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The use of artificial intelligence in business management

Wykorzystanie sztucznej inteligencji w zarządzaniu przedsiębiorstwem

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Abstract

This article provides a synthetic literature review on the use of Artificial Intelligence (AI) in Business Management (BM). The study examines the evolution of AI definitions – ranging from the 1950 Turing test to contemporary approaches emphasizing energy efficiency and autonomous data synthesis. Author organizes the typology of intelligent systems, distinguishing between analytical, functional, interactive, text, and visual AI, while highlighting their specific roles in automating decision-making and cognitive processes. In the section dedicated to business management, classic managerial functions (POAC) and the "Triple Bottom Line" concept are addressed, emphasizing the increasing importance of data analytics in establishing competitive advantages. The paper also presents modern AI models, such as Mistral Forge and Microsoft Copilot, discussing their practical implementations, including the strategic partnership between ASML and Mistral AI. The article concludes with an analysis of advantages (increased precision, cost optimization) and challenges (algorithmic bias, lack of transparency, hallucinations), stating that in 2026, the manager's role is evolving toward that of a critical supervisor of intelligent ecosystems.

Keywords: artificial intelligence, business management, algorithms, optimisation

Streszczenia

Artykuł stanowi syntetyczny przegląd literatury poświęconej wykorzystaniu sztucznej inteligencji (AI) w zarządzaniu biznesowym (BM). W pracy przeanalizowano ewolucję definicji AI – od testu Turinga z 1950 roku po współczesne ujęcia kładące nacisk na efektywność energetyczną i autonomiczną syntezę danych. Autor przedstawia typologię systemów inteligentnych, wyróżniając AI analityczną, funkcjonalną, interaktywną, tekstową oraz wizualną, wskazując na ich specyficzne role w automatyzacji procesów decyzyjnych i kognitywnych . W części poświęconej zarządzaniu biznesowemu przywołano klasyczne funkcje zarządcze (POAC) oraz koncepcję „Triple Bottom Line", podkreślając rosnącą rolę analizy danych w budowaniu przewagi konkurencyjnej. Praca prezentuje również nowoczesne modele AI, takie jak Mistral Forge czy Microsoft Copilot, oraz omawia ich praktyczne wdrożenia, m.in. w strategicznym partnerstwie ASML i Mistral AI. Artykuł zamyka analiza korzyści (wzrost precyzji, optymalizacja kosztów) oraz zagrożeń (stronniczość algorytmiczna, brak przejrzystości, halucynacje). Autor konkluduje, że w 2026 roku rola menedżera ewoluuje w stronę krytycznego nadzorcy ekosystemów inteligentnych.

Słowa kluczowe: sztuczna inteligencja, zarządzanie biznesowe, algorytmy, optymalizacje

Introduction

The contemporary economic landscape is at a turning point triggered by the rapid penetration of Artificial Intelligence (AI) technologies, which have significantly disrupted the global economy and the operational modalities of modern organizations. The development of AI has evolved from humble beginnings into a field of global impact, becoming a "moving target" for researchers – a domain whose definition constantly shifts alongside advancements in computing power; what was considered a breakthrough yesterday is treated as a standard algorithm today. This article is a review paper aimed at systematizing and organizing knowledge regarding the integration of AI within Business Management (BM). Management, traditionally understood as the process of planning, organizing, directing, and controlling resources – human, financial, or informational – must now confront a paradigm of machines capable of autonomous decision-making and market prediction generation. This work analyses the conceptual evolution of AI, its functional typology, and contemporary models utilized in BM, juxtaposing them with practical market examples and ethical-legal challenges, such as the "black box" problem or the hallucinations of large language models.

Definition of artificial intelligence

The evolution of the concept of Artificial Intelligence (AI) in the subject literature is characterized by high dynamics and the lack of a fixed denotative framework, which allows this term to be referred to as a "moving target" – a field typically encompassing those cognitive processes that contemporary computational systems are not yet able to fully replicate. The theoretical foundations of the discipline were formulated in the mid-20th century, starting with Alan Turing's seminal 1950 paper, in which he proposed the operationalization of machine intelligence through a test of mimicking human conversational behaviour, thereby avoiding vague definitions of "thinking" in favour of measurable activity (Bartneck et al., 2021: 8–9). The formal constitution of AI as an independent field of research took place in 1955, when Professor John McCarthy and his team defined the principles of a scientific approach to the problem of learning machines and problem-solving using heuristic modelling (Zúñiga, Goyanes, Durotoye, 2023: 318). In the course of the development of AI sciences, two fundamental classificatory currents emerged: "Weak AI", limited to the execution of precisely defined, narrow tasks such as image recognition or playing chess, and "Strong AI", which postulates the creation of systems possessing consciousness and mental states identical to those of humans. Although contemporary systems have not yet reached the level of Artificial General Intelligence (AGI), they have evolved toward advanced intelligent agents that receive stimuli (percepts) from the environment and take optimal actions relative to given goals, while demonstrating flexibility and the ability to learn from previous experiences (Bartneck et al., 2021: 8, 10).

The contemporary research perspective (2025–2026) places particular emphasis on integrated AI operationalization, taking into account two key parameters: the level of performance and the level of autonomy. This performance manifests itself through the ability of systems to simultaneously perform tasks, make decisions, and generate predictions, where the level of technological complexity grows along with the intensity of mutual coupling between these functions (Zúñiga, Goyanes, Durotoye, 2023: 320, 321). Updated academic definitions from the turn of 2025, including those by Dr. Georgios Fradelos, redefine AI as software capable of routinely generating analysis or synthesis results that exceed the competence of the average specialist in a given professional culture, regardless of energy costs, or achieving comparable results in less time and at a lower energy cost. A significant novelty in this approach is the introduction of a scientific comparison of energy costs, taking into account the caloric expenditure of the human metabolism in comparison with the energy consumption of computing units, which constitutes an objective measure of technological progress (Fradelos, 2025: 1, 2). At the same time, the dynamic expansion of generative models (Generative AI), such as ChatGPT or DALL-E, has enabled the creation of high-dimensional data based on simple linguistic commands, which shifts the AI paradigm from the role of a simple information mediator to the position of an autonomous creator and intelligent communication partner (Zúñiga, Goyanes, Durotoye, 2023: 320, 325). Consequently, systemic intelligence in 2026 is no longer evaluated solely through the prism of algorithmic correctness, but primarily through the ability to independently generate sub-tasks, flexibly adapt to dynamic market

conditions, and consistently deliver results of high substantive quality with limited human intervention (Bartneck et al., 2021: 8; Fradelos, 2025: 1, 2).

Types of artificial intelligence

The transition from theoretical definitions of artificial intelligence toward its systematic classification requires an understanding that AI is not a monolith, but a collection of diverse, evolving technologies whose role and significance depend on the specific sector (Khan, 2021: 1; Oleiwi, Jawad, Alzubaidi, 2023: 80). Contemporary academic literature proposes a multi-dimensional approach to AI typology, based on its cognitive competencies, degree of functionality, and specific applications in the business ecosystem (Khan, 2021: 7; Oleiwi, Jawad, Alzubaidi, 2023: 81, 84). The most fundamental division, determined by the degree of intelligence in relation to the capabilities of the human brain, distinguishes three stages: Artificial Narrow Intelligence (ANI), Artificial General Intelligence (AGI), and Artificial Superintelligence (ASI) (Khan, 2021: 2; Oleiwi, Jawad, Alzubaidi, 2023: 84). Currently, the dominant and only realistically implemented form is ANI, also referred to as "Weak AI", which specializes in performing precisely defined tasks without possessing self-awareness. In turn, AGI, which is the goal of future research, assumes the creation of systems capable of learning and reasoning at a human level across a wide spectrum of fields, while ASI represents a hypothetical concept of an intellect surpassing the best human minds in almost every sphere of life (Khan, 2021: 2, 4; Chaudhari, 2024: 49).

Parallel to the classification based on intellectual potential, the subject literature, referring among others to the work of Professor Arend Hintze, identifies four types of systems differing in data processing and memory mechanisms. The simplest form is represented by reactive machines, which lack the ability to store memories or learn from mistakes, reacting only to current impulses within a strictly defined logic. More advanced AI with Limited Memory can already use historical data to build temporary knowledge bases and generate predictions, which forms the foundation of modern Deep Learning. Subsequent stages, such as "theory of mind" – the ability to recognize and predict human emotions – and full systemic self-awareness, remain subjects of intensive developmental work in 2026, not yet reaching operational maturity (Khan, 2021: 5, 6; Chaudhari, 2024: 50).

In the pragmatics of business management, functional classifications are particularly important, dividing AI tools according to their direct utility: analytical, functional, interactive, textual, and visual. Analytical AI is used for data-driven decision-making, covering areas such as inventory optimization or demand forecasting, while functional AI focuses on direct action, e.g., within IoT solutions. Interactive systems, including intelligent assistants and chatbots, redefine customer communication by mimicking a natural way of conversation, and textual and visual AI automate the processes of content and image recognition as well as material generation. From a process perspective, management utilizes AI to automate cognitive processes, build Cognitive Insight through the analysis

of purchasing trends, and engage customers in real-time (Cognitive Engagement) (Khan, 2021: 7–11).

The technological backbone of all these forms are Machine Learning (ML) techniques, which constitute a fundamental component of AI. Classic ML architecture is based on supervised learning (using labelled data), unsupervised learning (discovering hidden patterns), and reinforcement learning, where an agent learns through a system of rewards and penalties. However, the most dynamic development is observed in the field of Deep Learning, based on multi-layered neural networks, and Transfer Learning, which allows for the use of previously acquired knowledge in new, related domains, significantly accelerating the innovation implementation process with limited data resources (Oleiwi, Jawad, Alzubaidi, 2023: 80, 81, 85–86).

In summary, it should be stated that artificial intelligence in its current form (ANI) is a collection of specialized computational tools which, despite the lack of self-awareness features, demonstrate unprecedented efficiency in solving precisely defined analytical problems (Khan, 2021: 2; Chaudhari, 2024: 49). AI is often described in the literature as a "moving target" because it encompasses cognitive processes that computer systems are unable to fully replicate at any given moment. The foundation that distinguishes these systems from traditional algorithms is their ability to actively learn from historical data and imitate human cognitive heuristics for autonomous adaptation to variable operational conditions (Bartneck et al., 2021: 8, 11; Oleiwi, Jawad, Alzubaidi, 2023: 80). In the era of digital transformation, these technologies are becoming an immanent element of organizational structures, requiring rigorous strategic operationalization to avoid the risk of inefficiency resulting from improper integration with existing business processes. Understanding the nature of AI as a dynamic technological partner is a necessary starting point for the analysis of modern business management, which must evolve toward models based on deep data analytics and systemic flexibility (Portovaras et al., 2024: 1–2).

Definition of business management

Business Management (BM) is defined in the subject literature as a systematic process of planning, organizing, directing, and controlling an organization's resources – including human, financial, material, and informational capital – in order to realize set goals in an effective and efficient manner. Classical theoretical approaches, represented by researchers such as George R. Terry or Mary Parker Follett, perceive management as the "art of getting things done through people", which is reflected in the fundamental managerial functions identified by the acronym POAC: Planning, Organizing, Actuating (motivating/leading), and Controlling (Fattah et al., 2025: 1–2). The foundations of this discipline, laid by Henri Fayol and Frederick Taylor, originally focused on scientific methods of labour organization and process standardization. Nevertheless, contemporary reflection goes beyond this technocratic paradigm, introducing dimensions such as the manager's participation in core processes, responsiveness to dynamic environmental

challenges, and the constitution of meaning in business operations as a condition for their effectiveness (Blok, 2020: 175–176, 179).

The effective exercise of managerial functions is inextricably linked to the continuous analysis of the managerial environment, which is divided into internal factors – organizational structure, culture, finance, and human resources – and external forces, encompassing political, economic, social, legal, and technological conditions (Fattah et al., 2025: 9–12). In the era of globalization, business management becomes a key instrument for building competitive advantage, particularly in the Small and Medium-Sized Enterprise (SME) sector, which generates a significant portion of GDP and new jobs (Sabil et al., 2022: 113). Modern strategies emphasize the sustainable development model, integrating the pursuit of profit with social and environmental responsibility, which redefines the manager's role as a leader caring for the long-term stability of the organization (Sabil et al., 2022: 117; Fattah et al., 2025: 67). The effectiveness of BM today is determined by the ability to absorb advanced analytical methods, including Big Data and AI, which enable precise trend forecasting and supply chain optimization (Portovaras et al., 2024: 4–6).

Synthesis of information to date

The synthesis of the concepts of artificial intelligence and business management leads to the formulation of an integrated definition of AI in BM, which goes beyond treating technology merely as an auxiliary tool, positioning it as an autonomous agency system[1] within organizational structures. Artificial intelligence in business management can be defined as the systemic ability of software to correctly interpret external data, learn from it, and use these cognitive processes to achieve specific goals and managerial tasks through flexible adaptation. In the operational dimension, this means the integration of computing technologies with classical management functions, such as planning, organizing, directing, and controlling (POAC), in order to optimize organizational resources and obtain lasting strategic benefits. A key differentiator of system intelligence understood in this way is its ability to routinely generate analysis and synthesis results at a level exceeding the average specialist or achieving comparable results with significantly lower investment of time and energy.

AI operationalization in BM is based on two fundamental axes: the level of performance and the degree of agency autonomy. In the context of performance, intelligent management manifests itself through the synergy of three processes: task automation (performing tasks), decision support (taking decisions), and the generation of precise market predictions (making predictions). The complexity of this system increases when systems make decisions autonomously based on their own forecasts, which directly affects the operational and strategic efficiency of the organization. AI autonomy in management is, in turn, determined by the scope of the machine's agency in relation to the degree of necessary

[1] The authors deliberately did not call the tool an entity, which could have additional legal or philosophical implications.

human intervention, which shifts the manager's role from a direct supervisor of processes toward a designer of the environment in which intelligent agents operate (essentially without routine external interference).

The contemporary approach to AI in management also places strong emphasis on cognitive aspects, dividing implementations into three main forms: process automation, building cognitive insight (Cognitive Insight), and cognitive engagement (Cognitive Engagement). While automation reduces human errors in routine office operations, Cognitive Insight systems use algorithms to detect complex patterns in large data sets, enabling the prediction of consumer trends or the identification of credit risks. In turn, cognitive engagement redefines interaction with stakeholders through intelligent assistants capable of personalizing communication in real time. In this view, AI ceases to be a passive optimization system and becomes an active participant in the value creation process, which – in accordance with the "Triple Bottom Line" concept – must balance economic efficiency with social and ethical responsibility.

Ultimately, the synthesis of AI and BM leads to the paradigm of assisted management (AI-Augmented Management), in which machine intelligence serves to expand human analytical competencies rather than replace them entirely. Software intelligence in business is recognized as measurable and significant only when it realistically contributes to time savings, improvement in the quality of substantive results, or reduction in the energy costs of the management process. In 2026, AI in BM is therefore understood as an integrated digital architecture that, through the interpretation of large volumes of data and autonomous adaptation, actively shapes organizational order and supports the realization of long-term strategic goals in a dynamic market environment.

Artificial intelligence models used in business management

The contemporary market for intelligent technologies in 2026 is dominated by solutions offering deep personalization for corporate needs and tight integration with existing work ecosystems. The implementation of specific AI models in business management (BM) is no longer limited to a simple choice of software but constitutes a strategic decision to build a "digital brain" of the enterprise that internalizes institutional knowledge (Mistral, n.d.).

In contrast to cloud models, Ollama has gained popularity in management as a tool dedicated primarily to the automation of operational tasks. Although its architecture is simpler, a key advantage in BM is the ability to run models locally, which ensures total data isolation and compliance with security policies. It is an ideal solution for small and medium-sized enterprises (SMEs) striving to automate routine activities while maintaining low infrastructural costs.

Meanwhile, Microsoft has dominated the sphere of interactive artificial intelligence (Interactive AI) through the deep integration of assistants with Office suite tools. Thanks to Microsoft 365 Copilot, natural language becomes a powerful productivity tool, allowing managers to automatically generate texts, market analyses, or communication

templates for recruited employees. In the context of BM, Microsoft introduced the concept of "Frontier Firms" – companies that, through the full adoption of AI, achieve returns on investment three times higher than organizations implementing technology with a delay. According to the company, currently (as of the first quarter of 2026), about 68% of firms use AI solutions, but only 22% qualify as transformation leaders. Additionally, tools such as Copilot Studio and Microsoft Foundry enable the construction of proprietary, multimodal generative solutions that directly support the level of performance and autonomy of machines within corporate structures (Microsoft, n.d.).

Currently, success in management depends on creating synergy between ready-made assistants (like Copilot) and models deeply tailored to a specific company's data (like those created in Mistral Forge), while automating processes (thanks to Ollama), which allows for savings in time and energy while simultaneously improving the quality of results – analytical, performance-related, and financial.

Advantages, disadvantages, and challenges of using AI in BM

The integration of artificial intelligence into business management processes brings a range of fundamental benefits that redefine the operational and strategic efficiency of modern enterprises. The main advantage of intelligent technologies is the ability to process and analyse vast datasets with speed and precision unattainable by humans, allowing for workflow optimization and a significant reduction in operating costs. In sectors such as materials science or energy, AI enables the creation of smarter and safer processes while accelerating the acquisition of refined analytical results. The application of predictive modelling allows managers to estimate the probability of future market events and make decisions based on precise data forecasts, which constitutes a significant competitive advantage. Additionally, AI supports interdisciplinary collaboration by improving knowledge exchange and coordinating activities between different departments of an organization, which fosters innovation (Pangandaman, 2024: 1709, 1711–1713). These technologies also allow for the automation of time- and labour-intensive tasks, such as literature reviews, content synthesis, or patient qualification for research, which frees up human resources for conceptual activities. It is also worth mentioning the role of virtual simulations, which enable staff to improve their skills in a controlled, safe environment before their practical application (Mazloum, Shahin, 2024: 2, 4).

On the other hand, the revolutionary integration of AI in BM involves many critical challenges that can negatively affect the reliability of management processes. One of the most serious issues is so-called algorithmic bias, which results from training models on inadequate or biased data, potentially leading to the unfair treatment of social groups, for example, in recruitment processes (Mazloum, Shahin, 2024: 6; Pangandaman, 2024: 1713). An equally important challenge is the lack of transparency and the "black box" problem – complex deep learning algorithms often do not allow for the reconstruction of the chain of reasoning leading to a specific decision, making their verification and

building trust among stakeholders difficult (Karasinski, Bez Birolo Candiotto, 2024: 2; Mazloum, Shahin, 2024: 6). This phenomenon is linked to "enchantment determinism", where systems are presented as superhuman oracles, even though their operation is merely mathematical optimization based on historical data. This leads to a "dictatorship of the past", in which AI automatically imposes old patterns and taxonomies onto the present, limiting the organization's ability to recognize genuinely new and unique events (Karasinski, Bez Birolo Candiotto, 2024: 10–12). Another risk involves AI hallucinations, manifested by the generation of substantively incorrect information or non-existent bibliographic references, which, in the absence of critical validation by an expert, threatens the quality of business analyses. Excessive enthusiasm for these tools can additionally trigger the Dunning-Kruger effect, leading users to the false belief that valuable content is created effortlessly (Salvagno, Taccone, Gerli, 2023: 1–2). Ethical issues related to data privacy protection and concerns about job displacement cannot be overlooked either, requiring organizations to invest in educational programs that develop skills complementary to AI (Mazloum, Shahin, 2024: 7; Pangandaman, 2024: 1715).

Conclusion

Artificial intelligence has ceased to be merely a technological addition, It has become an integral component of modern business management that redefines the classic POAC management functions. The evolution from the theoretical Turing test to contemporary "frontier" class systems shows that AI is a "moving target" that constantly pushes the boundaries of what we consider intelligent processes in business. A key conclusion from the literature analysis is the fact that an organization's success today depends on the effective operationalization of AI in two dimensions: substantive performance, measured by savings in time and energy, and agency autonomy, which allows systems to routinely generate results exceeding the capabilities of the average specialist.

In the era of digital transformation, the modern manager faces the task of building the "digital brain" of the enterprise, which in practice means moving away from simple cloud solutions in favour of deep personalization of models. The synergy between productivity-supporting assistants, such as Microsoft 365 Copilot, and systems internalizing unique institutional knowledge, such as Mistral Forge, creates a new class of so-called "Frontier Firms". These organizations achieve returns on investment three times higher than companies implementing technology with a delay, confirming that AI-Augmented Management is currently the most effective strategy for building competitive advantage. At the same time, the automation of operational tasks through local tools, such as Ollama, allows for the maintenance of data sovereignty and security, which is crucial in the management of the SME sector.

However, it must be emphasized that the implementation of AI involves rigorous challenges that require a "smart questioners" attitude from the management staff. Problems such as a lack of algorithmic transparency (black box), the occurrence of hallucinations, or the risk of bias (algorithmic bias) impose an obligation on managers to critically

verify output data. The greatest cognitive threat remains the "dictatorship of the past", i.e., the tendency of AI to automatically replicate historical patterns, which can lead to the annihilation of authentic innovation within the organization. Business management must therefore evolve toward a model in which AI provides powerful analytics and predictions, but the ultimate ethical and strategic judgment – taking into account social norms and the long-term vision of sustainable development (Triple Bottom Line) – remains the responsibility of the human.

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