




# Artificial Intelligence in Strategic Management: A Quantitative Validation of the Proposed Framework in Iraqi Public Universities

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| E d i t o r   | R e v i e w e r s   |
|---|---|
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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The claim “traditional strategic planning models have become increasingly inadequate” is theoretically important; however, adding a clearer contrast between classical strategic models and AI-enabled models would strengthen the argumentative foundation.

In the paragraph beginning with “The integration of artificial intelligence into strategic management has been examined across multiple organizational domains”, the transition between domains (marketing, finance, HR) could be improved by explicitly linking them back to strategic management theory.

In the paragraph discussing AI and strategy formulation, the discussion could be deepened by explaining why AI appears particularly effective at this stage compared to traditional analytical tools.

The sentence “AI bridges the traditional gap between planning and execution” is conceptually strong, but it would benefit from a concrete organizational example or mechanism.

The argument regarding real-time monitoring is persuasive; however, the potential risks of over-reliance on AI-based control systems (e.g., managerial complacency) should be briefly acknowledged.

Authors revised the manuscript and uploaded the new document.

### *1.2. Reviewer 2*

Reviewer:

The paragraph stating “existing research remains fragmented across disciplines” identifies an important gap, but it would benefit from a more explicit articulation of what dimensions are missing in prior empirical models.

The final aim sentence is well positioned; however, consider specifying whether the model is exploratory or confirmatory to clarify the epistemological orientation of the study.

The phrase “expert review by academics and practitioners” should be clarified by indicating the number of experts involved and the criteria used for their selection.

The sentence “the strongest effect was observed on strategic control” is important; however, consider adding a brief statistical comparison to demonstrate why this effect is meaningfully stronger than others.

The opening paragraph appropriately restates the purpose, but it would be strengthened by explicitly linking the main findings to the original hypotheses.

Authors revised the manuscript and uploaded the new document.

## **2. Revised**

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.