



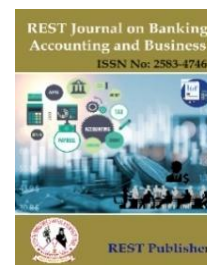
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Enhancing Business Management Decisions with COPRAS: A Roundtable Evaluation of Farouche

*¹Bandna Khare, ²Vijay Kumar

¹JNCT Professional University, Bhopal, Madhya Pradesh, India.

²Oriental College of Technology, Bhopal, Madhya Pradesh, India.

*Corresponding Author Email: khare50bandna@gmail.com

Abstract: Business management refers to the systematic planning, organizing, directing, and controlling of an organization's resources—human capital, finance, operations, and information—to achieve defined goals efficiently and effectively. It is a key function in both small and large organizations, helping organizations adapt, grow, and remain competitive in changing markets. A well-structured business management approach includes key areas such as strategic planning, leadership, decision-making, innovation, and performance monitoring. Managers are responsible for coordinating different departments, aligning efforts with the organization's vision, and implementing policies that improve productivity and customer satisfaction. They also play a key role in risk management, financial oversight, and motivating teams to achieve goals. In today's dynamic environment, effective business management must embrace technological advances, sustainability, and global trends. It also involves fostering adaptability and continuous improvement in response to market needs and organizational challenges. This summary highlights the importance of business management as a discipline that integrates various functions to lead organizations toward success. Whether through innovation, resource optimization, or strategic execution, strong management practices are essential for long-term sustainability and growth. **Research Significance:** Understanding prudential behavior in banking is crucial for anticipating financial instability and guiding regulatory policies. This research is important as it highlights how banks' responses to liquidity and credit constraints can lead to systemic imbalances, particularly in interbank markets. By using Gray Relational Analysis (GRA), this study provides a comparative assessment of several banks based on financial indicators such as liquidity, capital adequacy, operational risk, and debt ratio. The findings have policy relevance, particularly for emerging markets and crisis-prone economies, providing strategies to improve bank stability and the efficiency of money transfer mechanisms under varying economic conditions. **Mythology:** Alternative: Internal, Improving, Increasing, Combining, Integrated. **Evaluation Parameters:** very high, high, very low, low. **Result:** The results indicate that internal achieved the highest rank, while increasing the lowest rank being attained. **Conclusion:** "The value of the dataset for business management, according to the COPRAS relational analysis Method, Bank B achieves the highest ranking."

Key Words: Leadership, Schedule, Planning, Organizer, Kurdish, Control, Resources, Decision-Making

1. INTRODUCTION

In light of the previously discussed points that underscore the relevance of this topic, we invited authors to submit original research papers that provide innovative ideas, models, and techniques aimed at streamlining the complex processes of business information management and improving decision-making. After a thorough review process, submissions selected by the reviewers and editors were approved. The next section provides an overview of how the published papers contribute to the objectives of this special issue, in particular the proposed decision-making methods. [1] Improving business efficiency by optimizing costs and utilizing all resources economically has become essential for organizations that want to establish a solid foundation for effective management. In today's highly competitive global marketplace, managing logistics operations, especially those involving financial flows, is becoming increasingly challenging. [2] Decision-making is another important component in managing organizational performance. Sophisticated decision-making methods generate a list of prioritized alternatives, based

on criteria set by top-level executives, to effectively address specific problems.[3] We propose a comprehensive access control approach that enables data owners to read and write information, while also supporting system-wide encryption operations. This robust framework allows for dynamic role assignment and further enhances the role-based access control model. [4] These needs are addressed by reducing the performance gaps caused by interdependencies and feedback issues between various dimensions and criteria. This helps in achieving the desired goals and increases customer satisfaction, ultimately contributing to true happiness. Since the success of an online store relies heavily on strong management and accurate marketing efforts, it is very important for e-store managers to effectively manage business operations and marketing strategies.[5] Previous research has primarily focused on the economic performance of suppliers, often ignoring environmental performance and giving limited attention to environmental considerations in supplier selection studies. However, increasing environmental degradation has forced both the public and private sectors to give greater priority to sustainability and environmental concerns. [6] The results of this study revealed that service organizations implemented total quality management practices, particularly those related to quality performance and process management, at lower levels compared to manufacturing organizations. In addition, no significant differences were found between the two sectors in some TQM practices, including customer focus, human resources, and leadership. [7] This study seeks to develop an effective sports center management strategy using indicators derived from relevant literature and expert studies. The analysis of these indicators combines both qualitative and quantitative data. [8] Over the past two decades, the evolution of information technology has been marked by a series of beneficial but short-term developments. However, an alternative perspective suggests that information technology has had a transformative and lasting impact, particularly in the field of Internet communications. This transformation has significantly improved the potential for development in various areas, including telecommunications (telephone and telegraph), digital devices (smartphones, iPhones, and iPods), cloud computing, business operations, the economy, social structures, and government operations. [9] The candidate acquisition process can occur through two main approaches: internal recruitment and external recruitment. Internal recruitment involves filling a vacancy by selecting candidates from within the organization who have the skills and abilities required for that position. In contrast, external recruitment involves hiring individuals from outside the organization to fill the vacant position. [10] In today's era of globalization and economic growth, corporate governance plays a key role in achieving sustainable development. Vietnam is following this global trend, especially by implementing corporate governance practices to support sustainability goals. As state-owned enterprises (SOEs) expand in size and influence, effective corporate governance has become a key driver for promoting sustainable development in Vietnam. [11] Measuring the impact of corporate governance on the environment, society and economy remains a significant challenge and requires a thorough investigation. In conclusion, further research is needed to understand the relationship between corporate governance and sustainable development and to develop clear methods for assessing and evaluating performance in this area. Addressing these issues is crucial to guiding the future sustainable development of business organizations. [12] New priorities have emerged for management theory and practice, creating a greater need for expatriates to undertake international assignments and operate within diverse cultural environments. It is noteworthy that organizational strategy can be significantly improved by using strategic planning tools, expanding the dimensions that characterize different types of entrepreneurs, and combining these elements into a unified framework. [13] Financial performance is a key component of organizational performance and is traditionally expected to be positive. Since profit is the primary objective for many organizations, it is crucial to accurately assess financial performance. Financial performance indicators serve as a reflection of a company's competitiveness and therefore should be carefully selected during the evaluation process.[14] To achieve sustainability management, companies use reliable decision-making tools that facilitate their change efforts, such as developing sustainable materials, products, and processes. Incorporating social, ethical, and environmental assessments into the supplier selection process is essential to ensure responsible sourcing decisions. [15] To improve sustainability management, companies rely on robust decision-making tools to guide their transformation efforts, which include developing sustainable materials, products, and processes. [16] Risks can affect the actual performance of the criteria, making it more likely that significant deviations from expected results will occur. By including risk factors in the estimates in advance, the chances of such deviations can be reduced.[17] To effectively implement sustainability management, organizations use reliable decision-making tools to support their transformation efforts, such as developing sustainable materials, products, and processes. When selecting suppliers, integrating social, ethical, and environmental assessments is crucial to making responsible sourcing decisions. [18] A useful tool for businesses to assess and select sustainable suppliers is the Triple Bottom Line (TBL) framework. This accounting approach assesses performance across three key dimensions: social, environmental, and financial. TBL-based reporting can play a key role in advancing sustainability objectives. [19] Given the critical role of strategic planning in business organizations and its impact on

establishing competitive advantage, it is essential to adopt an integrated approach that navigates the complexities and dynamics of the competitive business environment. [20]

2. MATERIAL METHOD

Business management refers to the structured coordination and management of business activities aimed at achieving organizational goals efficiently and effectively. The material aspect of business management includes the physical and financial resources used by an organization, such as capital, equipment, technology, and human resources. These materials form the foundation upon which strategies and operations are implemented. The method component includes the systematic processes, planning techniques, and decision-making models that guide the use of these resources. These include strategic planning, leadership styles, organizational structures, communication systems, performance monitoring, and continuous improvement practices. Managers use these methods to improve productivity, ensure quality control, allocate resources wisely, and maintain a competitive edge in the marketplace. In today's dynamic business environment, effective business management must integrate adaptability and innovation into its methods, while aligning material use with broader goals such as sustainability and social responsibility. As businesses face increasing global competition and technological advancement, the relationship between materials (resources) and methods (management practices) becomes increasingly important in achieving long-term success. In short, business management is the combination of tangible assets and structured processes that drive an organization toward its objectives while facing external challenges.

COPRAS Method: The innovative aspect of this study lies in the development of new performance indicators within Total Production Maintenance (TPM) and their evaluation using the fuzzy COPRAS method. Unlike traditional approaches, this method avoids the fuzzy hierarchy to prevent any information loss. All calculations in the proposed fuzzy COPRAS approach are carried out using fuzzy arithmetic principles. [1] This study introduces a comprehensive model for evaluating and selecting organizational strategies, taking into account the limitations of available resources. To develop this model, the gray COPRAS method is first used to evaluate strategies under uncertain conditions. Subsequently, based on the results of the COPRAS-G approach, a mixed-integer multi-objective linear programming model is developed. This model aims to optimize the strategy selection process by considering factors such as time, cost, structural constraints, and organizational policies.[2] Choosing the right financial institutions to obtain financing is becoming increasingly important for businesses. During this process, many interrelated factors must be carefully evaluated. Since this problem involves many considerations, it is recognized as a complex decision-making issue. The long-term sustainability of a company's operations is closely tied to the sustainability of its financial situation. Therefore, making the right decisions when choosing financial partners is crucial to ensuring financial stability and supporting the continuity of business operations. [3] To effectively implement Business Process Management (BPM) and maintain sustainable growth in the tourism industry, it is essential for all stakeholders to have a clear understanding of customer needs and feedback. By analyzing this input, both travel agencies and hotels can improve their performance by refining their operational strategies from an individual perspective [4]. The central assumption of this study is that continuous analysis using a multi-criteria approach, based on an accurate understanding of the current situation, is essential for driving progress. This includes implementing appropriate measures in the future and improving trade performance, with particular emphasis on the Serbian context. [5] This assessment is primarily based on financial stress, examined from both external and internal perspectives of the company. With a wide range of data collected, various criteria are used to assess supplier performance across multiple dimensions. [6] The focus of this research is a company that manufactures pre-insulated pipes and relies on steel procurement. To evaluate suppliers, this study uses a combination of multi-criteria analysis methods. Analytical Hierarchy Process (AHP) is used to determine the importance of each criterion by making pairwise comparisons using Sati's scale. Meanwhile, COPRAS method is used to rank supplier alternatives. [7] A construction project manager plays a vital role in the overall construction process. Since there is a high level of risk involved in construction activities, the success of a project depends heavily on the selection of a competent project manager. Their leadership and decisions have a significant impact on the progress and outcome of the project. [8] Considering that choosing the most appropriate maintenance strategy for different types of equipment is an important decision for managers, this topic has attracted significant attention in numerous research studies. [9] As globalization has increased global trade, companies and countries are competing to gain competitiveness. This competition has increased the importance of each function in the supply chain. Logistics, which is a key component of the supply chain, provides a strategic opportunity for businesses and countries to create competitive advantages. In this context, logistics activities have significant potential to improve corporate profitability and the overall economy of a country. [10]

4. ANALYSIS AND DISSUCTION

TABLE1. DATASET

	Very high	High	Very low	low
Internal	0.10000	0.08000	0.05000	0.05000
improving	0.08000	0.08000	0.06000	0.07000
Increasing	0.08000	0.03000	0.08000	0.07000
combining	0.06000	0.05000	0.05000	0.05000
integrated	0.08000	0.05000	0.05000	0.04000

The dataset provides a set of values spread across four categories: very high, high, very low, and low. Each row represents a different factor, with the corresponding numerical values indicating the magnitude or intensity of each factor within the respective category. The factors listed include internal, enhancing, increasing, combining, and integrating. For the “internal” factor, the highest value is found at 0.10000 under the “very high” category, indicating a strong internal influence or presence in this range. The values then gradually decrease in the high (0.08000), very low (0.05000), and low (0.05000) categories. “Improving” shows a fairly stable value in the very high and high categories (each 0.08000), with a slight decrease in the very low (0.06000), and a slight increase in the low (0.07000). This indicates a relatively stable performance or effect across different levels. The “increasing” factor has moderate values in the highest (0.08000) and lowest (0.07000) categories, but decreases significantly in the highest (0.03000), indicating fluctuations in its impact depending on the category. Both the “integrating” and “integrated” factors show small values in all categories, generally ranging from 0.04000 to 0.08000, indicating a very moderate or limited influence in these contexts. Overall, the data reflect varying degrees of intensity for the different factors across the four classification levels, highlighting areas of strong or weak presence.

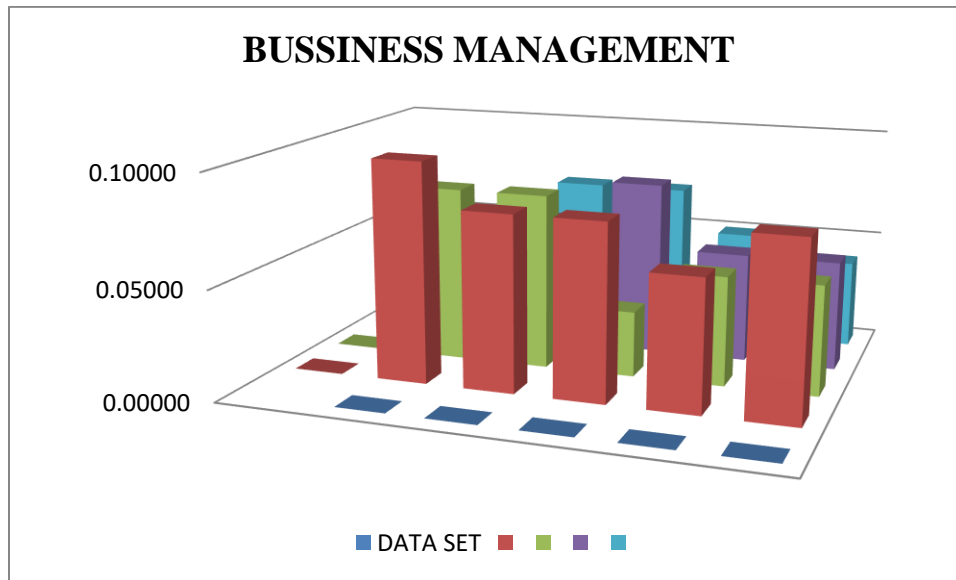


FIGURE1. Business management

The 3D column chart shown represents multiple values in a data set divided into multiple categories, although without specific title and axis labels. Each group of vertical bars, displayed in blue, orange, gray, and yellow, corresponds to a different criterion or variable that is being compared on a consistent scale. The orange bars appear to dominate most categories, indicating that this particular data dimension consistently has the highest values across the board. This may indicate a leading factor or a strong performance trend. The gray and yellow bars generally follow with moderate elevations, indicating a consistent but less dominant contribution in each category. The blue bars, which represent the “data set” according to the legend – are nearly flat or at zero across all categories. This may indicate a placeholder, underlying, or non-contributing factor in this estimate the vertical scale ranges up to 0.10, showing relatively small but distinct differences in the value of each dataset. This chart can be part of a weighted analysis, a normalized scoring system, or a multi-criteria decision matrix. Overall, the visual method

highlights which elements contribute the most and least in each category, even without labels - ideal for comparing performance, importance, or influence across multiple variables.

TABLE2. Normalized Data

	Very high	High	Very low	low
Internal	0.2500	0.2759	0.1724	0.1786
improving	0.2000	0.2759	0.2069	0.2500
Increasing	0.2000	0.1034	0.2759	0.2500
combining	0.1500	0.1724	0.1724	0.1786
integrated	0.2000	0.1724	0.1724	0.1429

The normalized data reflects how different strategic aspects perform at different levels of intensity. The “internal” aspect shows a strong correlation between “high” (0.2759) and “very high” (0.2500), which generally indicates a strong internal focus or capability. In contrast, its values are slightly lower under “very low” (0.1724) and “low” (0.1786), which is consistent but indicates slightly less importance at lower levels. For “improvement”, the highest values are also in the “high” (0.2759) and “low” (0.2500) categories. This may indicate a balanced concept – companies are actively improving, but this effort varies in intensity. The “Increasing” category shows a significant concentration at the lower end, especially at “Very Low” (0.2759) and “Low” (0.2500), which indicates that incremental efforts or resources may be scarce or uneven. The “Integration” factor maintains consistency with similar values at all levels, indicating moderate and consistent integration of multiple components. Finally, “Integrated” shows a slightly higher concentration at the “Very High” (0.2000) level, but the distribution is overall more balanced. These data indicate that while internal strength and progress are recognized, efforts to increase capacity may need more attention. There is consistency in integration, but further development would benefit the organizational strategy.

TABLE 3. Weight

	Weight			
Internal	0.25	0.25	0.25	0.25
improving	0.25	0.25	0.25	0.25
Increasing	0.25	0.25	0.25	0.25
combining	0.25	0.25	0.25	0.25
integrated	0.25	0.25	0.25	0.25

The weighting data illustrates an equal distribution of importance across all variables across four levels or categories – internal, development, improvement, integration and integrated. Each dimension is assigned a uniform weight of 0.25, indicating that all components are considered equally important in the overall assessment or decision-making framework. This equal weighting reflects a holistic approach to analysis or strategic planning, in which no single factor is given priority over the others. Whether it is strengthening internal processes, continuous improvement, improving operations, integrating systems or combining efforts, all components are considered equally important in achieving organizational goals. Such an equal distribution is often used in models where fairness and impartiality are essential, ensuring that each factor has the same degree of influence on the outcome. This approach avoids bias towards any particular area and allows for more objective assessments. In practical terms, this weighting suggests that decisions, assessments or recommendations should consider all five dimensions equally. For organizations, it can guide resource allocation, focus, and strategic development, ensuring that no critical area is overlooked or underestimated. Ultimately, equal weighting promotes a balanced and integrated approach to performance and growth.

TABLE 4. Weighted Normalized Decision Matrix

Internal	0.07	0.04	0.04	0.04
improving	0.07	0.05	0.06	0.04
Increasing	0.03	0.07	0.06	0.07
combining	0.04	0.04	0.04	0.04
integrated	0.04	0.04	0.04	0.04

The weighted normalized decision matrix provides a refined assessment of five factors across three decision alternatives or scenarios – internal, improvement, increase, and integration and integrated. Each value represents a

weighted score that combines the importance of each factor (according to the previous weights) with its normalized performance. The “internal” factor shows a moderate score in the first category (0.07) but low weights in the other two (0.04 each), indicating that it is more important or performs better in the first scenario. “Improvement” shows consistent strength, especially in the second (0.05) and third (0.06) categories, indicating consistent and consistent improvement efforts across different scenarios. “Increase” stands out with its highest weight (0.07) in the second category, indicating a strong focus on growth or expansion in that particular scenario. Meanwhile, both “coordination” and “integrated” show stable scores (0.04 across all categories), reflecting the stable but moderate importance of coordination and system integration. Overall, this matrix helps decision makers identify where each factor has the most impact and allows for more strategic comparisons between alternatives. It supports balanced decision-making by showing not only performance, but also how much influence each factor should have on the final choice.

TABLE 5. BI, CI,

	Bi	Ci	Min(Ci)/Ci
Internal	0.131	0.088	0.8982
improving	0.119	0.114	0.6900
Increasing	0.076	0.131	0.5995
combining	0.081	0.088	0.8982
integrated	0.093	0.079	1.0000

This table presents three key metrics - Bi (positive ideal solution), Ci (negative ideal solution), and Min(Ci)/Ci (closeness to ideal) - for five criteria: internal, optimization, augmentation, integration, and combined. These values are commonly used in decision-making methods such as TOPSIS to rank alternatives based on how close they are to the best option. The "Integrated" criterion stands out with the highest relative closeness value of 1.0000, indicating that it is the most optimal choice of all the criteria. This indicates that the integration processes are highly aligned with the two best goals and are less affected by negative factors. Both "internal" and "combining" share a strong closeness score of 0.8982, indicating that these areas also perform well and are close to the best performance level. “Improvement” shows a moderate score (0.6900), indicating that while improvement efforts are evident, there is room for growth to achieve optimal conditions. “Increasing” has the lowest relative closeness (0.5995), which highlights it as a weak performer in this analysis and an area that needs more attention or support. Overall, this matrix helps prioritize areas for strategic improvement based on how closely each aligns with the best performance outcomes.

TABLE 6. RANK

	Qi	Ui	Rank
INTERINAL	0.241	100.0000	1
improving	0.203	84.2659	3
INCREASING	0.149	61.8213	5
combining	0.191	78.9288	4
integrated	0.215	89.2657	2

This table provides a final ranking of five key criteria – internal, improving, increasing, integrating and integrated – based on two outcome scores: Qi (a composite performance score) and Ui (a normalized usability index out of 100). These values reflect each factor’s contribution to overall performance and decision-making objectives. The “internal” factor ranks first with the highest Qi (0.241) and a perfect Ui score of 100.0000, indicating that it is the most influential and best performing criterion in this assessment. It represents a strong area of organizational capability or effectiveness. “Integrated” ranks second with a Qi of 0.215 and a Ui of 89.2657, indicating a strong performance and that the integration efforts are well aligned with the organization’s goals. “Improvement” ranks third (Ui = 84.2659), reflecting steady progress but slightly behind the top two in terms of performance. “Integration” ranks fourth (Ui = 78.9288), indicating moderate influence and potential for improvement. “Increase” ranks last (Qi = 0.149; Ui = 61.8213), highlighting that it is the least effective of the assessed criteria. This area may require strategic focus and resource allocation to improve future outcomes.

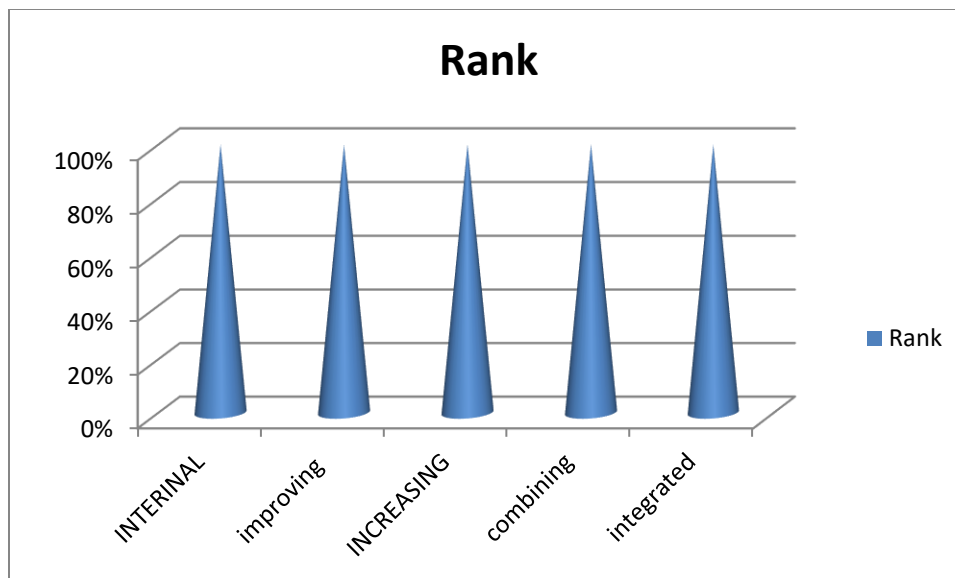


FIGURE 2. RANK

The cone chart, labeled “Ranking,” displays the performance rankings of five strategic factors: Internal, Enhance, Augment, Merge, and Integrated. The height of each cone reflects the relative ranking or performance of each factor based on previously calculated data (perhaps using a decision matrix or scoring model such as Q_i and U_i values). Internal stands out as the highest ranked factor, represented by the tallest cone reaching 100%. This indicates that it is the most influential and strongest area in terms of performance or contribution. integrated and Enhance also show high cones, indicating that they are performing well and are important but slightly less dominant than Internal. Enhance and Merge Integrated have moderate performance and could benefit from focused improvement. Augmentation shows a short cone, highlighting it as the lowest ranked factor of the five factors. This suggests that it may be less effective or less impactful in the current environment, and may require more focus or strategic reinforcement. Overall, the chart emphasizes internal processes as a key strength, while increasing capabilities appears to be a weak point that warrants further improvement. The graphical format effectively supports data-driven decision-making by highlighting priority areas.

5. CONCLUSION

Business management refers to the process of organizing, planning, directing, and controlling resources, such as people, finances, and operations, within an organization to achieve specific goals. It involves developing strategies, setting objectives, and making informed decisions that contribute to the growth and sustainability of an organization. Effective management ensures that all parts of the business work together efficiently, improving productivity, customer satisfaction, and overall performance. A business manager must have a deep understanding of various departments, such as marketing, finance, operations, and human resources. They coordinate activities in these departments, align them with the organization’s purpose, and adapt strategies based on market trends or internal challenges. In today’s dynamic environment, good business management requires strong leadership, problem-solving skills, and effective communication skills. For a consulting firm, business management helps identify areas for improvement, streamline operations, and guide strategic planning. Consultants analyze current practices, provide customized solutions, and support the implementation of new systems to increase efficiency and competitiveness. Overall, business management plays a key role in guiding an organization towards success by optimizing resources and aligning efforts with long-term objectives.

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