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**STRATEGIC DECISION MAKING IN POST-
MERGE AND ACQUISITION IN THE SOFTWARE
INDUSTRY: THE ROLE OF AI-POWERED
BUSINESS INTELLIGENCE**

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Degree of Master of Business Administration in Information
Technology

Department of Computer Science and Engineering
Faculty of Engineering

University of Moratuwa
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DECLARATION

I declare that this is my own work and this Dissertation does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or Institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text. I retain the right to use this content in whole or part in future works (such as articles or books).

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Name of Supervisor: Dr. Buddika Karunaratne

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ABSTRACT

This study investigates the complex challenges faced by leadership during post-merger and acquisition (M&A) integration within the software industry and explores how AI-powered Business Intelligence (BI) tools can support strategic decision-making, operational efficiency, quality maintenance, and process improvements. Additionally, it examines the ethical implications of using such tools in organizational decision-making.

Using quantitative research design, multiple linear regression and independent samples t-tests were applied to assess the impact of three main independent variable groups which are M&A integration factors, AI-powered BI tool capabilities, and ethical considerations on key organizational performance outcomes. The findings reveal that cultural challenges are the most significant barriers to successful integration, consistently affecting decision-making effectiveness, quality consistency, and operational efficiency. Conversely, BI capabilities such as data consolidation, real-time insights, and communication support were found to significantly enhance organizational performance post-M&A. Ethical factors, particularly data transparency and clear governance, also contributed meaningfully to effective strategic decision-making and quality outcomes.

The research concludes that while M&A integration challenges can undermine organizational success, their impact can be mitigated through targeted use of AI-powered BI tools and adherence to ethical practices. The study offers actionable recommendations for integrating BI systems and ethical governance into M&A strategies, contributing both to academic understanding and real-world application in the context of digital transformation.

Keywords: Post M&A integration, AI-powered BI tools, post-merger challenges, strategic decision-making, operational efficiency, ethics, software industry, business intelligence

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