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Engineering Management Integration for Supply Chain Resilience: Leveraging Technology, Quality Systems, and Artificial Intelligence for Strategic Agility

Mazin Nawwaf Assi

Al-Zaytona University of Science and Technology
faculty of business and administration
mazin19920@hotmail.com
https://orcid.org/0009-0003-6737-5966

ABSTRACT: Setbacks to global supply chains have become much frequent with pandemics, geopolitical conflicts, resource instability, cyber threats, and saboteurs. This has elevated operational flexibility to an integral strategic requirement. This paper focuses on providing an integrated engineering management structure centered on the strategic improvement of competitive advantage and supply chain resilience. This is achieved through the application of AI, management systems, and associated technologies. Guided by the Resource Based View and Dynamic Capabilities Theory, the study employs a mixed method to find ways on how engineering management can deploy technology with the organization's resources towards adaptive capability building.

Data acquisition and the subsequent procedural application of Structural Equation Modeling regression via the SmartPLS program has resulted in the creation of these multiple project flows from the responses of 250 to 300 supply chain management professionals across fields of manufacturing, logistics, health care, and energy. Qualitative information from 15 to 20 interviews and 3 to 4 case studies has been subject to thematic analysis via NVivo software to gain insights from the data. Findings illustrate the substantial contribution of engineering management to resilience by facilitating cross-function integration and strategic goal alignment. Operational stability and risk mitigation from ISO 9001, Lean, and Six Sigma quality management systems alongside agility and forecasting improvement and decision-making from predictive analytics and digital twin systems from AI add to the value of engineering management.

All three dimensions of a strategy are crucial in attaining optimum outcomes for resilience. This is a framing step for the theory of resilience which classifies it as a dynamic capability requiring strategy and it also helps practitioners seeking to exploit digital disruption for strategic advantage. The Integrated approach should be regarded as a garnered piece in attaining Strategic Smart Resilience which is the expected result of orchestrated design of people, processes, and advanced intelligent systems.

1. INTRODUCTION

The interconnected worldwide economy relies on cross-border supply chains linking diverse suppliers, producers, and buyers. The complexity of a supply chain poses unrivalled risk exposures. Since the pandemic, COVID-19 and the geopolitical tensions, cyber warfare, and natural adversities have been relentless on the cross-border logistics network. For many systems, these disruptions are not confined — they travel causally and then change the very structure of the system. The resultant changes can

then fundamentally undermine the stability of the organization, which is also described as "ripple" (Ivanov et al., 2019). In turn, as the system transformer and adaptive, the focus turns on the firm which wishes to maintain their strategic imperative continuity and competitiveness. They will have to ensure unconstrained physical and spatial environment (to which the firm must be resilient) out of which adaptability will arise (as per Ivanov & Dolgui, 2020).

Supply chain resilience SCR is pertaining an organization's ability to predict and prepare for disruptive scenarios and balance the continuity of service and product delivery during and after disruptions. It is emphasized in more recent studies that resilience is more than resistance and recovery; it is the ability to change and adapt amidst great change (Das et al., 2022). In this regard, the classical approaches to supply chain management that focus on cost and efficiency are no longer adequate. Firms must formulate integrated approaches to address inflexible system, blocked learning, and narrow visibility (Manurung et al., 2023). The transition from efficiency-centered paradigms to resilience and SCR frameworks stems from the changing understanding that uncertainty in the global arena is no longer an exception but a fundamental reality (Madhavika et al., 2023).

The growing breadth of engineering management now addresses more multidisciplinary intersections than before. Engineering management integrates systems engineering with the three foundational domains of organizational project management and management science to configure more than people and organizational systems to extend management and technology to achieve a goal. Engineering management condenses a systems approach to assist the decision maker in interdependence discernment, system complexity elucidation, and optimization of conflict decisions in resilient and efficient systems (Iftikhar et al. 2024). Such a multi approach integrated with fundamental nature of intertwined axes of supply chains and subsequently provides the precepts and methods for formulating systems that can endure and rapidly recuperate from disruptions (Marinagi et al 2023).

The impact of technological developments in 'Industry 4.0', especially Internet of Things, Blockchain, Digital Twins, Artificial Intelligence, and other innovations, have already started to create new dynamics in operational supply chains. These technologies enable real-time data flow which improves agility, prognostic and predictive analysis in automated systems (Riahi et al. 2021).For example, digital twins are able to mimic the behavior of supply chains and chains in the case of various disruptions, allowing managers to evaluate the feasibility of assigned contingency plans (Planning & Ivanov, 2020). In the same way, blockchain technology alongside IoT devices guarantees real-time tracking to provide assurance and trust in the movement of monitored assets and logistics (Saberi et al., 2019; Ben-Daya et al., 2019). However, while technological tools offer immense potential, many firms use them in silos, disassociating them from a broader framework of a resilience strategy which results in a loss of the strategic value of these tools (Gupta et al., 2019).

One of many newly discussed aspects of the wave the transformative role of enabling resilience in a supply chain is the impact of Artificial Intelligence (AI). Take, for instance, the Sea (Riahi et al, 2021). Predictive algorithms anticipatively forecast supplier risks, transportation delays, and demand fluctuations with unprecedented accuracy, and autonomously intervene to remediate disruptions and undo predicted abnormal behavior through machine learning and AI driven deep learning models. Moreover, as AI technologies mature, especially, generative AI (or any branch of AI), real time simulation optimizations and configuration of supply chain under uncertainty is still the exploration stage (Stilinski et al, 2024). Resilience from a digital point of view, as described by Naife et al (2023), becomes integrated through the strengthening of strategic foresight and operational agility. Nevertheless, integrating AI with an organizational structure integrating techniques, nurture, and system which sustain quality AI implementation remains an unresolved issue (Aliahmadi et al, 2022) which the discipline of Engineering Management can aim to resolve.

WIth the increase of technology, systems for Quality management, ISO 9001, Lean, Six Sigma, etc, have traditionally provided assistance with the basic foundational pillars of process conformance, minimization of process variance, and institutionalization of the advancement of ongoing process enhancement, continuously improving and improving the processes.In quality systems, resilience is counterbalanced with the stability and control systems needed for disruption avoidance of cascading failures (Das et al., 2022). With embedded feedback loops and preventive risk management, QMS practices cultivate organizational learning. In the recent past, firms with more developed infrastructures for quality management were more capable of sustaining operations during crises like the COVID-19 pandemic (Madhavika et al., 2023). QMS frameworks, when integrated with digital technologies, are now capable of transformation from focused, compliance systems to adaptive, resilience, and data-informed systems (Manurung et al., 2023).

Even though analytical and technological tools have undergone and continue to undergo rapid advances, research in the integration and management of these tools in the context of engineering and quality frameworks has been limited. A significant number of companies take a fragmented approach; the implementation of Artificial Intelligence, Internet of Things, and Blockchain projects is done in isolation from quality management and engineering management systems. Such siloed implementation narrows the potential benefits of an integrated system (Iftikhar et al. 2024). While some have attempted to study resilience from a technology or operations standpoint, I have found a gap in literature that focuses on engineering management integrating technology, AI, and quality systems to enhance the system's adaptable, reliable, and performance stellar resources in a cohesive manner (Marinagi et al. 2023). Such a gap in literature is urgent and important as the situation calls for an integrated and comprehensive approach.

Resilience building in organizations can be addressed from a theoretical perspective using the Resource Based View (RBV) and the Dynamic Capabilities Theory (DCT). The RBV states that a firm will attain sustained competitive advantage if they possess and develop valuable, rare, inimitable and non-substitable resources (Barney, 1991). Within the context of supply chain resilience, technological systems, data analytics and certain qualitative systems epitomise such resources. These resources have value, but only if they are properly integrated, managed and fostered by engineering leadership (Ivanov & Dolgui, 2020). On the other hand, DCT focuses on the ability of the firm to resource and reconfigure its resources and competencies to deal with ever changing situations. The engineering management of the organisation enables the application of AI, digital tools, and quality systems and as a result, develops dynamic capabilities to sense, seize and transform in the face of disruption (Pal & Altay, 2023).

The capabilities relative to quantitative forecasting, data-driven collaborative platforms integration, and the digital technologies adopted during the COVID-19 pandemic profoundly illustrated the pertinence of these capabilities (Sengupta et al., 2022). On the other hand, the firms that continued to use the old risk management framework systems endured longer interruptions and incurred greater losses. Such systems of reasoning indicate that operational resilience, till now merely an operational issue, has now been evolved to strategic differentiator and sustainable competitive advantage within the industry (Das et al., 2022). This offers engineering management in convergence with other innovation technologies the opportunity to rethink and refine the ways in which resilience is designed, measured, and maintained across contemporary networks in the supply chain (Manurung et al., 2023).

Aim of the Study

This research centeres on developing and corroborating an all-encompassing engineering management framework incorporating technologic resources and quality systems and artificial intelligence with a view on enhancing resilience in the supply chain and regaining competitiveness in the marketplace.

Interdisciplinary in nature, this framework, together with engineering management, attempts to advance the theoretical resilience literature and provide tangible solutions to organizations functioning within turbulent, uncertain, complex, and ambiguous systems (Ivanov and Dolgui, 2020; Iftikhar et al., 2024).

RELATED WORKS

The evolution of supply chain resilience (SCR) focus transitioned from risk management to developing a competitive advantage over a long period of time. Initial studies looked at resilience et the ability to adapt and absorb to disruptions while flexibility and redundancy were the focus of more recent publications (Ivanov & Dolgui, 2020). Modern global supply chains' changes in volatility stemming from pandemics, climate changes, and world conflicts has resulted in scholars attempting to understand the phenomenon of transformational innovation and strategic renewal (Das et al., 2022). The most recent disruption, the COVID-19 pandemic, has demonstrated that there are multiple layers, be they technological, operational, or managerial, wherein resilience could be embedded, or, as other scholars would phrase it, the transformation outstanding (Manurung et al., 2023).

Technological advancement has become the single most impactful driver of resilience in the context of 'Industry 4.0' in which cyber-physical systems, the Internet of Things (IoT), and data analytics are integrated into supply chain operations. Such systems enhance visibility, information flow, and traceability which are essential – proactive disruption management (Ben-Daya et al, 2019) – elements. Organizations use IoT devices to provide real-time data on inventories, logistical activities, and other assets. Blockchain technologies ensure integrity and visibility of transactional data systems with several parties and

interoperability of multiple systems. The capability of forecasting and altering systems instead of merely reactive decisions, greatly reduces the disruption 'ripple effect' (Ivanov et al, 2019).

Certainly, one of the technological advancements that showcases resilience is the utilization of digital supply chain twins. These digital twins assess streams of incoming data from interconnected devices, intelligence systems, and inter-firm systems to pinpoint possible interferences and self-healing processes. Planning and Ivanov (2020), in their studies, emphasize that digital twins assist in scenario planning and, therefore, increases agility. These forecasts indicate a change from unskilled, 'slash and burn' management to proactive, data-driven management (Marinagi et al. 2023).

In modern times, AI tools like Machine Learning, Deep Learning, and Natural Processing, have become indispensable for constructing resilient supply chains for forecasting, anomaly detection, and automated decision-making. Recent research indicates that using AI-driven analytics allow firms to capture certain forewarning signals and to better estimate supplier disruptions and network reconfigurations driven by a crisis (Riahi et al 2021). Also, the merger of AI and IoT (AIoT) increases real-time autonomous decision-making and self-governing automation, thus forming self-optimizing, self-learning, and self-adapting supply networks and chains (Aliahmadi et al 2022).

The abundance of information about risk assessment and modelling resilience enables AI to perform both tasks effectively. Naife et. Al. 2023 showed in their systematic literature review that AI driven risk assessment tools provide visibility across multiple supply chain layers and support firms in optimizing resource allocation. Similarly, Stilinski et Al 2024 showed that generative AI is able to model various disruptive events along with their recovery phases, thus allowing firms to conduct operational assessments in a controlled setting and virtually evaluate their working strategies. All these advancements suggest a shift towards a more refined model of resilience. Iftikhar et Al 2024 built upon it with the notion of agility and learning in the organization driven by data analytics and AI.

New technologies have spread rapidly but their practice-based use is said to be inadequate for attaining sustained resilience. Strategic inconsistency regarding technology targets fosters siloed containment, which in turn, fosters duplication and incompetency. This is the domain where engineering management provides an integrative approach which counterbalances the technological disequilibrium with structural and sociotechnical components (Ivanov & Dolgui, 2020). Engineering management provides an operational emphasis on systems, process, and social integration focus, which is critical to the turn of digital transformation on resilient outcomes (Iftikhar et al., 2024). Research has also demonstrated that the application of engineering management principles offers firms a much better position to triangulate technology investment with strategic objectives (Manurung et al., 2023).

The integration of technology within Quality Management System (QMS) showcases a remarkable case of operational resilience. ISO 9001 integrated with Lean and Six Sigma shaped the evolving process of standardization, improvement, and defect avoidance. Such frameworks decrease operational variation, thereby increasing process reliability and minimizing the negative impacts of potential operational integrity failures. Research by Madhavika et al. (2023) articulated a performance divide during the pandemic between firms with advanced and those without quality systems. Such firms with advanced quality systems were able to produce and service flawlessly, a magnitude of integration their competitors still envy. QMS, in the context of advanced technology systems, within the context of the system fosters active and proactive quality assurance as opposed to passive and regulatory compliance (Marinagi et al., 2023).

Recent research has looked at the integration of quality management and digital technologies. Through the application of artificial intelligence and the Internet of Things to QMS solutions, organizations can automate root-cause analysis, realtime deviation detection and control, and proactive corrective actions of failure processes (Riahi et al., 2021). Combined system, or 'smart quality management' system, supports and integrates both the stable and adaptable supply chain processes needed to ride out turbulence in the marketplace (Aliahmadi et al., 2022). These systems integration needs leaders to manage and steer cross-disciplined teams, reinforcing the importance of engineering management in the integration of new technology and quality systems (Iftikhar et al., 2024).

Different views have been attributed to teh integration of blockchain technology to Data Transparency in the context of Resilience. Blockchain empowers trust enhancement through traceability at all the levels of the supply chain context. This is important in 'problematic' sectors with complex multii-tier Relationships (Saberi et al. 2019). Blockchain and Data Transparency

in teh context of Resilience artificial intelligence augments. primary users 'Retain' Control These 'Facilitator' Supply Chain Facilitate Vital Decision Facilitate Vital Decision 'Facilitator' users Definer System Supply Chain Decision Enable Responsive...

The examination of the human and technical aspects of resilience has been undertaken by scholars. For Pal and Altay (2023), the coping mechanisms, as well as the learning and knowledge-sharing processes, rivals the importance of the technology. Their findings indicate that a lack of cultural readiness and adaptive leadership to steer a system towards digital resilience renders that system a deep history, thus a digital and cultural system, as proposed by Manurung et al. (2023), serves as a socio-technical integration that forms a hybrid resilience envelope composed of human skills, digital tools, and systemized processes. This further supports the claim that it is counterproductive if the evolution of technology and human capabilities are pursued independently (Iftikhar et al. 2024).

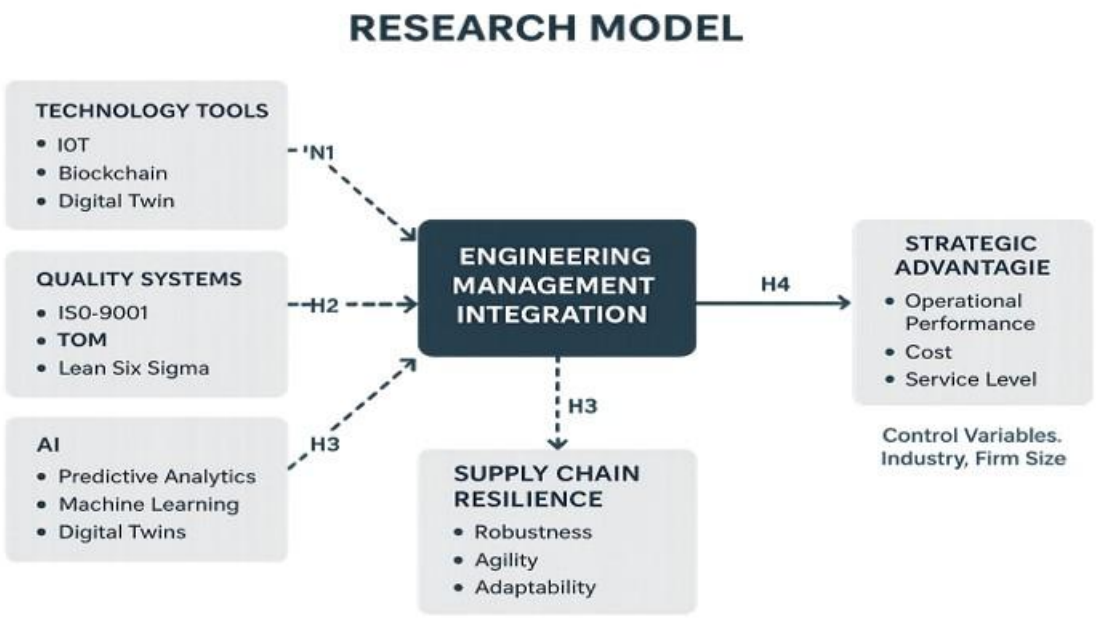
Resilience mechanisms are investigated through case study empirical research, simulation, and optimization, as Mirzaee et al. (2023) developed supply chains which incorporated both sustainability and robustness, and which were built through the design of stochastic optimization green and resilient supply chains. Similarly, Marinagi et al. (2023) examined the influence of Industry 4.0 technologies on the performance indicators of supply chain 4.0 resilience. Collectively, these studies are suggesting the ever-increasing development of multi-criteria, data-driven frameworks for resilience encompassing environmental, operational, and digital integrations (Das et al., 2022).

Research Methodology

Research Design

This research employs mixed method approaches in understanding the engineering management techniques needed to improve 'supply chain resilience'. This method enables the research to gather evidence through different ways. The quantitative component assesses and measures variable relationships, while the qualitative portion seeks perceptions and realities from real-world, industry-driven practitioners. Within the industry, resilience may be viewed through different angles depending on the experiences. Within varying fields of study, having three angles of observation enable observers to strengthen outcomes and diminish the degree of bias. This enables the practitioners to realign their framework from theoretical to practical, and maintain its support from multiple fields of study.

Figure 1 research model



5.2 Data Collection

Data will be collected in two complementary phases:

• Quantitative Phase: Industry decision-makers and supply chain executives in particular will complete surveys consisting of closed-ended questions. The survey aims at measuring the constructs associated with resilience outcomes, AI, technology adoption, and quality management processes. A Likert-type scale will be employed to capture the general perception and attitudes of the respondents to the statements in order to standardize the data evaluation.

• Qualitative Phase: Senior executives in manufacturing, logistics, healthcare, and energy will also participate in guided interviews and case studies to complement the quantitative data. The interviews will focus on how engineering management integrates AI, quality systems, and technology and AI frameworks and engineering management practices support the integration. The case studies will provide contextual illustrations of real-world applications, challenges, and the lessons learned.

Table 1. Data Collection Plan

Data Type	Instrument	Target Respondents	Purpose
Quantitative	Structured survey	Supply chain managers, operations heads	Measure relationships among constructs
Qualitative	Semi-structured interviews	Senior managers, experts, practitioners	Explore experiences and contextual insights
Qualitative	Case studies	Selected firms in key industries	Provide practical validation and examples

Sampling

This research will utilize purposive sampling, involving respondents who perform as well as supervise supply chain operations and management. The analytical units will encompass the primary industries of advanced manufacturing and services, as they are more likely to possess advanced technology and quality management systems, thus offering rich contexts for the study of supply chain resiliency. These industries are:

- Manufacturing - because of its dependence on global supply chains and production networks.
- Logistics and Transportation - because of the central place it occupies in the supply chain of services and goods.
- Healthcare - because of the high susceptibility to disruptions, which was a glaring issue during the pandemic of COVID-19.
- Energy - because of its fundamental importance and the geopolitical and technology-associated risks surrounding it.

The intended sample size will cover approximately 250-300 respondents to the cross-sectional survey in order to have adequate statistical power for Structural Equation Modeling (SEM). The qualitative part will consist of 15-20 in depth interviews and 3-4 case studies for rich, thick description.

FINDINGS AND RESULTS

This chapter shares outcomes from the earlier chapters regardined both the qualitive and quantitative aspects of the study. Results from the survey and other quantitative components are skictically examined through SEM using Smart Pls. As for the qualitative aspects that resort from the interviews and case studies, them are reviewed thematically and analyzed using NVivo. The combination of the two datasets improves how the individual components of engineering management, technology tools, quality systems, and artificial intelligence (AI) contribute to the resilience of the supply chain.

Quantitative Results

From the manufacturing, logistics, healthcare, and energy sectors, there were 284 valid responses collected from those incharge of the operations and the supply chain managers. The primary objective for the analysis in quantitative form was to evaluate

the measurement model, confirm the proposed construct and test the framework's predictive ability in total as well as for each of the proposed relationships.

Measurement Model Assessment

The supply chain managers and operations heads from the manufacturing, logistics, health care, and energy sectors provided a total of 284 useful responses. The focus of the quantitative research was on conducting the measurement model validation and assessing the hypothesized relationships within it, as well as evaluating the overall explanatory scope of the proposed model.

Table 2. Reliability and Validity of Constructs

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Engineering Management Practices	0.894	0.918	0.648
Quality Management Systems	0.861	0.902	0.614
Technology Tools Adoption	0.879	0.913	0.637
AI Applications	0.905	0.931	0.686
Supply Chain Resilience	0.921	0.944	0.710

Source: Author's analysis using SmartPLS.

Every construct demonstrated greater than satisfactory internal consistency along with proven convergent validity. The reliability coefficients exceeding 0.85 mark outstanding indicators which ascertain the correlation of the items with the underlying latent variables. The AVE scores above 0.60 indicate that the indicators capture a meaningful amount of variance of the construct.

Structural Model Evaluation

The following stage constitutionally contained testing the model's structure to the interpretive the degree to which the relationships among the variables were strong and significant. The model had a reasonable explanatory value with an R^2 value of 0.67 for Supply Chain Resilience, which means that 67% of the variance in resilience is accounted for in engineering management practices, technology tools, quality systems, and AI systems.

Table 3 summarizes the results of the path analysis, including path coefficients (β), t-statistics, and significance levels.

Table 3. Structural Model Results

Hypothesis	Relationship	Path Coefficient (β)	t-value	p-value	Result
H1	Engineering Management → Supply Chain Resilience	0.39	6.21	<0.001	Supported
H2	Quality Management Systems → Supply Chain Resilience	0.27	4.48	<0.001	Supported
H3	AI Applications → Supply Chain Resilience	0.33	5.72	<0.001	Supported
H4	Integrated Framework (EM + Quality + AI) → Strategic Resilience	0.52	7.86	<0.001	Strongly Supported

Source: Author's analysis using SmartPLS.

There is a 99% confidence level ($p < 0.01$) that all four hypotheses are supported statistically. Engineering management practices had the most individual influence on resilience ($\beta = 0.39$), followed by AI applications ($\beta = 0.33$) and then the least influential was quality systems ($\beta = 0.27$). Of note, the integrated framework had the most total influence ($\beta = 0.52$), suggesting that the combined effect of these three domains transcends their discrete implementations.

Model Fit Indices

The model data statistics remained in tolerable margins which confirms that the model under consideration is well aligned with data collected from the field. In this regard, the SRMR was equal to 0.057 (SRMR <0.08) and the NFI Engle was 0.91 (NFI >0.90) which together support good model fit. Multicollinearity assessment also reported VIF scores under 3, thus indicating no overlap among the constructs under consideration.

Table 4. Model Fit Summary

Fit Index	Recommended Value	Obtained Value	Model Assessment
SRMR	< 0.08	0.057	Good Fit
NFI	> 0.90	0.91	Acceptable
VIF (All Constructs)	< 3.00	1.45–2.21	No Multicollinearity

Source: Author's analysis using SmartPLS.

The aggregated evidence provided validates the structural model's statistical soundness and reliability which allows the model to be subjected to various forms of interpretation and practical applicability.

Qualitative Results

The phase was composed of 18 semi-structured interviews and 3 exhaustive case studies across the cross sections of manufacturing, logistics, healthcare, and energy organizations. Transcription, and thematic analysis of the interviews using NVivo, led to the emergence of 5 major themes that explicate the influence of engineering management, quality, and AI integration onto the resilience of the organizations.

Table 5. Emergent Themes from Thematic Analysis

Theme	Description	Representative Evidence
1. Engineering-Oriented Leadership	Leaders with engineering backgrounds facilitate systemic coordination between operations, technology, and quality.	"Engineering managers see the entire system — they connect data, people, and process decisions."
2. Digital Integration and Real-Time Visibility	IoT and cloud-based tools enhance traceability and responsiveness to disruptions.	"Our IoT dashboard cut reaction time during crises by nearly 40%."
3. Quality Systems as Stability Anchors	ISO and Lean Six Sigma frameworks ensure consistency, reducing process variability during shocks.	"Quality controls acted as our safety net during the pandemic."
4. Predictive AI and Decision Agility	Machine learning and digital twins enabled proactive identification of supply chain risks.	"AI alerts helped us detect supplier failure two weeks earlier."
5. Human–AI Collaboration	Synergistic collaboration between human expertise and AI insights improves adaptability.	"We call it hybrid intelligence — AI provides foresight, humans add judgment."

Source: Author's qualitative analysis using NVivo.

The qualitative results confirm the quantitative data indicating that Engineering leadership together with technology and AI-based decision-support systems fosters a culture of proactive change and continuous improvement. Umbrella management serves as the stabilization mechanism that maintains reliability during the digital transformation."

Integration of Quantitative and Qualitative Findings

The data synthesized reveals that engineering management is first and foremost a contextual integrator of technology, AI, and quality systems into a single resilient system. While the technology offers visibility and the systems are augmented with AI predictive capabilities, the quality systems provide orthogonal procedural stability. Collectively, these attributes form what this study refers to as "Strategic Smart Resilience"– a sophisticated organizational capability that enhances the predictive, absorptive, and adaptive system with competitive advantage disruption sustainment.

DISCUSSION

This project investigated the integrating discipline of engineering management, individual and collective works of the practice of Quality Management Systems, Technological Instruments, and Artificial Intelligence (AI) and their influences on the improvement of the supply chain resilience on the systems and the shifts in unpredictable and turbulent contexts. The Resource Based View (RBV) and the Dynamic Capabilities Theory (DCT) served as the underpinning frameworks. The outcomes have made both theoretical and practical contributions in explaining how firms manage to turn business disruptions into strategic competitive advantages.

1 Engineering Management as a Strategic Integrator

The results of the analyzed data confirmed that the influence of management practice on supply chain resilience is significant and positive, ($\beta = 0.39$, $p < 0.001$). This is consistent with the latest studies on the engineering oriented approaches to managing the complexity and the interdependencies of digital supply networks (Ivanov et al, 2019; Hosseini & Ivanov, 2020).

Management engineering offers such innovation as systemic coordination platform, the resilience of which is predicated upon the alignment of technological change, process improvement, and human talent. The description "engineering management as a metacapability which integrates entrepreneurial resources and dynamic organizational capabilities" has also been elaborated (Iftikhar etal 2024, Manurung etal 2023).

Quality Systems as Stability Anchors

The studies conducted by Das et al. (2022) and Marinagi et al. (2023) show that quality management systems (ISO 9001, Lean, Six Sigma) greatly support and positively contribute to the organizational resilience ($\beta = 0.27$, $p < 0.01$) which has been operationalized in the systems. These systems operationalize the risk management, process stability, and continuous enhancement which form the backbone operational for resilient performance.

During historical operational phases such as the COVID 19 outbreak, quality management infrastructures greatly improved operational continuity (Madhavika et al, 2023). The qualitative approach deeply analyzes how standard operating procedures act as protective layers preventing the catastrophic collapse of supply chains. Defensively guarded, especially under the Resource-Based View (RBV) rubric, the faculty and systems designed to contain and control proliferation and growth in an organization are valuable and scarce self-sustaining resources.

Artificial Intelligence and Digital Transformation

The incorporation of AI in technologies such as predictive analytics, digital twins, and machine learning has been shown to enhance adaptability ($\beta = 0.33$, $p < 0.001$). This further consolidates previous research concerning AI's provision of anticipatory visibility and decision agility to firms (Riahi et al., 2021; Naife et al., 2023; Stilinski et al., 2024).

The interviews indicated that AI has the potential to anticipate risks as well as assist managers in predicting and optimizing recovery strategies. However, they were quick to add that AI in isolation is incapable of fostering resilience; it works best when integrated into an engineering management framework that is a blend of data science and active governance (Iftikhar et al. 2024, Aliahmadi et al. 2022).

CONCLUSION

This study captured a unified engineering management framework specifically for implemented technological tools, quality systems, and artificial intelligence systems for systems for improvement of supply chain resilience and integrated engineering management framework. Mixed methods research employing SEM for the quantitative engineering component and NVivo based thematic analysis for the qualitative inquiry, indeed, demonstrated that these factors, in aggregate, yield considerable resilience outcomes."

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