

ISM RDP

The **Research Development Program** was organized by **SJRIC** on **23rd September 2025** through the Zoom platform, from **11:00 AM to 1:00 PM**. The program was coordinated by **Dr. Sayantani Banerjee**, with support from **Dr. Amudhan**. The session was designed for research scholars and faculty members, and a total of **19 participants** actively took part in the event.

The objective of the program was to acquaint scholars with new research methodologies, specifically **Interpretive Structural Modeling (ISM)** and **Total Interpretive Structural Modeling (TISM)**. These tools are highly effective in identifying and structuring hierarchical relationships between variables, and participants were guided on their direct application in thesis writing and academic research.

The resource person for the session was **Dr. Shikha Daga, Associate Professor, PGDAV College, University of Delhi**, who delivered an insightful talk on the topic “*Multi-Criteria Decision Analysis using ISM.*” Dr. Shikha began by introducing the concepts of ISM and TISM, explaining how they help in distinguishing between driving and dependent factors in a research framework. She emphasized their growing importance, particularly in research areas such as **ESG adoption**, where established theories are still evolving.

Dr. Shikha elaborated on the **step-by-step process of ISM/TISM**, including matrix completion using expert opinions (VAXO matrix), reachability matrix preparation, and the transformation of initial matrices into final ones by considering both direct and indirect relationships. She explained how to calculate the **driving and dependence power of variables**, which ultimately helps in building hierarchical models.

A special feature of the session was the **demonstration of Smart ISM software**, a free digital tool designed to assist in conducting TISM analysis. Dr. Shikha showed participants how the software allows easy input of expert data and automatically generates results. However, she cautioned against over-reliance on the software outputs and stressed the need for manual validation and custom diagram creation for academic publications.

Further, she provided valuable **guidance on TISM-MICMAC analysis**, highlighting its importance in research papers and dissertations. She suggested that scholars prepare structured questionnaires, preferably with binary yes/no responses, and in some cases a 1–5 scale, to capture expert inputs. She also encouraged participants to conduct pilot studies, involve experienced experts, and explore **new research variables** rather than replicating existing work. Additionally, she introduced **DEMATEL** as an alternative technique for cause-and-effect analysis.

The session was highly engaging and interactive, equipping participants with both theoretical insights and practical exposure to ISM and TISM. Participants gained a clear understanding of how these methods can enhance the quality and depth of their research work, particularly in areas requiring multi-criteria decision-making.

The program concluded on a positive note, with participants expressing their appreciation for the session and its relevance to their ongoing research.

The total expenditure for organising the event was **Rs. 4,000**.