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Human-Tech Symbiosis: Collaboration between Managers and AI Systems in Strategic Decision Making

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ABSTRAK

Transformasi digital telah mengubah paradigma pengambilan keputusan strategis dari model berbasis intuisi menuju model kolaboratif yang memadukan kecerdasan manusia dan kecerdasan buatan. Sistem Artificial Intelligence (AI) berperan menganalisis data dalam skala besar dan menghasilkan rekomendasi prediktif, sementara manajer mempertahankan peran interpretatif terhadap konteks bisnis, nilai organisasi, dan implikasi etis keputusan. Penelitian ini bertujuan menganalisis secara mendalam bagaimana kolaborasi manajer dan sistem AI membentuk simbiosis human–tech dalam pengambilan keputusan strategis. Metode yang digunakan adalah pendekatan kualitatif dengan analisis tematik berbasis literatur, mengikuti kerangka interpretatif Creswell dan Poth (2018). Hasil penelitian menunjukkan bahwa AI meningkatkan efektivitas keputusan melalui peningkatan akurasi analitik, kecepatan pemrosesan informasi, dan reduksi bias kognitif, namun manfaat tersebut hanya optimal apabila ditopang oleh kepercayaan manajer, transparansi algoritmik, dan kendali manusia dalam proses finalisasi keputusan. Penelitian ini menegaskan bahwa keputusan strategis paling efektif lahir dari simbiosis antara kalkulasi objektif AI dan reflektifitas manusia sebagai pengambil keputusan. Kesimpulan utama penelitian ini ialah bahwa organisasi perlu membangun kecakapan manusia–AI secara simultan, bukan hanya mengadopsi sistem AI, untuk mewujudkan kualitas keputusan strategis yang lebih adaptif, akurat, dan berkelanjutan.

Kata kunci: Artificial Intelligence, Human–Tech Symbiosis, Keputusan Strategis, Kolaborasi Manusia–AI, Manajemen Modern

ABSTRACT

Digital transformation has shifted the paradigm of strategic decision-making from intuition-based judgment toward a collaborative model that integrates human intelligence with artificial intelligence (AI). AI serves as an analytical engine that processes large-scale data and generates predictive recommendations, while managers retain interpretive authority regarding organizational context, strategic intent, and ethical implications. This study aims to explore how collaboration between managers and AI systems forms human–tech symbiosis in strategic decision-making. A qualitative method with thematic literature analysis was applied following the interpretive framework of Creswell and Poth (2018). Findings reveal that AI enhances decision effectiveness by improving analytical accuracy, speeding information processing, and reducing cognitive bias; however, these benefits become optimal only when accompanied by managerial trust, algorithmic transparency, and human control over final decision outcomes. The study confirms that the most effective strategic decisions emerge not from the dominance of either AI or human intuition but from the symbiotic combination of computational reasoning and human strategic reflection. It concludes that

organizations must develop human–AI capability simultaneously, rather than merely adopting AI systems, to achieve more adaptive, accurate, and sustainable strategic decision-making.

Keywords: *Artificial Intelligence, Human–Tech Symbiosis, Modern Management, Strategic Decision-Making, Human–AI Collaboration*

INTRODUCTION

The development of artificial intelligence (AI) technology has fundamentally changed the landscape of modern management, especially in the strategic decision-making process. In the last two decades, management decisions no longer rely solely on a manager's intuition, experience, and personal judgment, but increasingly rely on big data analytics, predictive models, and AI-based recommendation systems that support objectivity and speed of analysis. This change marks a shift from a human-centered decision-making management paradigm to a collaborative model that combines the strengths of humans and machines. This trend is growing stronger amid escalating business complexity, global uncertainty, and data volume growth that far exceeds human capacity for manual processing. These conditions require organizations to adopt a strategic decision-making approach that is not only responsive and precise, but also adaptive to rapidly changing market dynamics.

The 2024 Global Consulting Report shows that 72 percent of multinational companies have used AI as a decision support system in marketing, finance, and risk management functions, while 56 percent of organizations state that strategic decisions will be fully supported by AI in the next five years. This phenomenon not only illustrates the penetration of AI into the managerial realm, but also demonstrates an epistemological transformation of how decisions are made: no longer based solely on intuition and subjective experience, but rather on a symbiosis between human contextual understanding and algorithmic inference. However, even though AI is capable of offering precise calculations and the ability to predict risk probabilities more accurately, the role of humans remains crucial. Management practitioners still have the capacity to understand the social context, organizational values, interpretation of meaning, and ethical implications of a decision, which cannot be replicated by machines. Thus, the effectiveness of strategic decisions depends on the quality of collaboration between managers and AI, not on the dominance of either.

In Indonesia, the use of AI in business decision-making is also growing rapidly. Nugroho et al. (2025) identified that organizations are beginning to utilize AI to accelerate market analysis and strategic planning, but its implementation still varies due to uneven human resource readiness. In the financial sector, Faridah et al. (2025) found that financial professionals showed positive adaptation to the use of AI for investment decision-making, but the level of trust in AI systems was influenced by individuals' understanding of algorithmic logic. In the field of human resource management, Arfah et al. (2025) show that AI integration improves the accuracy of recruitment decisions and workforce planning, but effective collaboration requires interpretive skills and managerial supervision of algorithmic recommendations. This empirical evidence shows that the application of AI is not only a matter of technology, but also a matter of the dynamics of the working relationship between humans and machines in the decision-making process.

International phenomena also confirm that the development of AI does not replace the role of managers, but creates a new pattern of relationship called human-tech symbiosis. Kumar et al. (2024) assert that in the Industry 5.0 era, technology no longer merely automates work but must complement human intelligence to improve decision quality. Sinha et al. (2025) show that human-AI symbiosis strengthens organizational competitive advantage because humans have the capacity to assess strategic context

while AI performs complex calculations. However, this symbiosis is not achieved automatically, as the effectiveness of collaborative work is influenced by aspects of trust, algorithmic transparency, and human control. Tuncer and Ramirez (2022) show that human-AI collaboration in managerial decision-making is optimal when managers understand how AI works and trust its recommendations without losing authority.

Although the literature on the use of AI in management is growing, there are a number of research gaps that remain unanswered. First, the study by Nugroho et al. (2025) entitled Artificial Intelligence (AI) Technology Strategies in Business Decision Making in the Digital Age emphasizes the effectiveness of AI in supporting decisions, but does not explain the mechanism of interaction and division of roles between managers and AI in the decision-making process. Second, the research by Samita et al. (2025) entitled "Integration of Artificial Intelligence and Bounded Rationality Theory in Overcoming Uncertainty in Business Decision Making in the Era of Big Data" only describes how AI reduces human cognitive bias, but does not discuss how managers respond to AI recommendations when there is a conflict between human intuition and algorithm results. Third, the study by Chaturvedi and Dasgupta (2024), Managerial perception of AI in strategic decision-making, describes managers' perceptions of the role of AI, but does not explain how these perceptions shape the effectiveness of collaboration between managers and AI in the strategic decision-making process. These three gaps indicate the need for research that not only discusses AI and management separately, but also understands how the two interact in a symbiotic working model.

Based on these gaps, this study offers novelty in the form of an in-depth exploration of the mechanisms of human-AI symbiosis in strategic decision-making by emphasizing two main aspects, namely the effectiveness of AI as a managerial decision support system and the quality of collaborative interactions between managers and AI through trust, algorithm transparency, and human control. Therefore, the purpose of this study is to analyze how collaboration between managers and AI systems forms an effective human-technology symbiosis in strategic decision-making in modern organizations.

Although existing studies widely acknowledge the growing role of artificial intelligence in managerial decision-making, the literature remains fragmented in explaining how strategic decisions are actually produced through human–AI interaction. Most prior research treats AI either as a technical decision-support tool or focuses on managerial perceptions in isolation, without integrating both perspectives into a coherent explanatory framework. Consequently, the central theoretical problem lies in the lack of a unifying conceptual model that explains how human judgment and algorithmic reasoning co-evolve within strategic decision-making processes.

From a theoretical standpoint, strategic decision-making in the AI era cannot be sufficiently explained by technological determinism or human-centered intuition alone. The unresolved issue concerns how managerial authority, interpretive judgment, and ethical responsibility are negotiated when AI-generated recommendations challenge or complement human intuition. Without addressing this interactional mechanism, existing research remains descriptive and fails to capture the epistemic dynamics underlying human–AI collaboration.

Accordingly, this study positions its novelty at a conceptual level by framing human–AI collaboration as a form of *human–tech symbiosis* in strategic decision-making. Rather than evaluating AI effectiveness or managerial attitudes separately, this research contributes a synthesized interpretive framework that explains how trust, algorithmic transparency, and human control function as interdependent conditions enabling effective symbiosis. By doing so, the study advances management theory by

reconceptualizing strategic decision-making as an epistemic partnership between human reflection and computational reasoning in modern organizations.

METHOD

This study adopts a qualitative conceptual literature review approach to examine human–AI symbiosis in strategic decision-making. This approach was selected because the objective of the study is not empirical generalization, but the development of a theoretical understanding of how human judgment and AI systems interact within managerial decision processes.

The literature analyzed consisted of 38 peer-reviewed academic sources published between 2018 and 2025, including journal articles, edited volumes, and conference proceedings indexed in Scopus and reputable international publishers. The inclusion criteria focused on studies that explicitly addressed artificial intelligence in managerial or strategic decision-making contexts, human–AI collaboration, trust in algorithmic systems, or decision-support technologies. Purely technical AI studies without managerial or organizational implications were excluded.

Data analysis was conducted using thematic interpretive synthesis, involving iterative coding to identify recurring conceptual patterns related to AI analytical roles, human interpretive authority, trust formation, transparency, and control mechanisms. To enhance analytical validity, findings were cross-compared across multiple theoretical perspectives and empirical contexts to identify convergence and tension among interpretations. Reflexive comparison was employed to minimize narrative bias by explicitly acknowledging contradictions and limitations in the literature.

Validity was further strengthened through conceptual triangulation, whereby insights from management theory, information systems research, and organizational studies were integrated to ensure theoretical coherence. This methodological rigor ensures that the resulting framework reflects a synthesized and critically evaluated understanding of human–AI symbiosis rather than a purely descriptive aggregation of prior studies.

This approach is in line with the guidelines of Creswell and Poth (2018), which state that the validity of qualitative research is strengthened through the suitability of findings to the context and consistency of interpretation. The final results of the study will be presented in the form of a conceptual analysis through a discussion that describes the working patterns of human-AI symbiosis in strategic decision-making.

RESULT AND DISCUSSION

The Role of AI as a Managerial Decision Support System and Its Impact on Strategic Decision Effectiveness

The paradigm shift in managerial decision-making in the digital era cannot be separated from the ability of AI systems to process large volumes of data with speed and precision that far exceed human capacity. The effectiveness of AI in supporting strategic decisions is particularly evident when the analysis process relies not only on the intuition or experience of managers, but also utilizes predictive models, machine learning-based analytics, and real-time data processing to detect patterns of risk and strategic opportunities. Nugroho et al. (2025) show that AI enables organizations to make faster, evidence-based decisions because decision makers obtain information that

has been modeled as strategic recommendations. This condition changes the role of managers from being decision makers based on feelings and assumptions to being evaluators of information generated by AI to ensure alignment with the organization's vision and strategy.

The effectiveness of AI in strategic decision-making can also be analyzed through improved prediction accuracy in risk management and growth planning. With the ability to process historical data and constantly changing market variables, AI provides a probabilistic picture that helps managers identify potential problems before they disrupt business operations. Faridah et al. (2025) show that financial actors are able to reduce investment risk when AI is used as a support system because algorithms are able to uncover market signals that are invisible to human evaluation. This confirms that the role of AI is not to replace managers' intuition but to reduce uncertainty through early warnings based on data analysis. As a result, decisions become more precise and the risk of decision-making errors decreases.

The effectiveness of AI is also reflected in its ability to accelerate decision-making in competitive contexts. In fast-paced industries, response time often determines the success of a strategy. Arfah et al. (2025) found that AI in HR decision-making accelerates the evaluation and mapping of employee competencies, resulting in more efficient managerial response times compared to manual procedures. When the speed of data analysis increases, organizations can formulate business strategy decisions faster than their competitors. The efficiency of decision-making time increases competitive resilience, especially when changes in the business environment demand a quick and appropriate response to maintain market share.

However, improving the effectiveness of strategic decisions depends not only on AI's ability to provide recommendations, but also on managers' ability to understand the logic behind AI-generated decisions. Tuncer and Ramirez (2022) show that the relationship between humans and AI in the decision-making process is only effective when managers understand how AI generates outputs and what indicators are considered in algorithmic calculations. This means that AI can only improve decision effectiveness if managers are able to critically interpret AI analysis, rather than accepting recommendations without understanding. This interaction shows that the best decisions arise from human evaluation of algorithmic reasoning, not the dominance of either party.

Interestingly, decision effectiveness through AI is greater when humans lead the interpretive framework of decisions, rather than surrendering authority to machines. This approach is in line with the concept of human-AI symbiosis identified by Kumar et al. (2024), which states that strategic decision-making functions optimally when humans maintain control over the values, ethics, and social implications of the organization, while AI manages objective analysis based on data calculations. This means that AI's advantage lies in its computational capabilities, while humans' advantage lies in moral judgment, contextual understanding, and interpretation of meaning. The integration of these two strengths makes decisions more accurate and relevant to the social reality of the organization.

The effectiveness of AI in strategic decision-making is also related to an organization's ability to overcome cognitive bias. Humans under stress or fatigue often evaluate information based on personal experience and preferences. Samita et al. (2025) show that the integration of AI and bounded rationality helps reduce this bias because algorithms allow managers to review decisions through objective data. Reducing these biases does not mean that AI makes completely objective decisions, but rather corrects the limitations of human perception through alternative data-based

perspectives. When both perspectives are critically evaluated, strategic decisions become more stable and long-term oriented. The effectiveness of AI also increases when combined with an organization's ability to manage information volume. In modern organizations, information overload is often a source of inefficiency because managers are unable to read and analyze massive amounts of data. Chaturvedi and Dasgupta (2024) state that AI helps handle complex data automatically so that managers are not bogged down in the data evaluation process but can focus on formulating strategic direction.

Thus, AI improves the quality of decisions by shifting the burden of technical analysis to the system and focusing the human role on strategic assessment. From this overall analysis, it can be confirmed that AI improves the effectiveness of strategic decisions through increased prediction accuracy, decision time efficiency, reduction of cognitive bias, readability of data complexity, and provision of evidence-based strategic recommendation frameworks. This discussion answers the research objective because it shows that the effectiveness of managerial decisions does not depend on AI as a decision maker, but on a form of collaboration in which AI performs data analysis and humans perform interpretive and strategic assessment functions. In other words, AI strengthens the quality of decisions only when humans remain in a position of reflective control.

Despite its demonstrated analytical advantages, the effectiveness of AI in strategic decision-making is not without limitations. AI systems remain dependent on data quality, historical patterns, and predefined models, which may fail to capture emerging uncertainties, socio-political dynamics, or unprecedented strategic disruptions. In volatile environments, overreliance on algorithmic predictions may lead to strategic rigidity, as AI tends to extrapolate from past data rather than anticipate transformative change.

Moreover, AI-generated recommendations are susceptible to embedded biases originating from training data, model design, and institutional assumptions. While AI can reduce certain forms of human cognitive bias, it may simultaneously reproduce systemic biases at scale, particularly when managerial oversight is weak. This limitation underscores that AI effectiveness is conditional rather than absolute and must be critically mediated by human judgment.

Therefore, the contribution of AI to strategic decision effectiveness should be understood as probabilistic and context-dependent rather than deterministic. Strategic excellence emerges not from delegating authority to AI, but from maintaining human interpretive dominance that critically evaluates, contextualizes, and occasionally overrides algorithmic outputs. This reinforces the argument that AI enhances decision-making only within a symbiotic governance structure that preserves human agency.

The Dynamics of Human-AI Collaboration in Strategic Decision Making: Trust, Control, and Transparency as the Foundations of Work Symbiosis

Human-AI symbiosis in strategic decision making will not be achieved simply by introducing AI systems into organizations. The effectiveness of collaboration is determined by the quality of the working relationship between managers and technology, especially the ability of humans to understand, trust, and control AI during the analysis and strategic recommendation process. Sinha et al. (2025) emphasize that human-AI collaboration only functions optimally when interactions are built as complementary relationships, not substitute relationships. This means that AI serves to strengthen managers' cognitive capacities, not replace them, while managers retain interpretive authority over decisions. Thus, the success of symbiosis does not depend

on the intelligence of the AI system, but rather on the alignment of roles between humans and machines in decision-making.

Trust is a fundamental determinant in human-AI collaboration. Without trust, managers tend to ignore algorithmic recommendations and revert to intuition, thereby maximizing the benefits of AI. Tuncer and Ramirez (2022) show that managers' trust in AI is influenced by perceptions of system reliability, openness of the analysis process, and consistency of prediction results. If AI is perceived as a black box that generates recommendations without explanation, user resistance increases and decisions become non-synergistic. Thus, trust is not only a psychological condition but also a reflection of how technology provides space for managers to understand the logic behind recommendations. Symbiosis cannot be achieved if trust is directed at only one party because good decisions require collaborative evaluation between human intuition and algorithmic evidence.

The next dimension is human control in the decision-making process. AI is calculative, while strategic decisions are contextual, so AI dominance in decisions is prone to ignoring moral values, organizational culture, and social risks that may not be read by algorithms. Kumar et al. (2024) explain that human control is necessary so that AI does not become a deterministic force that dictates decisions but remains positioned as an analytical tool. Decision-making that is fully controlled by AI is dangerous not because AI is not intelligent, but because the system's logic does not accommodate ethical considerations and organizational meaning. Therefore, human control is not only a symbol of authority, but also a mechanism for organizational legitimacy that decisions are not solely based on technical efficiency but also consider the social sustainability of the organization.

In addition to trust and control, algorithmic transparency determines the depth of collaboration. Vössing et al. (2022) found that when AI work processes can be explained, translated, and interpreted, the level of human user engagement increases and the tendency to simply follow or reject recommendations without consideration decreases. Transparency enables managers to evaluate whether AI recommendations are contextually appropriate and whether there are algorithmic biases that need to be corrected. This shows that the main purpose of transparency is not to transfer authority to human users, but to ensure a collaborative evaluation and correction process. Transparency strengthens symbiosis by involving humans as intellectual partners, not passive operators. The relationship between these three elements can be summarized in the following table.

Table 1. Human–AI Symbiosis Dimensions in Managerial Decision-Making

Collaboration Dimension	Role in Human–AI Symbiosis	Risk if Absent
Trust	Enables acceptance of AI-generated insights	Human rejection of algorithmic recommendations
Human control	Connects AI outputs with values and business context	Blind overreliance on algorithmic decisions
Algorithmic transparency	Facilitates interpretation and critical evaluation of AI models	Lack of accountability and uncertainty in reasoning

The table shows that human-AI symbiosis is not a technical issue, but a relational one. The three components form a balance between the human capacity to understand the meaning structure of decisions and the AI capacity to provide precise calculations. When one of the components is not fulfilled, the collaboration becomes asymmetrical and the decisions are biased. For example, managers who fully control decisions but do

not trust AI may reject data analytics that are actually relevant to business continuity. Conversely, trust without human control has the potential to lead to overreliance and increase the risk of algorithmic logic-based decisions that are not contextually appropriate. Therefore, strengthening one component without strengthening the other two does not result in symbiosis, but rather the domination of one party.

Collaboration in strategic decision-making is also influenced by human cognitive competence. AI can only be a strategic partner when humans have the digital literacy and critical thinking skills to evaluate the system's recommendations. Chaturvedi and Dasgupta (2024) show that the quality of managers' perceptions of AI's usefulness influences the depth of their evaluation of analytical results. If managers have the cognitive readiness to assess recommendations, then AI becomes a tool for exploring insights, not a tool for justifying decisions. Conversely, limited data literacy creates a tendency to submit to algorithmic recommendations without an interpretive process. This condition explains that the use of AI in strategic decisions requires human competencies that are not only technical but also reflective.

The human-AI symbiosis also affects organizational legitimacy. Strategic decisions are not only valid when they are computationally correct, but when they are socially accepted and considered fair by internal and external stakeholders. Jarrahi et al. (2023) found that AI-based decisions will be accepted when humans are involved in the reasoning and explanation process. Symbiosis enhances legitimacy because decisions reflect both objective calculations and an understanding of moral values and organizational identity. Thus, AI reduces the risk of miscalculation, while humans reduce the risk of social alienation that arises when decisions are based solely on algorithmic logic.

When the entire dynamics of collaboration are analyzed comprehensively, it becomes apparent that trust, control, and transparency form a symbiotic structure that enables human–AI collaboration to produce superior strategic decisions. This relationship addresses the research objective by demonstrating that the success of AI-based strategic decision-making is not determined by the sophistication of the system, but by the quality of integration between AI data processing and human strategic reflection. In other words, human–AI symbiosis is not a form of competition between biological intelligence and technological intelligence, but a coexistence that enhances the collective capacity to understand and navigate organizational complexity.

The Human–AI Symbiosis Model in Strategic Decision Making and Its Implications for Modern Organizations

The human–AI symbiosis model in strategic decision-making is formed when the roles of humans and AI do not replace each other but reinforce each other in producing decisions that are both accurate and contextual. In this model, AI functions as a high-level information processor that handles computational processes that humans cannot perform efficiently, while managers function as meaning directors and guardians of decision values so that the final results are in line with the organization's vision. Sinha et al. (2025) assert that decision-making built through symbiotic relationships produces superior performance compared to models based entirely on humans or entirely on technology because humans correct the blind spots of algorithms and AI corrects the limitations of human perception. Thus, integration is not just a combination of two intelligences, but the development of a shared logic for strategic thinking.

Symbiosis is not static but evolves as the quality of interaction between managers and AI systems improves. Arfah et al. (2025) show that managers' digital competence directly influences the depth of evaluation of AI analytics results and indirectly affects the accuracy of strategic decisions. When human interpretation skills improve, AI

functions not as a decision maker but as an analytical catalyst that encourages the exploration of broader strategic perspectives. Conversely, when digital competence is low, limitations in interpretation can transform the symbiotic relationship into one dominated by AI or human intuition. This shows that symbiosis is not a product of technology but a process of social learning within organizations.

Human-AI symbiosis also impacts organizational work structures and cross-functional communication patterns. Jarrahi et al. (2023) show that human-AI collaboration enhances knowledge flow because data-driven insights connect work units with organizational strategic logic. When AI analytics form the basis of managerial discussions, strategic debates focus on interpreting meaning rather than personal preferences. This process improves the quality of cross-functional coordination as stakeholders examine the rationale behind decisions in a structured manner. Thus, in addition to improving decision accuracy, symbiosis creates a more reflective and learning-based organizational environment.

The integration of humans and AI in strategic decisions also has ethical consequences. Tuncer and Ramirez (2022) emphasize that user trust is built through system transparency and explanations of AI recommendations. If symbiosis works well, organizational decisions function as the result of deliberation between algorithmic accuracy and human values. Meanwhile, if the decision-making process is one-sided, i.e., too reliant on humans or too reliant on machines, organizations are vulnerable to unfair decisions and increased operational risks. Therefore, human-AI symbiosis is not just a matter of performance efficiency, but also the social validity of strategic decisions. If the three previous discussions are linked synthetically, it can be seen that human-AI symbiosis produces a strategic decision-making model that meets three main characteristics, namely data-based, human reflection-based, and collaborative evaluation-based. This combination shows that the best decision-making capacity does not lie in the capabilities of humans or AI separately, but in their ability to operate as epistemic partners. Thus, the third discussion explicitly answers the research objective by confirming that the effectiveness of strategic decisions in the digital era is built through a symbiotic relationship between algorithmic analysis and human judgment.

CONCLUSION

This study concludes that the human–AI symbiosis in strategic decision-making depends on two main pillars, namely the effectiveness of AI as a decision support system and the quality of the collaborative relationship between managers and technology.

AI improves decision sharpness through data analytics, predictive capabilities, and reduction of cognitive bias, while managers maintain decision validity through meaning interpretation, context evaluation, and ethical assessment. Based on the discussion, decision effectiveness does not arise from the dominance of either party, but from the collaboration between AI's calculative capabilities and human reflexivity.

In addition to improving decision accuracy, the human-AI symbiosis strengthens organizational resilience through the formation of a more data-driven, adaptive, and reflective strategic culture. However, this success can only be achieved if organizations ensure trust in AI systems, algorithmic transparency, and human control are maintained. Thus, organizations that want to maximize AI must not only adopt the technology, but also build human capacity to become analytical partners for AI. It is this symbiosis that ultimately creates strategic decision-making excellence and provides the foundation for sustainable modern management.

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