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## KEYWORDS

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Today, artificial intelligence has managed to enter almost every corner of every field. The support provided by AI in simplifying human work and saving time is invaluable. In recent years, short training courses on artificial intelligence have been widely organized to improve employees' skills. The main goal of these programs is to ensure that every employee has a basic understanding of AI and develops the skills to use its

## “THE CULTURE OF AI-BASED MANAGERIAL DECISION-MAKING OF HIGHER EDUCATION LEADERS”

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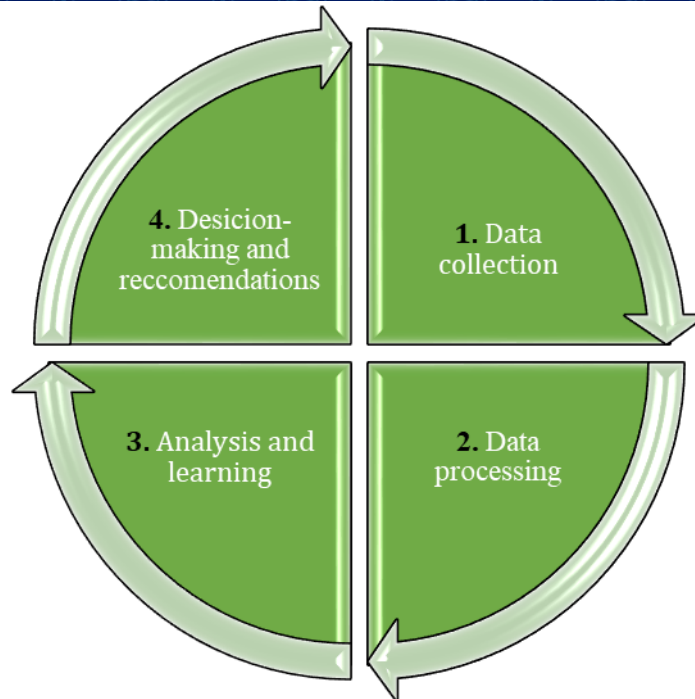
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## ABSTRACT

*It seems no field has been left untouched by artificial intelligence today. AI is also playing a significant role in the professional activities of higher education leaders. The core responsibility of managerial staff is to make decisions that influence the development of their organization. It is extremely important to make decisions based on a fair assessment of the situation, as well as in a correct and forward-looking manner. This article discusses how artificial intelligence can assist leaders in their decision-making process, as well as its advantages and disadvantages.*

functions and advantages correctly and effectively.

A leader who says, “I do everything myself and do not use any assistance” is giving up many opportunities and conveniences. Artificial intelligence is a tool created by humans to support them. Its main purpose is to make human work easier and to quickly analyze time-consuming, detailed tasks.



**Picture 1. The four-stage interrelated process showing how artificial intelligence helps humans**

A leader is a person who is responsible for the entire activity of the organization they manage. Their management style, fairness, leadership culture, and professional competence determine the success of that organization. If a leader has strong knowledge of their work and extensive experience, they can even transform a declining organization into a thriving one. The opposite situation can also occur. If a leader does not fully understand their job and lacks sufficient skills, and is appointed to lead even a well-developing organization, they may disrupt all processes and become the cause of the organization's failure.

Today, great attention is being paid to the activities of higher education institutions. As a result, even more attention is being given to the work of higher education leaders. The ability of managerial staff to make useful

decisions is very important for the institution.

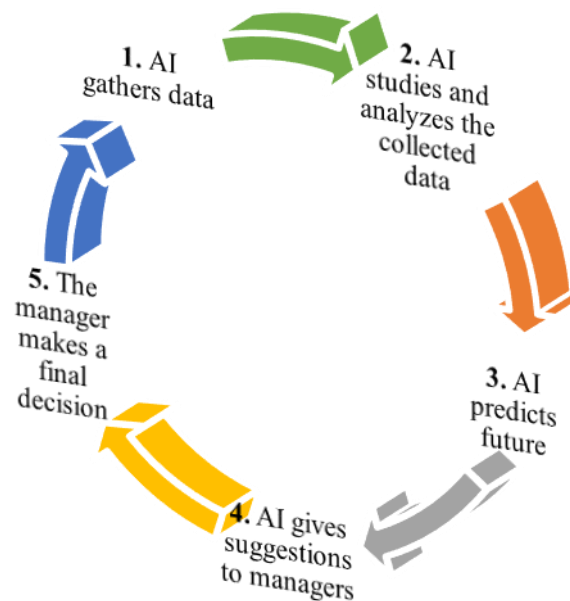
First of all, it should be understood that the role of artificial intelligence in supporting managerial decision-making is only an additional aid for leaders. That is, if managerial staff use artificial intelligence in decision-making in a given situation, the final decision is not fully made by the AI. Artificial intelligence analyzes the available options, while the final decision is made by the leader. In this context, AI serves as an assistant to managers. Therefore, in the process of using artificial intelligence, it should not be fully relied upon, but rather considered as supplementary support.

After the introduction of artificial intelligence, managerial staff no longer make decisions based on assumptions or intuition, but instead draw final conclusions based on accurate data. For example, in the past, if students did not attend certain classes, a manager might have thought that the classes were

difficult or that the teaching process was poorly organized. However, this was only a personal assumption. In the modern era, managers can use artificial intelligence to obtain precise data and analyze the situation more accurately. Through AI and platform analytics, it is possible to determine whether course materials uploaded on the platform are being viewed less by students or whether the learning process has become too complex. This provides managers with clearer information and creates a basis for making more accurate and solution-oriented decisions aimed at addressing the problem.

Also, one of the important advantages of artificial intelligence is that it can serve as a very useful

assistant for managers in strategic planning processes. As we know, strategic planning means forecasting and preparing for the future in advance. In other words, the main goal of strategic planning is to find answers to the question “What will happen next?” ahead of time. For example, through artificial intelligence, a manager can obtain answers to questions such as which fields at a university will be in higher demand and which fields will have lower demand. AI may indicate that more students will apply to IT-related fields, while fewer will choose other areas. This serves as an early signal for managers to focus more on the IT field and to prepare new specialists and resources for that direction.



### Picture 2. Steps of the process of strategic planning with artificial intelligence support

Artificial intelligence analyzes general information about a given situation and provides results to managers. For example, AI may analyze

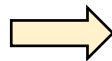
the effectiveness of all subjects and conclude that the number of hours for pedagogy should be increased. In this case, the manager collects all relevant data and then gathers staff, deans, and other stakeholders to discuss their opinions on the issue. Artificial



intelligence can provide general information, but it is not aware of all the internal processes taking place within an institution. Therefore, when making the final decision and analyzing its advantages and disadvantages, employees working within the organization can provide very important insights. In this process, AI helps the manager not only to decide individually but also to make a collective decision in consultation with staff.

As we all know, artificial intelligence is very useful for completing small and time-consuming tasks in a short period of time. Managers have many responsibilities, and using AI to handle such minor tasks is a very appropriate decision. This helps managers save a significant amount of time and greatly increases their work efficiency. By using artificial intelligence correctly, it is possible to achieve higher productivity.

## Decision-making with AI



1. Decisions are made based on large-scale real data
  2. Data is analyzed quickly
  3. Fewer errors
  4. AI can predict future outcomes
  5. Decisions are more efficient
1. Decisions are based on intuition, experience
  2. Collecting information takes more time
  3. Human errors
  4. The future is only guessed without clear evidence
  5. Decisions depend on experience

### Picture 3. Differences between decision-making with and without AI

Managers possess different levels of professional competence. Some managers have mastered their profession very well and have extensive experience, while others are quite the opposite. We live in an era where managers must be able to use modern technologies and tools that help make people's work easier. Even if a manager is highly intelligent, a lack of proficiency in modern technologies may prevent them from working efficiently. While they may still achieve their objectives, doing so is likely to require considerably

more time and effort. A wise manager should take advantage of every opportunity to save time. To give another example, even if a manager's professional competence is not very high and they do not have extensive experience, they can still achieve certain results if they are familiar with modern technologies and know how to use artificial intelligence tools.

Today, the variety of artificial intelligence tools has increased to such an extent that it is possible to find specialized AI solutions for almost any field. There are separate AI tools for working with images, videos,



spreadsheets, and many other specific tasks. Being aware of these technologies can significantly simplify a manager's work. For example, if a manager needs to create or analyze a spreadsheet, they can use an artificial intelligence tool specifically designed for working with tables and data. Since such a tool is optimized for this particular task, it may perform the work more effectively than general-purpose AI systems. As a result, the manager can save a considerable amount of time and effort. Therefore, it is essential for managers to stay informed about the latest developments in artificial intelligence. When used correctly, AI technologies can help simplify managerial tasks, improve efficiency, and save valuable time, allowing managers to focus on more strategic responsibilities.

According to Resolution No. PQ-358 of the President of the Republic of Uzbekistan, dated October 14, 2024, "On the approval of the strategy for the development of artificial intelligence technologies until 2030" the following measures are to be implemented with the aim of training qualified personnel, improving the skills of employees, attracting foreign specialists to this process, and enhancing the knowledge and qualifications of teachers and professors:

- to organize free online courses in the field of artificial intelligence at higher education institutions with the involvement of foreign professors, lecturers, and highly qualified specialists;
- to train and support talented specialists, promote their achievements,

and create opportunities for their professional and personal development;

- to establish a system for improving the qualifications of specialists in the field of artificial intelligence in cooperation with major international companies.<sup>1</sup>

This can also be considered an example of the efforts being undertaken in our country to promote the development of artificial intelligence. In short, artificial intelligence plays a significant role in the decision-making processes of leaders in higher education institutions. If managers use artificial intelligence correctly and effectively, it becomes much easier for them to make beneficial and well-informed decisions for their organizations.

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<sup>1</sup> Resolution No. PQ-358 of the President of the Republic of Uzbekistan, dated October 14, 2024, "On the approval of the strategy for the development of artificial intelligence technologies until 2030"



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1. Resolution No. PQ-358 of the President of the Republic of Uzbekistan, dated October 14, 2024, "On the approval of the strategy for the development of artificial intelligence technologies until 2030"
2. Lex.uz