ARTIFICIAL INTELLIGENCE AND THE TRANSFORMATION OF MANAGEMENT PHILOSOPHY: A STRUCTURED CRITICAL REVIEW OF EMERGING PARADIGMS, ETHICAL CHALLENGES AND FUTURE RESEARCH DIRECTIONS

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ABSTRACT

As artificial intelligence increasingly held sway over managerial decisions, the scope of its effect on decisional agency, information governance and accountability remained disparate within management literature. This structured critical review examined 12 journal articles, clarifying between conceptual arguments, normative readings and empirical data. Conceptual contributions were made by considering five facets of analysis: decisional agency, authority, organisational knowledge, employee participation and accountability. Four tensions emerged: assistance-dependence, authority-responsibility, knowledge-participation and efficiency-legitimacy. The review's core contribution was an integrative framework of how algorithmic authority could extend without a change in formal responsibility and employee decision rights. It differentiated between access to information versus interpretative authority, participation in data versus participation in authority, and perceived fairness versus proven fairness. Three propositions explained relationships among decision influence, human agency and responsible information governance. The review found that AI related transformation was about re-configuring management decision making structures more than just technology adoption. The bounded evidence base restricted generalisation, and the framework identified a clear set of questions to investigate when AI supported managerial agency and when it consolidated organisation power.

Keywords: *Artificial intelligence; Management philosophy; Algorithmic management; Decision authority; Ethical accountability.*