership roles and responsibilities. As artificial intelligence assumes increasing analytical and data-centric responsibilities, executives are anticipated to prioritize human-centric competencies, including creativity, empathy, and strategic foresight. AI solutions enable executives to make decisions informed by real-time data insights, facilitating more dynamic and flexible tactics (Daugherty & Wilson, 2018).

AI may strategically simulate diverse business situations, assisting managers in assessing probable outcomes and risks before decision-making. This predictive capability facilitates long-term planning and improves the organization's responsiveness to market fluctuations. Leaders who comprehend AI's potential can use these tools to develop more robust and progressive plans, guaranteeing sustained achievement.

2.4 Artificial Intelligence and Organizational Frameworks

Artificial intelligence is transforming organizational frameworks by facilitating more decentralized and network-oriented models. Conventional hierarchical frameworks are yielding to more streamlined, agile organizations in which decision-making is decentralized among teams. AI technologies enable teams to obtain real-time information and make decisions independently of continuous oversight or authorization from senior management (Huang & Rust, 2021).

This decentralization fosters creativity and adaptability since AI dismantles barriers and promotes interdisciplinary collaboration. Organizations like IBM and Google have implemented AI-driven frameworks that enable teams to utilize AI insights for decision-making and initiative development. These modifications indicate a transition towards a more flexible and responsive management approach, wherein AI facilitates organizational agility and creativity.

2.5 Artificial Intelligence Transforming Customer-Centric Management

Artificial intelligence is radically transforming how organizations engage with customers. AI-powered customer relationship management (CRM) systems can instantaneously assess con-

sumer behaviors, preferences, and feedback, enabling firms to deliver tailored services and foresee customer requirements. This approach transforms the client experience by rendering it more personalized, adaptive, and analytics driven.

Companies like Amazon and Netflix employ AI algorithms to suggest products and content according to user behavior, enhancing consumer happiness and loyalty. The capacity to customize interactions on a large scale provides organizations with a competitive advantage and alters managers' strategies in customer relationship management (Rust & Huang, 2021).

2.6 Obstacles and Factors

Although AI provides various advantages, its incorporation into management also poses difficulties. Managers must confront issues about workforce displacement, data privacy, and algorithmic biases. The efficacy of AI is contingent upon the quality of the data it analyzes; erroneous or biased data might result in misguided choices, potentially damaging an organization's reputation or inciting legal issues (Buolamwini & Gebru, 2018).

Furthermore, as AI increasingly automates jobs, there is an escalating necessity for individuals to be reskilled or upskilled to collaborate with AI systems. Management must adeptly manage these transitions, ensuring that staff feel supported, and their responsibilities are congruent with new technologies. Ethical considerations emerge, especially concerning the application of AI in decision-making and the transparency of AI systems.

2.7 Technological Advancements

Rapid technological breakthroughs using AI have transformed and restructured the organizational frameworks of numerous enterprises. Emerging technologies, including automation and artificial intelligence, have transformed organizational operations and leadership in managing pertinent procedures (Paudel, 2024). Technological breakthroughs using AI have proven to be both advantageous and a source of apprehension for contemporary firms. Organizations continually strive to incorporate emerging technologies to sustain competitiveness. Organizations must confront significant hurdles, primarily related to personnel, including skill deficiencies and internal leadership issues such as unmet training requirements and reluctance to change (Bayo, 2019).

In addition to the obstacles posed by technological breakthroughs, they also present numerous benefits and substantial growth potential for enterprises. A study conducted by Vargas-Hernandez et al. (2020) demonstrated that adopting and utilizing technology in diverse enterprises generates a competitive advantage in pertinent markets. This results from the technology and AI's capacity to manage diverse operations, including effective knowledge management, problem-solving, and personnel management.

Moreover, technological advancements and AI-driven processes have generated efficiencies such as virtual collaboration platforms, remote work, and process automation, decreasing business operational costs. Kuzior et al. (2023) asserted that artificial intelligence technologies could contribute up to 5.5 trillion dollars to the global economy per year by 2030, emphasizing its disruptive potential in the future.

2.8 Globalization

Globalization has emerged as a prevalent trend characterized by worldwide integration through the ongoing exchange of ideas, perspectives,

goods, and cultural elements (Scott, 2020). This emergence has led to many organizational modifications to remain competitive and address critical elements, including compliance with international standards, adherence to local and international regulations, and the prevailing emphasis on diversity and inclusion. Organizations can gain advantages by adapting to possible new markets; nevertheless, they must invest considerable time in comprehending other cultures and optimizing expansion prospects.

Case studies of three multinational corporations—Toyota Motor Corporation, Unilever, and Apple Inc.—demonstrate that globalization has significantly transformed the business environment and posed challenges to multinational operations. Markets have grown increasingly competitive, and rapid technology breakthroughs have compelled Multinational Corporations (MNCs) to adjust to local settings, AI-driven technologies and integrate sustainability to preserve a competitive advantage (Gandhi et al., 2024).

In contrast, when firms operate in a global context, the challenges and prospects arising from globalization can effectively be managed by strategic adjustments, including sustainability initiatives, localization, and innovation.

2.9 Changing Workplace Diversity

Technological, environmental, geopolitical, and socio-economic issues have profoundly altered global demographics. This concern has resulted in alterations in the makeup of numerous cultures and influenced interpersonal connections in organizational workplaces (Cletus et al., 2018).

The Pew Research Center projects that a singular racial majority will no longer exist by 2055, suggesting ongoing workplace diversity in contemporary firms (Cohnand & Caumont, 2024). Recent reports indicate that the United Arab Emirates (UAE) ranks sixth globally, hosting the most significant number of immigrants.

Furthermore, the UAE Federal Competitiveness and Statistics Authority (FCSA) said that around 83.5% of the workforce comprises non-nationals, whereas 17.5% are nationals (Warner & Moonesar, 2019). In addition to cultural and ethnic diversity, organizations encounter changes in age, race, and gender diversity. It is crucial for organizational leaders to manage these changes and foster an inclusive workplace culture proactively.

2.10. Case Study: The Global Strategy of Tesla

Tesla's global expansion and innovation plan, including AI systems, implements contemporary management principles within a complex international framework. The company's use of cutting-edge technology, strong brand, and commitment to sustainability have positioned it as a leader in the electric vehicle industry.

Moreover, recent research by He and Hao (2023) indicated that Tesla's success stems from its strategic agility, innovative culture, AI usage, and strong leadership, enabling it to navigate global competitive challenges adeptly. This competitive advantage is exemplified by its differentiation strategies in the Chinese new energy vehicle market, which heavily relies on AI platforms and systems. Tesla employed a competitive pricing strategy while offering a diverse range of electric vehicles that cater to various socioeconomic strata. The studies generated by AI systems were instrumental in driving these strategies, impressively demonstrating the significant impact of AI on Tesla's success.

Therefore, AI is a powerful tool in computerware management and modern businesses that would like to stay in a competitive advantage era.

2.11 Implications to Contemporary Management

Workplace diversity yields numerous benefits, including enhancing new ideas and abilities, critical thinking, and effective problem-solving. Nonetheless, these advantages are usually hindered by corresponding problems, including discrimination, communication difficulties in the workplace, and tensions arising from generational disparities and disputes rooted in cultural and ethnic differences (Warner & Moonesar, 2019). These issues required formulating and implementing a comprehensive diversity management policy per local and international human resource legislation.

The global trends and difficulties identified have contributed to a substantial movement towards prioritizing organizational agility and adaptability as essential for success in the dynamic corporate landscape. There is an increasing necessity to cultivate organizational cultures that encourage ongoing innovation and adaptability to thrive in a technology-driven and globalized environment competently (Groenewald et al., 2024). Contemporary firms must implement agile frameworks and decentralized architectures to foster organizational flexibility and maintain a competitive edge. Decentralized decision-making empowers staff to address emerging difficulties and capitalize on available possibilities promptly.

Moreover, the Fourth Industrial Revolution (IR 4.0) has engendered substantial trends and problems for contemporary companies. The transformations induced by workplace diversity, globalization, and technological advancements have generated difficulties and possibilities for contemporary firms, impacting their external and internal environments. Organizations adopting emerging trends and addressing their issues will have a significant competitive advantage over comparable entities. This adoption necessitates implementing creative, strategic decisions grounded in disruptive trends and difficulties.

Consequently, firms will seek to satisfy their employees and consumers while maintaining the desired competitive edge through the AI technologies and blue ocean approaches for relative equality benefits. This strategy leads to the subsequent section of this paper, “Management Strategy utilizing AI-driven Policy.”

3. MANAGEMENT STRATEGY UTILIZING AI-DRIVEN POLICY

AI has progressively emerged as a fundamental element of contemporary management techniques, especially in policy formation and execution. AI-driven policies empower firms to utilize sophisticated data analytics, automation, and predictive modeling to formulate more efficient, flexible, and data-informed plans, fostering a sense of productivity and effectiveness. Integrating AI into their strategy framework enables firms to address intricate difficulties, optimize decision-making processes, and align their policies with immediate objectives and long-term aspirations.

On the other hand, management strategy is essential for an organization’s success in the ever-evolving business landscape. Globalization, digitization, and evolving consumer preferences have resulted in unparalleled upheavals for

organizational management. Considering these upheavals, various management facets have been impacted; employment roles are evolving, business operations have seen significant alterations, and decision-making processes have been influenced, among numerous other factors (Chen et al., 2021).

This section examines several key aspects of contemporary managerial strategy, methods of conceptualizing strategy, and strategic levers for competitive advantage, including strategic challenges in fostering innovation.

3.1 Evidence-Based Policy Development

AI in policy formation empowers decision-makers with its ability to process and analyze vast data from multiple sources. AI systems can synthesize real-time data inputs, identify patterns, and provide actionable insights that traditional methods may overlook. Chui et al. (2021) indicated that this empowerment enables management to formulate more adaptive strategies to fluctuating market conditions, regulatory alterations, and consumer preferences, instilling a sense of control and confidence in their decision-making.

AI-driven analytics can monitor economic trends, industry benchmarks, and competitor actions. Managers can use these insights to formulate policies that enhance operational efficiency, reduce risks, and seize emerging opportunities. AI-driven technologies facilitate formulating policies grounded in objective, data-supported insights, diminishing dependence on subjective assessments or obsolete information (Davenport & Ronanki, 2018).

3.2 Artificial Intelligence in Predictive Policy Modeling

The predictive capabilities of AI are especially beneficial in policy formation, enabling businesses to simulate diverse situations and evaluate probable effects prior to implementing new regulations. Predictive modeling, driven by machine learning, may assess the potential effects of a policy across various factors like market trends, consumer behavior, and regulatory contexts. This approach enables enterprises to foresee hazards, evaluate the efficacy of various tactics, and implement data-informed modifications before enacting legislation.

For instance, AI can anticipate the possible results of implementing a new pricing strategy by examining customer reactions to prior modifications and projecting demand variations (Huang et al., 2021). This strategy allows management to modify policies to mitigate risks and enhance performance proactively. Predictive modeling also assists long-term strategy planning, helping organizations to align their policies with future market trends and organizational goals.

3.3 Immediate Policy Modification and Adaptability

A significant benefit of AI-driven policy is its capacity for real-time adjustment in response to evolving conditions. Conventional policy administration frequently depends on rigid regulations necessitating human revisions, resulting in implementation delays and subpar decision-making. Conversely, AI-driven systems can perpetually monitor and assess policy performance, autonomously recommending modifications when specific thresholds or circumstances are satisfied (Brynjolfsson & McAfee, 2021).

Furthermore, AI-driven algorithms employed in inventory management can autonomously modify stock levels according to real-time sales data, guaranteeing optimal inventory without oper-

ator involvement. As such, Liebowitz (2020) highlighted that the degree of responsiveness is essential for enterprises functioning in dynamic sectors, which I firmly support, where agility and adaptability are vital for success. AI-driven rules facilitate the automation of mundane choices and real-time modifications, allowing managers to concentrate on more strategic, high-level efforts.

3.4 Improving Employee Efficiency and Adherence

AI-driven rules bring efficiency and compliance to enterprises by automating repetitive operations, ensuring regulatory adherence, and promoting a culture of accountability. In human resources and operations management, AI-driven solutions ensure compliance by autonomously monitoring employee work hours, overseeing safety regulations, and identifying deviations from organizational standards. This efficiency and compliance bring a sense of ease and control to management (Willcocks et al., 2017).

Moreover, AI-driven policies guarantee that firms adhere to intricate regulatory frameworks by automating the oversight and documentation of legal obligations. Thus, Chui et al. (2021) signaled that this strategy mitigates the danger of human error and guarantees that organizations remain compliant with industry requirements, data privacy legislation, and ethical standards. AI-driven compliance procedures optimize audits, alleviating the administrative load on management and facilitating expedited, precise reporting.

3.5 Factors Impacting Management Strategy

Digitization is a significant determinant that influences management strategy. Indeed, big data analytics, Artificial Intelligence (AI), and the Internet of Things (IoT) are among the emerging digital technologies that have fundamentally transformed firms' operational capabilities. In 2023, a survey by McKinsey & Company indicated that organizations that have embraced AI and incorporated digital technology are 23% more likely to achieve above-average profitability than their less technologically adept competitors (McKinsey & Company, 2023). This transition requires that management plans integrate digital transformation as an essential element.

As enterprises extend their activities internationally due to economic globalization, the need for flexible management methods becomes more pronounced. Maneuvering through varied regulatory frameworks, cultural disparities, and competitive contexts is a significant challenge. A study by Citaristi on the International Monetary Fund (2022) revealed that 58% of Multinational Corporations (MNCs) perceive geopolitical tensions as a substantial danger to their worldwide strategy (Citaristi, 2022; Raj, 2023). This underscores the need for management methods that can adapt to global dynamics and prioritize cross-cultural proficiency.

As societal changes become essential components of management strategy, the necessity of incorporating sustainability into strategic planning becomes more apparent. Customers are progressively demanding environmentally and socially responsible company activities (Chen et al., 2021). Rumelt's 2022 Global Sustainability Report signified that 65% of consumers are prepared to pay a premium for sustainable products, further highlighting this trend (Rumelt, 2022). This underscores the need for managers to design strategies that harmonize with environmental objectives while preserving profitability.

Additional societal transformations encompass alterations in demographics and socio-cultural tendencies. As the Millennial and Generation Z demographics increasingly enter the markets, consumption, and work cultures are evolving. For example, most individuals in the two recent generations favor employment arrangements that provide greater mobility and autonomy, in contrast to the prior generations habituated to office-based routines. Consequently, managers are anticipated to effectively design ways – utilizing AI approaches – to engage with the emerging generations of employees (Chen et al., 2021). Implementing dedicated initiatives may involve adopting new technologies and innovations and fostering workplace autonomy, which could lead to enhanced compensation and benefits.

3.6 Conceptualizing Management Strategy

Strategy implementation constitutes the most formidable aspect of marketing and execution (Amoo et al., 2019). Consequently, formulating market strategy is a crucial aspect of organizational management, facilitating the transition of management concepts from inception to the complete actualization of an organization's success. Formulating a management strategy necessitates consideration of the organization's mission, vision, and values in establishing strategic objectives. A notable methodology utilized in the conception of management strategy is the Balanced Scorecard (BSC) method.

The approach facilitates the translation of an organization's strategy into operational objectives and operations (Bonchenek, 2019). This strategic management instrument provides a comprehensive assessment of an organization's performance in financial aspects, customer relations, internal procedures, and learning and growth dimensions. Harvard Business Review 2023 indicates that organizations employing the Balanced Scorecard (BSC) are 20% more likely to attain their strategic objectives (Shih et al., 2023). This framework assists management in recognizing enhancement possibilities and compels the alignment of resources to attain strategic goals.

Scenario planning, as an alternative approach to conceptualizing management strategy, plays a crucial role in managing uncertainty. It allows businesses to anticipate potential risks and opportunities and develop adaptable solutions accordingly. A study by Baylis in 2022 revealed that organizations employing scenario planning, using AI modeling, are more adept at withstanding economic disruptions and securing long-term success (Baylis et al., 2022). This underscores the practical application of scenario planning in strategic management and its relevance in achieving organizational success.

3.7 Strategic Levers for Competitive Advantage

Organizations employ many strategic levers to secure a competitive advantage over comparable entities. The strategic levers necessary to achieve competitive advantage encompass differentiation, cost leadership, innovation, and others. Differentiation entails the development of distinctive products or services that distinguish a company from its competitors (Jerab & Mabrouk, 2023). Apple Inc. has prioritized design and user experience in this environment to sustain its high-end market position while implementing the AI systems. A 2023 analysis by Simic & Jovicic found that Apple Inc. holds a 14% share of the worldwide smartphone market. Consequently, its differentiation strategy has yielded significant results (Simic & Jovicic,

2023). Also, the utilization of AI has disclosed untapped technological talents led to the invention and alteration of iPhone, iPad, iMac, MacBook, and other Apple products. These achievements were not only limited to Apple Inc., but also other innovative companies have adopted similar strategies and enhanced their marginal growth by adapting AI tactics.

Cost leadership involves minimizing operational expenses to offer products and services at competitive prices. Organizations such as Walmart attain cost leadership by optimizing supply chain operations and leveraging economies of scale in production utilizing AI systems. According to the analysis conducted by Roy & Roy in 2024, Walmart achieved a 25% market share in the U.S. retail sector through its cost leadership approach resulted from AI generative customer services' feedback and needs, establishing itself as the largest retailer in the U.S. (Roy & Roy, 2024).

3.8 Strategic Issues in Leading Innovation

Innovation is a paramount catalyst for competitive advantage, although it entails significant strategic complexities. An equilibrium must be established between incremental and radical innovation. Incremental innovation focuses on enhancing existing products or processes, whereas radical innovation involves creating a whole new offering. Singh et al. (2023) asserted that organizations investing in both forms of innovation have revenue growth of 30% greater than those concentrating on only one type.

Another strategic consideration is integrating an innovative culture into enterprises. When fostered appropriately, this culture not only enhances creativity and encourages risk-taking but also promotes collaboration. For instance, Google's "20% time" policy, which allows employees to pursue personal projects, has significantly boosted employee engagement and fostered increased innovation (Shih et al., 2023). This underscores the importance of fostering an innovative culture in enterprises while harnessing ethical AI usage.

Modern management strategy's key variables encompass technology, economic disruption, AI utilization, and swift societal transformations. Strategic conceptualization encompasses frameworks like the Balanced Scorecard (BSC) and scenario planning. Differentiation, cost leadership, and innovation are essential strategic levers that firms must utilize to sustain a competitive advantage. Two fundamental concerns that are essential strategic views driving innovations for sustained success are the equilibrium between incremental and radical innovation and the establishment of an innovation-centric culture. As the corporate landscape transforms, managers must be adaptable and proactive in their strategic methodologies.

3.9 Case Study: Innovation Strategy of Google

Google's methodology for innovation and AI usages illustrates how enterprises can utilize strategic innovation to sustain a competitive advantage. The company's implementation of a "70-20-10" framework, allocating 70% of resources to core operations, 20% to adjacent ventures, and 10% to radical innovation (including algorithms and AIs models), has facilitated ongoing innovation while preserving operational stability.

A recent case study by Klein et al. (2020) illustrated how this strategy has allowed Google to maintain a competitive edge and constantly provide innovative products and services while controlling certain elements of disagree-

ment in digital platform innovation processes. The model entitled "Controversy Emergency in Digital Platform Innovation Processes" has been leading in avoiding or managing these elements with flexibility. Therefore, Google utilizes the innovation and AI processes resourcefully for another creative strategy "controlling and managing dedicated components" in the negative side of digitized platforms. Google revealed the usage of a smarter decision that was taken to consider another attractive strategy for their growing businesses, which is considered a modern business.

4. EXPLOITING MANAGEMENT SKILLS AND ADAPTATIONS OF AI SYSTEMS

Recently, there has been an increased demand for Chief Executive Officers (CEOs) capable of transforming their organizations into more inclusive, digitally proficient with the utilization of AI models and systems, and agile entities. Letizia (2024b) characterized modern issues requiring resolution and potential for exploitation as "adaptive challenges," which entail intricate scenarios devoid of simple solutions or definitive options. Addressing these issues depends significantly on the intellect and engagement of all individuals within a company, not just the senior leadership (Ibarra, 2021). Consequently, diverse leadership abilities have become crucial in fostering an environment where individuals inside an organization can acquire knowledge outside their current expertise, which is valued more than the impeccable execution of familiar tasks.

4.1 Data Literacy and Managerial Analytical Skills

The necessity to comprehend data is a vital alteration in management competencies induced by AI systems. Managers must now possess proficiency in data analysis, machine learning techniques, and predictive modeling. They may not need to develop AI systems alone, but it is crucial that they understand their functionality. Ng et al. (2021) suggested that AI can assist in data processing, insight generation, and even in making predictions based on historical data. This understanding will enable them to make informed decisions about the use of AI.

Managers must be able to interpret extensive datasets and leverage AI-generated insights to inform their decision-making processes. Therefore, it is essential to adopt a proactive approach, thinking strategically and anticipating future needs rather than a reactive one. It is also essential to understand the kind of inquiries AI can address and how to utilize those responses to inform your commercial strategies. Training and skill development programs centered on AI and data analytics are essential for enhancing managerial competencies in these areas.

4.2 Utilization of AI in Strategic Cognition and Scenario Development

Artificial intelligence systems are proficient in analyzing extensive datasets and recognizing patterns that facilitate outcome prediction. It is the manager's responsibility to incorporate these insights into strategic decisions. Managers must cultivate robust strategic thinking abilities to leverage AI-driven insights fully. This approach includes scenario planning, wherein AI models various scenarios predicated on market fluctuations, competition strategies, and consumer behavior (Yang et al., 2024).

AI does not supplant the necessity for human intuition and experience; rather, it augments a manager's capacity to anticipate possible obsta-

cles and opportunities. Managers must consequently enhance their critical thinking skills and utilize AI insights in alignment with overarching business objectives and long-term plans.

4.3 Leadership and Human-Centric AI Management

Incorporating AI within enterprises induces substantial transformations in workflows and job responsibilities, often leading to more efficient and strategic roles. Managers must guide the staff through these transformations, highlighting adaptability, ongoing education, and cooperation. Leadership competencies, including empathy, effective communication, and change management, are essential for maintaining staff engagement and motivation as AI technologies increasingly integrate into daily operations (Duan et al., 2019).

Human-centric AI management emphasizes the synergistic relationship between humans and robots. Managers play a crucial role in cultivating an environment where AI augments human strengths instead of supplanting them. This entails effectively articulating AI's benefits, alleviating employee apprehensions about job displacement, and most importantly, fostering a culture of innovation and continuous education, where their leadership can make a significant difference.

4.4 Agility and AI Adaptability in a Rapidly Evolving Landscape

The swift advancement of AI necessitates that managers stay nimble and flexible. As artificial intelligence systems advance, novel tools, functionalities, and applications will persist in emerging. Managers must remain cognizant of these advancements and be prepared to integrate new AI technology into their strategy. This approach necessitates a readiness to experiment with AI applications, adapt methods as necessary, and foster creativity within the enterprise (Raisch & Krakowski, 2021).

Adaptability encompasses a willingness to reskill and upskill. As AI automates specific managerial functions—such as routine decision-making and operational supervision—managers must concentrate on high-value endeavors like strategic leadership, innovative problem-solving, and human-centered innovation.

Furthermore, Ibarra (2021) recognized five essential leadership competencies that have recently emerged. They encompass connecting, culture shaping, coaching, cross-cutting, and collaborating.

4.5 Cross-Cutting Managerial Skills

Opportunities, novel AI concepts, and risks frequently originate from external environments, particularly from competitors, customers, and other unexpected sources. Consequently, leaders must cultivate interdisciplinary ties that provide access to resources, ideas, and individuals otherwise unavailable to them. Recent studies demonstrate that individuals with more diverse networks and extensive contacts exhibit superior performance compared to leaders with limited access.

A recent study, which included over 1500 CEOs and 1200 S&P firms, revealed that CEOs with diverse networks generate more firm value through innovation and participation in diversified mergers and acquisitions (Fang, 2018). Increasingly, organizations prioritize the development of networking abilities among their leaders and managers while utilizing AI models and systems.

4.6 Coaching

In recent years, persistent and disruptive changes have become standard. Accordingly, leaders cannot offer straightforward guidance and solutions to problems now. The real-time monitoring of employees has increasingly become obsolete, primarily due to the accessibility of data on essential metrics and the availability of functional digital solutions – using AI platforms – that may be utilized more effectively in alternative manners. Consequently, the manager position is evolving into that of a coach who may enhance subordinates' development, performance, and learning (Ibarra, 2021).

Coaching is a leadership approach that entails recognizing and harnessing the potential of subordinates, enhancing their skills, and facilitating their learning through inquiry to stimulate insights (Mäkelä et al., 2024). Allen & Overy exemplify a firm that has commenced the implementation of leadership coaching to promote transformation and enhance leadership efficacy. This talent has shown advantageous leadership in both talking with and guiding subordinates, as well as managing previously challenging talks with clients. The company achieved substantial financial gains from the investment in this type of training, demonstrating the potential for significant returns. An analysis was performed within the organization to evaluate the program's efficacy. The findings demonstrated that trained professionals greatly surpassed their colleagues (Gardner & Herminia, 2019).

4.7 Collaboration Skills

While teams generally surpass their members' performance, they are more prone to making suboptimal decisions due to inadequate collaboration procedures. A notable issue identified is that team members across different levels have historically encountered difficulties expressing their thoughts due to concerns that their contributions may be disregarded or that questioning the existing status quo could adversely affect their careers. Numerous corporate scandals can be ascribed to the inability to provide psychological safety among employees (Ibbarra, 2021).

One such instance is Netflix's most significant error, resulting in the firm incurring substantial financial losses. This case underscores the crucial role of leadership in fostering psychological safety. Netflix CEO Reed Hastings's suggestion to bifurcate the company into two distinct entities, each charging separately for streaming and Digital Versatile Disc (DVD) services, incited a customer backlash, resulting in the loss of millions of customers and a significant decline in the company's stock value. Subsequently, the company's management and vice presidents expressed skepticism regarding the idea, although they acknowledged that the CEO's decision was beyond contestation. These failures have prompted organizations to adopt psychological safety, AI-driven concepts, wherein executives cultivate social sensitivity, akin to empathy, among team members to facilitate open expression of thoughts and ideas without fear of repercussions for challenging the status quo (Ibarra, 2021).

4.8 The Role of Leadership in Collaborative Problem Solving

Leadership plays a crucial and strategic role in collaborative decision-making (Yanita et al., 2023). Leadership is primarily associated with several critical elements that affect organizational success, including accepting and implementing innovation at the team level (Hang, 2022). Problem-solving is typically a communal

task necessitating the engagement of multiple individuals within companies, achieved via the amalgamation of unique abilities and ideas. The substantial changes in the competitive corporate environment complicate leaders' ability to make effective and timely judgments alone, resulting in the engagement of subordinates in the decision-making process (Wang, 2022). Subsequently, executives must cultivate an environment conducive to collaborative decision-making. Influential leaders articulate and motivate team members with a compelling vision and mission. Leaders are crucial in attentively listening to and evaluating the thoughts and opinions of their team members, while also fostering mutual understanding among all participants. This approach establishes a distinct purpose and direction for their collaborative teams. Effective leadership inspires team members by fostering a supportive environment, promoting collaboration, and valuing each member's contributions to the decision-making process (Yanita et al., 2023). Relational leadership enables leaders to foster collaborative, trustworthy, and high-quality connections with their followers.

Consequently, leaders influence preferred behaviors and enable team members to collaborate as partners in addressing corporate challenges. Effective leadership in collaborative decision-making entails managing conflicts across interdisciplinary teams and addressing intricate rational dynamics issues (Tabassi et al., 2024). As a distinguished corporation recognized for its market supremacy and innovation, Google credits a significant portion of its success to its collaborative culture. The company's leadership fosters an environment conducive to developing ideas among personnel at all levels by endorsing a structure that removes hierarchical limitations. The corporation established collaboration as a cultural function that promotes open communication.

Normally, the organization primarily concentrates on establishing an optimal team by implementing practical cooperation as a fundamental aspect of team performance. A recent study by Harvard Business School revealed that the time dedicated by the company's leadership and employees has risen by over 50% in the past two decades. The study findings of the company's collaborative teams revealed that its leadership substantially enhanced team members' morale and dedication. These outcomes developed a basis for the group's enhanced performance over time (Richardson, 2023).

4.9 Case Study: Leadership Transformation of Microsoft

Satya Nadella's leadership transition at Microsoft is a testament to the power of contemporary leadership skills in driving corporate success. His emphasis on empathy, collaboration, and continuous learning – including AI approach 'Copilot' – has revitalized the company's culture and driven its expansion, earning him widespread recognition.

A case study by Maldonado et al. (2022) demonstrated how Nadella's leadership style has fostered creativity, improved employee engagement, and positioned Microsoft as a leader in the technology industry. These achievements were realized through Nadella's establishment of a modest and innovative culture among Microsoft's workforces.

5. MANAGEMENT SYSTEM AND ADAPTATION OF AI MODELS

Integrating artificial intelligence (AI) models and systems transform management systems across several industries, fostering increased efficiency, improved decision-making, and innovation. As AI increasingly integrates into organizational frameworks, management systems must adapt to harness its potential while maintaining human oversight, ethical standards, and a commitment to continual learning.

Moreover, leadership plays a crucial and strategic role in collaborative decision-making (Yanita et al., 2023). Leadership is primarily associated with several critical elements that affect organizational success, including accepting and implementing innovation at the team level (Hang, 2022). Problem-solving is typically a communal task necessitating the engagement of multiple individuals within companies, achieved via the amalgamation of unique abilities and ideas. The drastic changes in the competitive corporate environment have rendered it challenging for leaders to make effective and timely judgments alone, resulting in the engagement of subordinates in the decision-making process (Wang, 2022). Consequently, executives must cultivate an environment conducive to collaborative decision-making utilizing AI models and systems. Influential leaders articulate and motivate team members with a compelling vision and mission. Leaders are crucial in attentively listening to and evaluating the thoughts and opinions of their team members while also fostering mutual understanding among all participants. This phenomenon creates a distinct purpose and direction for their collaborative teams. Effective leadership inspires team members by fostering a supportive environment, promoting collaboration, and valuing each member's contributions to the decision-making process (Yanita et al., 2023). Relational leadership enables leaders to foster collaborative, trustworthy, and high-quality connections with their followers.

Consequently, leaders can influence preferred behaviors and enable team members to collaborate in addressing corporate challenges. Effective leadership in collaborative decision-making entails managing conflicts across interdisciplinary teams and addressing intricate rational dynamics issues (Tabassi et al., 2024). A distinguished corporation known for its market supremacy and innovation, Google credits a significant portion of its success to its collaborative culture due to its vivid management system. The company's leadership fosters an environment conducive to developing ideas among personnel at all levels by endorsing a structure that removes hierarchical limitations. The organization implemented collaboration as a cultural function that promotes open communication. The organization prioritizes forming an optimal team by using good cooperation as a fundamental aspect of team performance. A recent study by Harvard Business School revealed that the time dedicated by the company's leadership and employees has risen by over 50% in the past two decades. The study findings revealed that the company's leadership substantially enhanced team members' morale and dedication. This finding invented a basis for the group's enhanced performance over time (Richardson, 2023).

5.1 Corporate Social Responsibility and Ethical Decision Making

Ethical decision-making involves the formulation and execution of ethical choices while adapting to the usage of AI frameworks. These judgments maintain professional and le-

gal standards while demonstrating respect for pertinent stakeholders, including investors, subordinates, supervisors, and colleagues. An ethical judgment is deemed valid only if it adheres to three fundamental principles: 1) adherence to specified regulations, 2) consensus, and 3) consideration of consequences. This criterion pertains to both the content of the judgments and their execution. Researchers have recognized multiple organizational frameworks facilitating ethical decision-making (Mulhearn, 2020).

One factor is norms, codes, and policies. Coca-Cola's Code of Conduct (2016) urged employees to "act with integrity, be honest, adhere to the law, comply with the code, and accept accountability." Consequently, these norms provide the foundation of ethical knowledge within every organization. Employees receive training on these policies and are incorporated into the ethics training programs. Monitoring systems that enable employees to report suspected and observed wrongdoing encourage ethical decision-making among staff. Many organizations employ internal auditing systems to monitor adherence to established standards. Other firms engage third-party contractors that facilitate anonymous internal reporting of employees' misbehavior. In recruiting new personnel, most organizations prioritize ethics within their hiring processes by incorporating ethics-related evaluations to draw candidates with aligned beliefs. Training and development systems also provide personnel with resources for ongoing ethical advancement. The resources facilitate the acquisition of new skills and knowledge that underpin ethical decision-making.

The significance of corporate social responsibility has increased in recent years. It is regarded as essential for enhancing competitive advantage, fostering innovation and creativity, and upholding a company's reputation within its operational community. The swift technological progress and the continuous evolution of products and services to meet customer desires and wants. The heightened consumer demand for exceeding expectations has redirected focus from societal assistance to fulfilling individual self-interests. Consequently, Corporate Social Responsibility (CSR) is essential for establishing equilibrium between society and individuals. Through Corporate Social Responsibility, firms are dedicated to mitigating or preventing adverse societal impacts while fostering a sustained beneficial influence (Nimani et al., 2022).

5.2 Case Study: Saudi Aramco's Transformation under KSA Vision 2030

In alignment with Saudi Arabia's Vision 2030, Saudi Aramco embarked on a transformative initiative, utilizing AI models and systems, to diversify from its core oil operations into a sustainable and creative energy enterprise. Applying Kotter's Eight-Step Change Management Model, Saudi Aramco cultivated a sense of urgency over sustainability and assembled a leadership coalition to drive transformation via AI models. The corporation's Circular Carbon Economy (CCE) framework prioritizes the reduction, reuse, recycling, and elimination of carbon emissions, as outlined by the Saudi Green Initiative, which seeks to plant billions of trees and alleviate environmental harm.

Al-Ghamdi & Budaiwi (2023) accentuated that Saudi Aramco implemented AI and digital technologies to improve operations, hence augmenting efficiency and reducing environmental impact. The firm established itself as a diversified energy leader through investments in renewable energy initiatives and the advancement of carbon capture technologies.

Additionally, Aramco's Corporate Social Responsibility (CSR) initiatives emphasized local job creation, community development, and sustainable economic growth by Vision 2030's aim for a more diversified economy (Al-Ghamdi & Budaiwi, 2023).

Despite hurdles such as global skepticism and the need to balance oil production with sustainability, Saudi Aramco's strategic alignment with Vision 2030 has established it as a global leader in sustainability and innovation (Al-Ghamdi & Budaiwi, 2023). This connection not only demonstrates how prominent corporations may effectuate change through stringent management standards, but also highlights their unwavering dedication to social responsibility. The financial statements can serve as a guide for this case study, as depicted in Figure 2 (Aramco.com), in Appendix. The dividends disbursed significantly rise throughout time, irrespective of the earnings attained. Despite 2023 earnings being lower than 2022, the dividends disbursed in 2023 are more. This case exemplifies the adaptation of AI methodologies to forecast the future of Aramco's businesses, operations and revenues.

6. MODERN MANAGEMENT TECHNIQUE AND INTEGRATION OF AI STRATEGIES

In the contemporary global landscape utilizing AI strategies, organizational structure and operations are as critical to success as product offers. Globalization facilitates the removal of barriers, although corporations have the problem of integrating evolving cultural perspectives to sustain organizational growth (Mingaleva et al., 2022).

The emergence of artificial intelligence (AI) has profoundly impacted contemporary management practices, transforming organizational strategy, operations, and competitive positioning. Companies are incorporating AI into their management frameworks, merging conventional management approaches with sophisticated technical capabilities. Integrating human expertise and AI-driven solutions transforms organizational decision-making, employee engagement, and most importantly, optimizes operations, making them more efficient and effective.

This section presents essential insights regarding contemporary management methodologies and the incorporation of AI technologies. Moreover, it examines diverse organizational design methodologies, cultural factors' influence on growth, cross-cultural management challenges, and global strategic alliances.

6.1 Approaches to Organizational Design for Contemporary Businesses

Organizational design utilizing AI models involves arranging a company's roles, duties, and relationships to achieve its goals (Lemus-Aguilar et al., 2019). This design pertains to the issues and variables that must be addressed and the processes and regulations that must be enforced in the design, development, implementation, and maintenance of an effective and successful organization (Gutternman, 2023). Consequently, there are multiple methods by which an organization can be executed, as exhibited below:

A. **Hierarchical Structure:** This traditional model structures the organization as a pyramid, with distinctly delineated lines of authority and decision-making cascading from the apex to the base (Gomathy, 2023). This archi-

tecture establishes unambiguous responsibility and decision-making efficiency; nevertheless, its rigidity constrains innovation and adaptability. A strictly hierarchical structure may hinder organizational agility in contemporary, rapid, innovation-oriented economies. This structure would guarantee consistency and mitigate risk in highly regulated and supervised sectors such as banking and healthcare.

B. **Two-dimensional design.** The flat organizational design features fewer management layers, facilitating open communication and expediting decision-making (Gomathy, 2023). It fosters a collaborative environment; grants employees increased autonomy and legitimizes the establishment of an innovative culture. However, the areas of responsibility in flat companies may be ambiguous, potentially leading to confusion and inefficiency. This trade-off should be considered when deciding on the organizational structure. Flat organizational structures may be effective for startups or technology firms; however, as they expand, a more formal structure must be established to prevent disorder.

C. **Matrix Design:** This design integrates functional and project-based structures, enabling flexibility and effectively aiding resource allocation (Lemus-Aguilar et al., 2019). The personnel are required to report to both the functional manager and the project leader. Interdepartmental collaboration will be beneficial in this context. The matrix structure is likely to facilitate flexibility and creativity, yet the dual reporting lines may induce confusion and power conflicts. Therefore, effective communication and conflict resolution strategies are essential for the successful implementation of this design.

6.2 Approaches to Organizational Design for Contemporary Businesses

AI is revolutionizing leadership techniques in contemporary management by facilitating more individualized and data-informed strategies for employee engagement and performance monitoring. Managers can utilize AI-driven technologies to obtain information regarding staff productivity, satisfaction, and developmental requirements. This approach allows leaders to deliver customized feedback, specific growth plans, and focused assistance for individual individuals or teams.

Duan et al. (2019b) revealed that AI-driven performance management systems can evaluate staff productivity measures, monitor goal progression, and provide tailored recommendations for enhancement or development. AI can spot trends in employee behavior that may signify disengagement or burnout, enabling managers to intervene promptly and offer help.

This AI-augmented leadership style corresponds with contemporary management's emphasis on human-centric methodologies that stress employee welfare, ongoing education, and motivation. Utilizing AI to customize leadership enables firms to cultivate a more engaged, empowered, and productive workforce.

6.3 The Role of Culture in Sustaining Businesses' Growth

Organizational culture comprises the collective values, attitudes, and behavioral patterns that characterize a company; hence, it is vital for maintaining growth. A robust culture can facilitate employee alignment with the company's objective, enhancing engagement and performance (Ketprapakorn & Kantabutra,

2022, p. 648). Nonetheless, the constraints and opportunities for increasing growth reflect a cross-cultural management influence in the contemporary globalized landscape, let alone the utilization of AI models and systems.

Organizational culture is not just a crucial asset for firms to navigate dynamic settings and maintain growth, but also a potential risk if neglected. Organizations operate within diverse environments that present numerous challenges they must navigate to survive. Those who fail to address these difficulties risk deterioration, disruption, and market exit. Therefore, robust adaptive cultures are essential for implementing adaptive processes, enabling leaders to recognize potential dangers and devise solutions for encountered obstacles. An adaptive organizational culture, which embraces change and innovation, is key to fostering innovation and enhancing a company's resilience (Huy et al., 2021). However, an inadequately managed adaptable culture may lead to instability resulting from sudden and poorly orchestrated changes. Companies must balance their agility with the preservation of key principles.

Consistency and persuasion are critical components of company culture that facilitate sustained growth. These cultures prioritize stability, explicit aims, and a robust identity among individuals engaged in business operations. These firms frequently achieve exceptional performance by upholding quality and consistency in their operations (Huy et al., 2021, p. 2). Although trust and reliability developed over time can be attributed to consistency, the latter may also hinder creativity and adaptability to change. This type of culture is likely detrimental in sectors characterized by rapid technical advancement.

6.4 Cross-Cultural Management and Global Strategic Alliances

As firms expand globally, managing cross-cultural teams and forming strategic alliances across borders have emerged as critical strategic initiatives. These are essential elements that profoundly influence organizational structure and culture. Recent data endorses the adaptation of organizational design and culture to sustain growth. A 2022 study by McKinsey & Company indicated that agile structures generated 25% greater revenue growth than traditional models (McLennan, 2022). According to Deloitte's Global Human Capital Trends study, 79% of C-suite respondents identify cultural diversity as the primary driver of creativity. According to a PwC poll in 2024, strategic global alliances continue to rise, with 68% of CEOs indicating they would opt for cross-border alliances to achieve growth (Insights, 2019). These themes emphasize the necessity of structural flexibility, cultural diversity, and strategic alliances to enhance the likelihood of organizational success in a globalized market.

Effective cross-cultural management involves understanding and integrating diverse cultural responses into collaborative and performance-driven initiatives (Parameswara & Wulandari, 2022) while adapting to the AI strategies. This management necessitates cultural awareness, transparent communication, and inclusive leadership. While cross-cultural teams offer diverse perspectives and unique ideas, they can encounter misconceptions, disputes, and communication problems. These dangers can be mitigated by investing in cultural competence training and promoting an inclusive atmosphere.

A research study assessed the advantages and disadvantages of cross-cultural interactions in Poland's overseas subsidiaries of Multinational Corporations (MNCs). The research findings demonstrated that cross-cultural management has enhanced human resource development and the competitiveness of multinational corporations through learning, experience expansion, and information exchange among individuals from diverse cultural backgrounds. Conversely, specific adverse results included conflicts arising from cultural expectations and disparities, leading to organizational disturbances. Cultural disparities led to variations in work practices and verbal and non-verbal communication, occasionally detrimentally impacting interpersonal interactions among diverse employee groups (Rozkwitalska, 2014).

Conversely, alliances established with foreign partners facilitate territorial access, resource sharing, and the utilization of complementary strengths (Parameswara & Wulandari, 2020). This can lead to growth by providing local market insights and a competitive edge. However, strategic alliances, while offering considerable advantages, also involve a loss of control, cultural dissonance, and unmet objectives. This investigation demonstrates that effective communication, common objectives, and reciprocal trust are not just important, but vital for a successful collaboration.

The decisions regarding organizational design and the cultivation of an appropriate culture are essential determinants in maintaining an organization's growth. While all structures facilitate control, integrative structures are conducive to invention and collaboration. An adaptive culture – using AI models and systems – facilitates the management of change and crises, whilst cross-cultural management and the establishment of strategic partnerships enhance international competitiveness. In an evolving business environment, survival and growth necessitate adaptability and diversity, making them crucial for organizational strategy.

6.5 Case Study: Cross-Cultural Utilization in Bristol Farms

Bristol Farms, established in 1982 and located in Southern California, has utilized cultural flexibility to navigate hurdles and sustain its business for almost forty years, as highlighted by Cultural Partners (2023). The company has experienced substantial transformations throughout the years, including restructuring staff and introducing novel processes and techniques to address internal concerns and adapt to evolving trends and difficulties.

The restructuring process involves the implementation of the cross-cultural process to further enhance the daily business activities. The Farms have considered the habits and special occasions of their employees as part of their plans. It revealed that the Bristol Farms' employees are satisfied and endured meeting the management's expectations. Consequently, the corporation has markedly augmented its sales over its years of operation at which the point of difference (POD) has increased by 22% with another 15% increment in their sales (Cultural Partners, 2023). These achievements were accomplished without implementing AI approaches.

As such, Bristol Farms could implement AI strategies in three primary domains:

1. **AI-driven client segmentation and personalization:** Bristol Farms implemented AI-driven customer analytics tools to collect data from several sources, such as internet buy-

ing behaviors, loyalty programs, in-store transactions, and social media engagements.

2. **AI-Enhanced Inventory Management:** A primary problem for Bristol Farms was managing inventories for culturally specific goods with variable demand. The corporation formerly depended on past sales data for inventory management, frequently resulting in either overstocking or understocking specific commodities during high cultural festival seasons.

3. **Management of a Cross-Cultural Workforce:** Bristol Farms encountered difficulties managing a varied staff, as cultural differences occasionally resulted in misunderstandings or inefficiencies. The organization deployed AI-driven HR technologies to assess employee engagement, productivity, and satisfaction levels among various cultural groupings.

7. OIL INDUSTRY CASE STUDY UTILIZING AI STRATEGIES

As pragmatic evidence considering the previous fundamental components, a dedicated technical case study will be presented in which I applied and leveraged the knowledge acquired from this Contemporary Management Module. Shuwaikhat et al. (2017) show that the Electrical Submersible Pump (ESP) employed for crude oil extraction from subterranean sources can be monitored by electrical parameters and downhole variables using the ESP Monitoring and Surveillance System (ESP M&SS). This system integrates workflow job compensation, control panel navigation, data collection forms, ESP historical events, and data utilization. The components are integrated through the established ESP M&SS, leading to proactive initiatives in the oil field under my stewardship. Consequently, the potential issue will be promptly sent to the Engineers and Operators for appropriate action. This method consequently extended the operational lifespan of the ESP while maintaining the established oil production target. Before 2017, the operational lifespan of the ESP ranged from 1.5 to 2.3 years per unit. Conversely, the ESP M&SS elevated the run-life trend, averaging 4.6 years.

Machine learning models significantly contribute to prolonging the operational lifespan of ESP, as evidenced by the efforts to enhance its run-life (Celemín et al., 2021). Typically, machine learning necessitates a substantial volume of operational data about ESP operations. It necessitates high-quality data to mitigate ambiguity. Consequently, given the accuracy of the ESP data, machine learning will yield results—extended ESP run-life—with minimal uncertainty. Celemín et al. (2021) proposed, supported by evidence, that a transition from a model-centric to a data-centric strategy can effectively address machine and profound learning challenges. This technique will extend the operational lifespan of the ESP by enabling proactive identification and quick resolution of operational faults and concerns.Moving forward, my team and I have assimilated the insights gained from this module, particularly ‘The Contemporary Management utilizing AI Strategies as a Cognitive Scaffold,’ for a new project entitled ‘Intelligent New-Extended ESP Developed Run-life Era (iNEEDRE),’ that will propel the ESP operational lifespan into an unprecedented period reaching to 6 years per unit. This project is a significant step forward for us and a direct contribution to Aramco’s Vision and Mission, aimed at optimizing crude oil production in the most efficient and effective manner. Consequently, we have critically reflected

on the ESP setting and associated management practices. These initiatives are consistent with our company's goals. Subsequently, the operational parameters of the ESP were meticulously and substantially reassessed to transition from the model-centric approach advocated by Shuwaikhat et al. (2017) to the proposed data-centric methodology by Celemín et al. (2021). The current ESP systems, including ESP M&SS, were evaluated in relation to the suggested modifications in capabilities. The existing system can employ a data-centric methodology, as evidenced by its robust findings that forecast future operational and engineering challenges. Thus, we integrated the collected data from both models and machine learning methodologies – utilizing AI strategies – to enhance our comprehension of ESP run-life trends, which will align with the optimal range of the ESP operational envelope, namely 'Raising the ESP Run-life.' This method is transformative as it will modify the company's culture about the operational cost optimization process in the ESP sector under the supervision of iNEEDRE. Consequently, this potentially successful endeavor is perceived as a learning curve to achieve the desired growth and marginal income.

The iNEEDRE initiative is in the final stage of the execution phase. The maintenance department, however, is not endorsing this strategy despite the compelling proof of the advantages of the data-centric methodology for the organization. Considering that worry, I contemplated implementing the Seven Steps framework from the book Bulletproof Problem Solving (Conn & McLean, 2019). Upon disaggregation, the issue was promptly detected. The Data Quality Assurance Unit (DQAU) inside the maintenance department is misaligned with its data-centric methodology since daily business activities will be tripled to guarantee data processing at an exceptionally high quality. Following the recommendations of Conn and McLean (2019), we intervened and assessed their concerns after synthesizing the analysis, which revealed that the DQAU had overestimated the requirements, as their team members believed that the ESP would operate and be monitored using two systems (model-centric and data-centric), with the data-centric system being the preferred approach. Consequently, the DQAU was informed persuasively to understand the revised methodology of ESP operations. The DQAU members were enthusiastic and wished to transition soon, as the data-centric system will enhance their everyday operations and provide additional time for equipment maintenance.

In summary, harnessing AI for smarter decision strategy has been instrumental in this technical case study. It shaped the future of contemporary management for modern businesses in the oil and other industries.

8. CONCLUSION

Ultimately, the study has examined the principal factors influencing organizational management utilizing Artificial Intelligence (AI) in the modern era. The primary emphasis is on the issues and developments impacting contemporary organizations worldwide after the emergence of AI. Initially, the critical elements that influence internal and external management were explored while assessing the ramifications of these factors on management. Then, the impact of numerous factors on organizational management strategies was thoroughly studied alongside adequate contemporary AI models that conceptualized these tactics and led to a competitive advantage stage.

With that, the diverse management abilities prevalent today were assessed to enable and ensure that managers can effectively address contemporary global challenges and evaluate the role of leadership in collaborative problem-solving via AI for optimal decision-making. Throughout this article, the function of Kotter's Eight-Step Change Management Model, a widely recognized model for managing change in organizations, was analyzed within organizations. This model emphasizes the importance of communication, empowerment, and continuous improvement in the change process. Also, the influence of organizational systems on ethical decision-making processes using the AI approach was scrutinized while capitalizing on the lessons learned from the literature review for the applied business research about AI-driven decision-making. Consequently, key findings implied that advanced organizations' capabilities are significantly developed and enhanced upon adapting the arsenal of AIs. This strategy allows the members of those modern organizations to excel in their creativity by introducing new innovative ideas for their daily business activities and challenges.

Consequently, addressing the AI usage gap necessitates that companies remain adaptable to AI and adequately prepared to confront the persistent challenges of ongoing global disruptions with emergent AI regarding advantages and disadvantages, which was presented at the end of this study considering the practical case study about the Electrical Submersible Pump (ESP) and its related technologies to extract crude oil will be demonstrated using the components and elements of the Contemporary Management Module in the AI age for a smarter-driven decision-making process. This methodology will boost modern organizations' performances while fostering the employees' recitals, yielding a successful business journey and evident productivity. The adaptability to AI is not just a choice but a necessity for survival and growth in the modern business landscape.

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9. APPENDIX

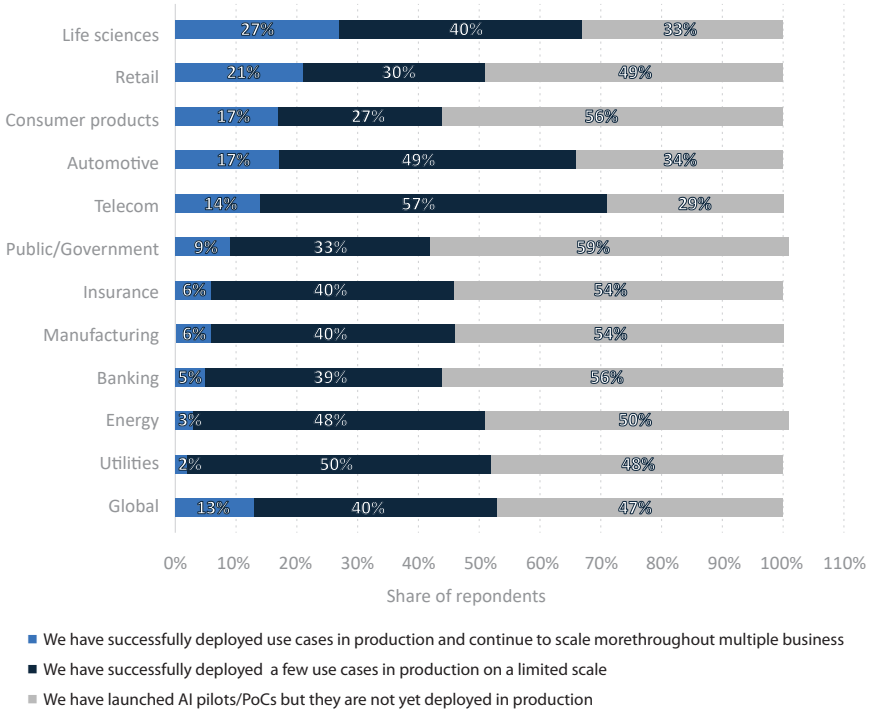
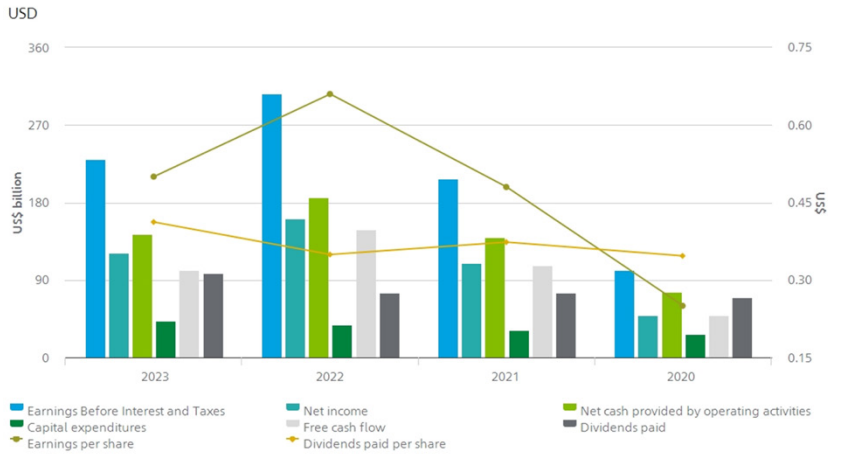


Figure 1: *Maturity of AI Implementation in Organizations Worldwide as of 2020, by Sector. (Source: statista.com)*



		2023	2022	2021	2020
Earnings Before Interest and Taxes	US$ billion	231	307	208	101
Net income	US$ billion	121	161	110	49
Net cash provided by operating activities	US$ billion	143	186	139	76
Capital expenditures	US$ billion	42	38	32	27
Free cash flow	US$ billion	101	149	107	49
Dividends paid	US$ billion	98	75	75	70
Earnings per share	US$	0.50	0.66	0.48	0.25
Dividends paid per share	US$	0.41	0.35	0.37	0.35

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Figure 2: *Aramco Key Financial Data for Four Years, from 2020 to 2023. (Source: Aramco.com)*