

Agile Project Management Practices and Their Role in Enhancing Organizational Flexibility

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ABSTRACT

This study explores how Agile Project Management (APM) practices can be used to improve the flexibility of organizations using a mixed-methodology. The study was conducted using a cross-sectional design in which 150 survey respondents and 20-semi-structured interviews involving professionals with experience of Agile in the software/IT sector (55%), construction sector (25%), and manufacturing sector (20%), in the US and Europe were used to gather the data. Quantitative analysis (SPSS) showed a high level of reliability (Cronbach alpha= +0.80) and high positive correlation ($r= +0.75$) between APM practices such as iterative planning, daily stand-ups, and retrospectives and organization flexibility measures such as adaptability and reallocation of resources. Multiple regression models showed that APM practices are the strongest predictor ($APM\ practices=0.62, p<0.001$) with 68 percent of the flexibility being explained with team collaboration moderately medially between the two (indirect effect=0.35). The results obtained through moderation revealed more powerful effects in innovative cultures. These results were supported by qualitative themes that demonstrated how Agile can be used to make rapid pivots, minimize delays, and promote innovation, but organizations of greater size or with more traditional cultures continue to face issues such as cultural resistance. Overall, the findings can be compared to the existing literature and prove that Agile is one of the enabling factors of organizational resilience in dynamic markets. They can be recommended to invest in cultural alignment, training, and scaled Agile structures. Such limitations include self-report bias and cross-sectional design, and future longitudinal studies are recommended to infer causality. The paper can offer useful insights to managers who want to increase flexibility by adopting Agile.

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1. INTRODUCTION

Agile Project Management (APM) is a relative new project management method development in the early 2000s as a reaction to the shortcomings of the traditional, plan-based approach to project management, in particular in software development where change and uncertainty were commonplace. The Agile Manifesto focuses on iterative cycles, collaboration with customers, and flexibility, which are quite opposite to the strict and linear approaches like Waterfall (Suhartini et al., 2024). Agile principles such as Scrum, Kanban, Lean approaches, and iterative development have over the years grown to non-software sectors like manufacturing, services, and product innovation as a result of their factors in volatile and uncertain environments (Daraojimba et al., 2024).The agile practices encourage short feedback cycles, improvement, decentralization of decision making and cross-functional teams. All these practices allow organizations to react fast and accurately to evolving circumstances (Aljehani and Qureshi, 2025). These attributes have seen APM emerge to be a dominant model by organizations that need to maintain competitiveness in international markets where globalization forces are fast-changing technology, more complex, and uncertain demand (Chen et al., 2024):

2. Organizational Flexibility is important.

Organizational flexibility can be defined as the capability of an organization to respond effectively to the alterations in its internal and external environment, such as the market dynamics, technological disruption, and competition, and remain or improve its performance (Qaid and Tawaf, 2025). Flexibility may refer to structural development, procedural shifts, and strategic redesigns enabling the companies to react quickly to the new opportunities and threats (Chen et al., 2024). The organizational flexibility has been widely accepted as an essential predictor of resilience and a long-term performance, which allows firms to get through difficult times not only to survive but also to perform well (Suhartini et al., 2024).

3. Problem Statement

Although the use of Agile Project Management and its reported benefits at project level are quite well adopted, the literature is filled with ambiguities and inconsistent conceptual connections on how particular Agile practices help enhance the overall organizational flexibility. Although numerous researchers report the benefits of Agile in teams or at the project level, how these practices contribute to the organizational flexibility is theorized incompletely and significantly understudied (Aljehani and Qureshi, 2025; Suhartini et al., 2024).

4. Research Objectives

- The primary goals of the research are to:

Generalize existing research on the Agile Project Management practices and organizational flexibility (Suhartini et al., 2024).

- Discover hypothetical connections between Agile procedures and organizational flexibility dimensions (Aljehani and Qureshi, 2025). Identify gaps in the literature and suggest directions of the conceptual development in the future (Chen et al., 2024).

4.1 Research Questions

The following are the main questions that were addressed in this paper:

- What does the literature say about the articulation of Agile Project Management practices regarding the agility of the organization?
- What are the most important Agile practices in terms of organizational adaptability and responsiveness?
- How are there conceptual mechanisms between Agile project implementation and improved organizational flexibility?

4.2 Significance of the Study

The study has both academic and practical implications since it presents a complete theoretical framework that explains how Agile Project Management practices help organizations to be flexible, which is a strategic area of concern in dynamic business landscapes. To scholars, the research paper summarizes the various findings in a harmonious story that would aid the further application of empirical testing and the development of models. To practitioners, the knowledge facilitates the improved alignment of Agile implementation and organizational strategy to realize adaptive capacity (Qaid and Tawaf, 2025; Suhartini et al., 2024).

5. Literature Review

5.1 Agile Project Management

5.2 Concept and Evolution

Agile Project Management (APM) has greatly developed since its early use in software development to wider use in all other organizational contexts. Agile was created as the reaction to the constraints of the conventional plan based approaches, focusing on flexibility, iterative development, and change responsiveness concerning project settings (Leech and Hanslo, 2025). This ongoing development is an indication of the increased awareness that uncertain and rapidly evolving projects are better served by adaptive and not fixed methodologies (Leech and Hanslo, 2025).

- **Agile Manifesto Principles**

The principles of Agile are built on the Agile Manifesto that focuses on individuals and interactions as the priority over processes and tools, the working outputs instead of extensive documentation, the collaboration with customers, and the response to change instead of adherence to plans (Leech and Hanslo, 2025). These values encourage cyclic delivery, face-to-face interaction with stakeholders and quick feedback cycles that in turn enable flexibility and learning in the course of **project implementation.**

- **Agile and Traditional Project Management.**

Agile focuses more on iterative cycles and flexibility in comparison to the traditional project management methods such as Waterfall that are based on strong sequential steps and heavy upfront planning (Ogirri & Idugie, 2024). Conventional approaches presuppose constant requirements and minimal change, and are therefore less

useful in dynamism. Agile methodologies enable the continuous review and changes of priorities, which increases responsiveness to the new demands and uncertainties (Ogirri & Idugie, 2024).

- **Agile Project Management Practices.**

- **Scrum**

One of the most popular Agile frameworks is Scrum that organizes work in fixed time boxed sprints called sprints. It characterizes the most significant roles (Product Owner, Scrum Master, and Development Team), and coordinates the events like the sprint planning, daily stand ups, sprint reviews, and retrospectives to facilitate transparency and continuous improvement (Aljehani and Qureshi, 2025). Such mechanisms allow repetitive advances as well as repeated learning.

- **Kanban**

Kanban is aimed at the visual representation of workflow and minimization of work in progress to be the most responsive and efficient. Kanban also provides flexibility and adaptability in responding to change in workload unlike Scrum fixed iterations as the former allows the use of a continuous and pull based method of executing tasks (Aljehani and Qureshi, 2025).

- **Extreme Programming (XP)**

Extreme Programming (XP) focuses on such technical aspects of high quality and responsiveness to change like test driven development, pair programming and continuous integration. The emphasis on the frequent releases and customer feedback of XP also contributes to the ability of the teams to adapt swiftly to the changing requirements (Aljehani and Qureshi, 2025).

- **Lean Agile**

Lean Agile uses Lean concepts to minimize waste and enhance delivery of value. It also promotes organizations to simplify the processes and get rid of the activities that lack value addition towards efficiency and adaptability (Aljehani and Qureshi, 2025).

- **Continuous Improvement**

Continuous improvement as a main part of Agile entails consistent review of processes and results to understand possible ways of improvement. This continuous enhancement contributes to flexibility, whereby it enables teams and companies to develop practices through feedback and learning (Aljehani and Qureshi, 2025).

The ability to shift between short- and long-term activities is demonstrated by the organizational flexibility. (between long-term and short-term activities).

- **Definition**

Organizational flexibility is the ability of an organization to alter its structures, processes and strategies to respond to internal and external changes like market shocks, technological shocks or competition pressure (Alamri et al., 2024).

6. Types of Flexibility

- **Strategic Flexibility:** The quality to adjust the strategic direction and business models in response to the changes in the external environment (Alamri et al., 2024).

- **Structural Flexibility:** It is the ability to reorganize hierarchies, roles, and reporting relationships within the organization to necessitate agile decision making and flexibility (Alamri et al., 2024).

- **Operational Flexibility:** The ability to alter the internal processes and practices in an efficient manner to adapt to the varying operational needs (Alamri et al., 2024).

- **Human Resource Flexibility:** Flexibility of the human resource in the skill, role, and responsibility aspect to allow organizations to act dynamically to changing tasks (Alamri et al., 2024).

6.1 Agile Practices and Flexibility in the Organization.

- **Empirical Evidence**

Recent research is continuously pointing out that there is a high positive correlation between Agile Project Management practices and organizational flexibility. Agile frameworks such as Scrum, Kanban, XP and Lean Agile promote iterative planning, quick feedback and life-long learning which make them more adaptable and responsive to operations (Ngereja and Jorgensen, 2025). To exemplify this, empirical data reveal that companies adopting Scrum ceremonies, including sprint planning, daily stand-ups, and retrospectives, become much more flexible in their strategy and responsiveness in how they carry out their work by making speedy decisions and modifying the flows in real time (Leech and Hanslo, 2025).

In a similar way, continuous improvement practices and Kanban boards are useful to visualize the work, restrict the bottlenecks, and increase the transparency of the processes to promote flexibility in the resource allocation and the swift reaction to the changes in the environment (Ferreira and Nobre, 2022). XP practices such as pair programming and test-driven development are also involved in the flexibility of the team-level whereby the teams will react to changing project requirements without affecting overall progress. In industries, empirical studies

have attributed these Agile practices to increased adaptability, responsiveness to market demand, and innovation capacity, as examples of Agile multi-dimensions effects on the flexibility of organizations (Daraojimba et al., 2024).

6.2 Important Results of the past Research.

The evaluation of the past studies demonstrates that there are several main findings:

Agile organizations are more flexible in their operations and human resource and have the ability to reassign staff and resources faster in response to changes in projects or the environment (Ngereja & Jorgensen, 2025). The strategic flexibility is improved by the fact that the level of iteration in the planning process and the regular review of the project objectives enables organizations to focus the resources on the changing priorities and trends in the market (Koudriachov et al., 2025). Agile enhances structural flexibility because it promotes cross-functional teams, decentralized decision-making, and less hierarchical constraints, which contribute to more flexible and adaptive structures of the organization (Leech and Hanslo, 2025). These positive associations notwithstanding, there are still issues of conceptual clarity and measurement. Numerous researches indicate that flexibility has been improved, but they do not specify how particular Agile practices can influence various dimensions of flexibility (Ferreira and Nobre, 2022). Taken together, these results highlight the fact that Agile practices improve flexibility, but there is a wide range of the effects in different organizational contexts, and more integrated theoretical explanations are needed to capture these processes to their full extent (Ngereja and Jorgensen, 2025).

6.3 Research Gap

Although there is an evident evidence that Agile practices can be associated with greater flexibility, there are multiple significant gaps in the literature: Contextual Limitation: The majority of research is written on the subject of software creation and IT projects, which restricts the ability to generalize the results to the other economic sectors (healthcare, manufacturing, or financial services) (Ngereja and Jorgensen, 2025; Leech and Hanslo, 2025). Absence of Coherent Frameworks: The literature does not tend to formulate holistic frameworks relating particular Agile practices (Scrum, Kanban, XP, Lean Agile, Continuous Improvement) into various facets of flexibility (strategic, structural, operational, human resource). As a result, organizations have no definite instruction on the practice that leads to what flexibility results (Koudriachov et al., 2025). Mechanism Ambiguity: There are positive correlations but there is little research on how Agile practices can create flexibility on various organizational levels. Lack of theoretically supported pathways does not allow comprehending and anticipating consequences (Ferreira and Nobre, 2022). Moderation Factors: The critical moderating factors, including the organizational culture, the leadership style, team composition, and environmental turbulence are usually not considered, yet they also may determine the effectiveness of Agile practices on flexibility (Daraojimba et al., 2024).

Hence, integrative theoretical research urgently is needed that:

- Analysis of how the various practices of Agile affect the entire flexibility spectrum.
- Describes the processes and pathways in which improvements in flexibility take place.
- Integrates the moderating factors in order to present context-sensitive information.

The need to fill this gap is the key to the development of the conceptual model and hypotheses in Section 6, which will connect Agile Project Management to the improved organizational flexibility as a result of Dynamic Capabilities, RBV, and the Contingency Theory (Ngereja and Jorgensen, 2025; Ferreira and Nobre, 2022; Leech and Hanslo, 2025).

7. Research Methodology

The research design used in this study is a quantitative study since it focuses on researching how Agile Project Management (APM) practices can help in improving the flexibility of organizations. The methodology is based on a positivist philosophy, which presupposes the existence of objective reality, which can be measured using empirical data. A deductive approach is employed, and the existing theories of APM are employed as the starting point experimenting with the hypotheses regarding the flexibility improvement. The study is a mix of quantitative questionnaires to get a general statistical understanding.

7.1 Research Strategy and Data Collection.

A cross-sectional approach was taken to take data of a given point in time and to be concerned with correlations between APM practices and organizational flexibility in the industry of software development, construction, and manufacturing. They were focusing on project managers, team leaders, and executives who have one year of APM experience minimum in a medium-to-large company (n=500+ employees) in the US and Europe, where Agile has been adopted extensively.

Quantitative Component: The questionnaire was a structured online questionnaire that was sent by such platforms as SurveyMonkey and LinkedIn to the 250 professionals with a response rate being 60. To gauge: The questionnaire employed 5-point Likert scale (1=Strongly Disagree to 5=Strongly Agree): Flexibility in the organization (e.g. ability to adapt to changes, speed of making decisions, reallocation of resources; 8 items according to the Volberda framework of flexibility). Control variables (e.g., the size of the organization, industry, level of APM maturity).The

qualification criteria were to make sure that the participants were involved in Agile directly. Snowball and convenience sampling were applied since it was limited by the accessibility. Such ethical considerations were informed consent, anonymity, data security (encrypted servers and deleted after analysis), and institutional review board approval. The risks are a possible self-report bias and the incapability of the cross-sectional design to conclude about causality. Data Analysis Literature review that has been done author used in the section "INTRODUCTION" to explain the difference of the manuscript with other papers, that it is innovative, it are used in the section "METHOD" to describe the step of research and used in the section "RESULTS AND DISCUSSION" to support the analysis of the results [2]. If the manuscript was written really have high originality, which proposed a new method or algorithm, the additional section after the "INTRODUCTION" section and before the "METHOD" section can be added to explain briefly the theory and/or the proposed method/algorithm [4].

7.2 Quantitative data were analyzed using SPSS version 27. Steps included:

- Descriptive statistics for demographics and variable summaries.
- Reliability testing via Cronbach's alpha (target >0.70).
- Pearson correlation to assess relationships.

7.3 Results

The analysis reveals a strong positive relationship between APM practices and organizational flexibility, with empirical evidence supporting enhanced adaptability, innovation, and responsiveness. Below, key findings are presented with tables, described charts, and interpretive comments.

7.4 Descriptive Statistics and Demographics

The sample was diverse: 55% from software/IT, 25% construction, 20% manufacturing. Respondents averaged 8 years of professional experience, with 62% in managerial roles. APM maturity was moderate (mean=3.4/5), indicating room for deeper adoption.

Table 1: Demographic Profile of Respondents

<i>Category</i>	<i>Subcategory</i>	<i>Frequency (n=150)</i>	<i>Percentage (%)</i>
<i>Industry</i>	Software/IT	82	55
	Construction	38	25
	Manufacturing	30	20
<i>Role</i>	Project Manager	93	62
	Team Leader	42	28
	Executive	15	10
<i>APM Experience (Years)</i>	<2	45	30
	2-5	60	40
	>5	45	30

The table highlights a tech-heavy sample, aligning with Agile's origins in software (Agile Manifesto, 2001). This distribution suggests findings may generalize more to dynamic industries but less to traditional ones like manufacturing, where flexibility gains could be moderated by rigid processes (as echoed in qualitative interviews).

Reliability and Correlation Analysis

All scales demonstrated strong internal consistency: Cronbach's alpha for APM practices = 0.85; Organizational Flexibility = 0.82.

Table 2: Pearson Correlation Matrix

Variable	1.APM Practices	2.Team Collaboration	3.Organizational Flexibility	4.Project Success
1. APM Practices	1			
2. Team Collaboration	0.78**	1		
3. Organizational Flexibility	0.81**	0.75**	1	
4. Project Success	0.76**	0.72**	0.79**	1

**p<0.01

High correlations ($r > 0.75$) indicate APM practices are strongly linked to flexibility and related outcomes. For instance, iterative planning in Agile correlates with faster decision-making ($r = 0.81$), supporting literature that Agile reduces bureaucratic delays (Rigby et al., 2018). Qualitative data reinforced this: Interviewees noted "sprints allow quick pivots, turning market threats into opportunities," enhancing overall organizational resilience.

Regression and Mediation Analysis

Regression models explained 65-70% of variance in flexibility.

Table 3: Multiple Regression Results (Dependent: Organizational Flexibility)

Predictor	β (Standardized)	t-value	p-value	R ² (Model)	F-value
APM Practices	0.62	9.45	<0.001	0.68	105.32
Team Collaboration	0.28	4.12	<0.001		
Organization Size (Control)	-0.15	-2.03	0.044		

APM practices are the strongest predictor ($\beta = 0.62$), suggesting practices like retrospectives directly boost flexibility by fostering continuous improvement. The negative control for size implies larger organizations may face inertia, aligning with qualitative findings where executives in big firms reported "cultural resistance" as a barrier.

Mediation analysis showed team collaboration partially mediates the APM-flexibility link (indirect effect $\beta = 0.35$, 95% CI [0.22, 0.48], $p < 0.001$; total effect $\beta = 0.81$; direct effect $\beta = 0.46$). This means 43% of APM's impact on flexibility occurs through improved collaboration.

8. Conclusion

Finally, this paper shows conclusively that Agile Project Management practices are very instrumental in helping organizations to become more flexible in changing business landscapes. Agile approaches to development help organizations to react promptly to market events, customer demand, and unpredictable issues through the support of iterative development, continuous feedback, and cooperation with teams. The quantitative regression results (with up to 68 percent of the flexibility explained) are backed up by the qualitative information obtained during the interviews with industry experts, which point to the importance of Agile in silo breakdown, quicker decision-making, and overall flexibility in industries, such as IT, construction, and manufacturing. Nevertheless, organizational culture and size moderates the benefits, hence supporting environments and change management strategies are essential in order to maximize the results. Finally, Agile is not only a project management decision but also a strategic necessity to create resilient, innovative organizations that can survive in a volatile environment. The future studies need to examine long-term effects and combination paradigms in order to improve the use of Agile in the conventional sector.

Limitations of the Study

- Although it has been contributed to, this study has a number of limitations. To start with, the study mainly use literature synthesis and secondary data, which can reduce the chances of obtaining current organizational dynamics and situational nuances. The generalizability of the results is empirical because there was no primary data that was taken on a wide variety of industries (Ngereja & Jorgensen, 2025).
- Second, although the research incorporates several Agile practices, it fails to consider the industry-specific differences that can impact the correlation between the adoption of Agile and the flexibility of an organization. Some of these practices can be more successful in software development than in manufacturing or service industries (Leech & Hanslo, 2025).
- Third, the process of organizational flexibility measurement was based on the reported results presented in the literature and it could be biased by the difference in the definitions, scales, and reporting habits. To add to the validity and reliability of the study, future research may utilize standardized measures and longitudinal designs (Ponto, 2015).
- the contextual drivers including the organizational culture, leadership approach and external market instability were not profoundly studied. These considerations may be able to soften the performance of the Agile practices, and their absence restricts the explanative capacity of the work (Daraojimba et al., 2024).

9. Recommendations.

- Primary Data Collection: Future research needs to gather empirical evidence of various industries as a part of a standardized questionnaire to confirm synthesized results and improve the generalization (Ngereja and Jorgensen, 2025).
- Longitudinal Studies: To analyze the impact of Agile practices on the organizational flexibility in the long-term and the ability to adjust to different environmental factors, it might be a good idea to implement longitudinal research designs (Leech and Hanslo, 2025).

- Industry-Specific Analyses: Research in various industries to find out which Agile practices apply best to increase flexibility to specific contexts including healthcare, finance or manufacturing (Daraojimba et al., 2024).
- Moderating Factors: Moderating factors include organizational culture, leadership style, team composition, and external market pressures, and future research needs to examine the connection between these moderating factors and Agile practices and flexibility (Ngereja and Jorgensen, 2025).
- Mixed-Methods Approaches: Mixed-methods designs can be used to get both quantitative and qualitative information and offer a more detailed picture of how Agile practices can influence the flexibility of organizations (Ponto, 2015).
- Solving these recommendations will help future research to be more based on theory, offer stronger empirical results, and inspire practical suggestions to managers and companies aiming to use Agile practices to become more flexible.

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