

# DESIGNING CONSISTENT STRUCTURAL ANALYSIS SCENARIOS

Wieland Biedermann<sup>1</sup> and Udo Lindemann<sup>1</sup>

<sup>1</sup>Technische Universität München

## ABSTRACT

Companies face challenges due to rising complexity through shorter market lifecycles, manifold costumer requirements, additional solutions options and discipline-spanning cooperation. Efficient tools for analyzing and assessing solutions and processes are necessary during the development. Structural considerations are an established approach, which can be used in early phases of the innovation process. Manifold structural analysis criteria such as cycles and clusters are applicable in complexity management. The criteria are interconnected. Their interrelations cause redundant analyses. Developers must choose appropriate criteria combinations to gain significant results efficiently. Researchers have to develop consistent, non-redundant structural analysis scenarios. In this paper we present a model of the interrelations of structural analysis criteria. We propose a procedure for the development of structural analysis scenarios and show its application in one case study. Researchers get a tool for the systematic creation of structural analysis scenarios. Industrial applicators get efficient tools for structural complexity management.

*Keywords: Structural complexity management, graph theory, structural analysis, design structure matrix, multiple-domain matrix* 

## **1 INTRODUCTION**

Companies face challenges due to rising external complexity in engineering design. Reasons are shorter product life cycles, manifold costumer requirements, more solution options due to technological advances and combinations of products and services. Companies react by offering more products and introducing discipline-spanning collaboration. This increases internal complexity. If complexity is not managed successfully it leads to longer development times, cost overruns and wrong decisions with highly detrimental and long-term consequences [1-3].

Structural considerations are an established approach to manage complexity. One of the most used methods in engineering design is the design structure matrix (DSM) [4]. It has been applied to products, organizations, processes and parameters [5]. Its analytical capabilities have been supplemented by graph theory [1] and network analysis [6]. Its modeling capabilities have supplemented by the domain mapping matrix [7] and the multiple-domain matrix [1]. Maurer has proposed a structural approach to deal with complexity in technical systems [1,2].

Manifold structural analysis criteria have been proposed in complex systems research. They are from graph theory [8], network analysis [9], matrix theory [2] and motif analysis [10]. The criteria comprise properties of entire structures like planarity or connectedness, subsets of structures like cycles or clusters, metrics like degree or relational density and visualizations like matrices, graphs or portfolios. Maurer [1] and Kreimeyer [3] have proposed collections of structural criteria. Especially, the introduction of motif analysis has led to an almost infinite variety of structural criteria. The need for careful selection of analysis criteria arises. Developers must choose appropriate criteria combinations to gain significant results efficiently. Kreimeyer sets up a collection of about 50 metrics to evaluate engineering design processes which he models from six viewpoints. Kreimeyer has used an approach based on the goal-question-matrix to guide applicators in choosing the right criterion [3]. His approach neglects the internal dependencies of the criteria. Therefore, many criteria are redundant in at least one view. However, they are consistent as the complete set of metrics has been thoroughly discussed in workshops. This approach to consistency checks is rather tedious and still produces redundant criteria. A more efficient approach is needed which produces non-redundant analysis scenarios.

Researchers have to develop consistent, non-redundant structural analysis scenarios. The scenarios describe how and for which purpose structural criteria are applied. They may comprise multiple steps

of refinement of the analysis results. They tell applicators which criteria can be used at the same time to produce non-redundant results.

Following research questions are addressed in this paper:

- How can consistent structural analysis scenarios be developed?
- How do structural criteria interdepend?
- Which criteria are unique in terms of significance?
- Which criteria refine others?

In this paper we present a model of the interrelations of structural analysis criteria. We propose a procedure for the development of structural analysis scenarios and show its application in one case study. We show how the model can be used for systematic consistency checks and for deriving non-redundant analysis scenarios. Figure 1 shows the context of this work in structural complexity management. The focus is structural analysis. We do not address the applicability of structural criteria (see [11] for a detailed treatise). We focus on the combination of structural analysis criteria.



Figure 1: Integration of this work into the general structural complexity management process (based on [1])

The paper is structural as follows. In the next section we present a collection of structural criteria and their interdependencies. In section 3 we describe a procedure to design consistent structural analysis scenarios. In section 4 a case study dealing with networked requirements is presented. In section 5 and 6 the results are discussed and conclusions for structural complexity management are drawn.



Figure 2: Classes of structural criteria, their definition processes and their representations (partially based on [3])

## 2 STRUCTURAL CRITERIA AND THEIR RELATIONS

In this section we present the model of the relations among structural criteria. First, we introduce the taxonomy of the criteria. Then, we present the meta-model of the relations. Finally, we present the model itself.

## 2.1 Taxonomy of structural criteria

Figure 2 shows the classes of the structural criteria. We follow loosely the taxonomies proposed in [1] and [3]. The root criterion is the model of the system structure. Properties and subsets are derived by graph-theoretic algorithms. The subsets subdivide into node- and edge-induced subgraphs and node and edge sets. Subgraphs are partial graphs of the complete structure. They differ in the carrier of information. In edge-induced subgraphs knowing the edges suffices to reconstruct the whole subgraph including its nodes. The node and edge sets do not include edges or nodes respectively. The primary metrics are derived from the subsets by counting the nodes or edges in the subset or by counting how often a node or edge occurs in a type of subset. The secondary metrics are combinations of primary metrics. One way to derive them is to compute mean or extreme values of primary metrics. Another way to derive them is combination by algebraic operations. The criteria are visualized by matrices, graphs, diagrams and lists. In the remaining paper we omit visualizations.

Table 1 shows the taxonomy of structural criteria we use in this paper. It is not exhaustive but easily extensible. We focus on criteria originating in graph theory and network theory. The taxonomy does not contain most of the metrics discussed in [3] as many of them require parameterized or labeled graphs. It does not contain criteria introduced by motif analysis. The definitions of the criteria are available in [1-3,8]

Main category	Sub-category	Structural criteria and references
Sub-sets	Node sets	independent set, vertex cover, adjacency set, active adjacency
		set, passive adjacency set, reachable set ,active reachable set,
		passive reachable set, separating set
	Edge sets	feedback arc set, edge cover, incidence set, active incidence
		set, passive incidence set, cut set
	Node-induced	connected component, strong component, k-connected
	subgraphs	component, block, clique, biclique, start node, end node, leaf
		node, transit node, articulation node, isolated node
	Edge-induced	open sequence, closed sequence, path, shortest path, cycle,
	subgraphs	triangle, elementary cycles, tree, spanning tree, bridge edge
Primary metrics	Number of	Order, order of clique, order of separating set, order of
	nodes	independent set, order of vertex cover, degree, active degree,
		passive degree, reachability, active reachability, passive
		reachability
	Number of	Size, size of cut set, size of edge cover, distance, path length,
	edges	cycle length
	Occurrence of	No. of cycles per node, no. of cliques per node, no. of
	nodes	triangles per node, no of shortest paths per node
	Occurrence of	number of cycles per edge, number of cliques per edge
	edges	
Secondary	Graph metrics	average path length, average degree, relational density,
metrics		diameter, girth, cyclomatic number, vertex connectivity, edge
		connectivity, independence number, clique number, vertex
		covering number, edge covering number, degree distribution
	Node metrics	degree centrality, betweenness centrality, closeness
		centrality, snowball factor, forerun factor, clustering
		coefficient, activity, criticality
	Edge metrics	Karatkevich number

Table 1: Taxonomy of structural criteria (partially based on [1] and [3])

## 2.2 Taxonomy of relations among structural criteria

The types of relationship were derived from the description of the criteria and the model shown in figure 2. We differentiate three types: inheritance, composition and derivation. Inheritance and composition only occur among subsets and the structural model. Inheritance means that one criterion is the parent of the other. The child criterion has all properties of the parent and may have additional constraints and properties. Our model allows for multiple parents. Composition means that one criterion criterion. The part criterion has more constraints. Our model allows for multiple parents. Derivation occurs between subsets and primary metrics, between primary and secondary metrics and among secondary metrics. Derivation means that one criterion is used to compute the other. Our model allows for multiple derivation paths but not for their distinction. Table 2 shows the taxonomy of relations among structural criteria.

Relation	Definition	Example
Inheritance	One criterion is a more specific kind of	Each triangle is a clique consisting of three
	the other	nodes.
Composition	One criterion is a subset of the other.	Each cycle is part of one strong component.
Derivation	One criterion is used to derive or	The degree is derived from the incidence set
	compute the other.	of a node.

Table 2: Taxonomy of relations among structural criteria

The taxonomy is incomplete as it omits relations which result from the type of model and the application context. This includes coexistence, correlation and exclusion relations.

## 2.3 Model of structural criteria and their relations

Figure 3 and figure 4 show the complete model of interdependencies among the criteria listed in table 1. Figure 3 shows the inheritance relations. Figure 4 shows the composition and derivation relations. The figures show the direct relations. We omit indirect relations for the sake of simplicity. The inheritance and composition relations are transitive. For example isolated nodes inherit all properties of leaf nodes, block and k-connected components.



Figure 3: Network of the inheritance relations of the structural criteria

The four inheritance relations of the isolated nodes result from the rigorous interpretation of the criteria definitions. In practice they do not play a prominent role. The exposed position of the connected components in the composition network results from the fact, that most subset definitions require connected graphs as reference system. The prominent positions of degree and order in the derivation network result from the wide application as reference and/or norming metric.

## **3 DESIGN OF STRUCTURAL ANALYSIS SCENARIOS**

In this section we present the theoretical foundations of our approach and a procedure to create structural analysis scenarios.

## 3.1 Implications of the relations among structural criteria for their significance

The relations shown in table 2 imply constraints for significances of the connected structural criteria. Figure 5 shows the rationale of the constraints. If one criterion is a subset of the other its significance

must be more specific and contribute to the significance of the composition criterion. If one criterion is a child of the other its significance must be same but may contain more specific aspects. If one criterion is derived from the other its significance must be more general and may highlight partial aspects. Table 3 shows the implications for the three relations in our model.



Figure 4: Networks of the composition a) and derivation b) relations of the structural criteria



Figure 5: Applications of the network of structural criteria

Table 3: Implications of the relations among structural criteria

Relation	Implication
Inheritance	The child criterion has the same significance as its parent. As the
	child is more specific and fulfills more conditions its significance
	may be a special case of the parent's.
Composition	The significance of the composition criterion is an aggregation of
	the significance of its parts. The significances must not contradict
	each other. Part criteria of the same composition may not be
	related.
Derivation	The derived criterion is either a property of a subset of the network
	or an aggregation of metrics. Its significance is more general than
	the original criterion's or highlights the original's significance
	partially.

## 3.2 Procedure to design structural analysis scenarios

Based on the rationale shown in figure 5 we propose a procedure for designing consistent structural analysis scenarios. They depend on the analysis context and the structural model. The analysis context defines the scope and aim of the analysis. The structural model defines the types of elements and relations. Together, they impose requirements for the applicability of structural criteria (see [11] for a detailed treatise). The requirements reduce the totality of the criteria to applicable ones. By considering their interdependencies the applicable criteria can be reduced and structured to form analysis scenarios. For each combination of analysis context and structural model a new analysis scenario has to be designed. The proposed procedure is shown in figure 6.



Figure 6: Procedure to define consistent, non-redundant structural analysis scenarios

**Determine applicable criteria** – As shown in [11] the criteria have to fulfill three criteria: computability, distribution and significance. Computability and distribution impose hardly any limitations. Significance is hard to test and quantify [11]. This step results in a list of potential criteria for the scenario.

**Identify interdependent criteria** – The interdependency model is reduced to the applicable criteria. All relations in the reduced model have to be for consistency and redundancy. This step results in list of pairs of criteria which represent potential inconsistencies and redundancies.

**Check interdependent criteria for consistency** – Based on the constraints in table 3 the pairs are tested for consistency. Usually, the significances should be consistent. If they are not the applicability of the connected criteria has to be retested. If a test is not possible one or both criteria have to be omitted. This step results in a list of consistent criteria and a list of potential redundancies.

**Check interdependent criteria for redundancy** – The remaining pairs are tested for redundancy. The criteria are redundant if they have the same significance. If a pair is redundant one of the criteria can be omitted. Usually the more specific criteria should be omitted to avoid unnecessary computations. This step results in the final list of criteria for the scenario.

**Structure the criteria** – The criteria are assigned to the analysis aims base on their significance. One criterion may be assigned to multiple aims. The criteria in each group are ordered to form incremental steps of analysis. The ordering can be done by partitioning [4] the criteria network. The most general or most aggregated criteria are placed first. More specific criteria are assigned to subsequent analysis steps as they allow for in depth analysis if necessary. This step results in an ordered scenario.

**Document the scenario** – The documentation contains a description of all criteria including their significance and computation and the structure of the criteria.

The presented approach is straight forward as it guides the discussion about consistency and redundancy towards the criteria which interdepend. One critical step is to determine the applicability of the criteria. We omit the discussion of applicability for the sake of brevity and refer to [11] for a thorough discussion. All subsequent use the model of criteria interdependencies for consistency checks, redundancy checks and structuring of the critera.

## 4 A STRUCTURAL ANALYSIS SCENARIO FOR NETWORKED REQUIREMENT MODELS

We use the results of Eben and Lindemann [12] in this case study.



Figure 7: Structural analysis scenario for networked requirements

## 4.1 Applicable structural analysis criteria

Eben and Lindemann present a collection of 16 structural criteria to analyze requirement networks. The aims of the application are:

- Identification of independent groups of requirements
- Identification of potential conflicts among requirements
- Estimation of the potential impact of changing a requirement
- Prioritization of requirement

In the remaining section we omit all criteria which are not depended on other criteria for the sake of simplicity.

## 4.2 Interdependencies, consistency and redundancy

Table 4 shows the interdependencies of the criteria. Based on their significance the interdependencies are tested for consistency and redundancy. The test results are shown in table 4. All 13 pairs of criteria

are consistent. One pair is redundant. Four pairs are partially redundant. The remaining eight pairs are non-redundant.

Criterion with significance	Criterion with significance	Consistency			
		Redundancy			
Composition relations – first column comprises second column					
<b>Connected Component</b> – A subset	Clique – Requirements forming a	Consistent,			
having no influence on other subsets. It	clique may belong to the same class,	non-redundant			
can be regarded separately.	and be highly interdependent.				
	<b>Leaf node</b> – The requirement is	Consistent,			
	influenced by one other directly. Not	partially			
	necessarily the whole requirements	redundant			
	structure is affected.				
	Articulation node - It links subsets of	Consistent,			
	requirements. It may represent an	partially			
	interface or interaction in the system.	redundant			
	<b>Path</b> – Requirements connected via a	Consistent,			
	path to a requirement can be affected	non-redundant			
	by a change of the latter.				
	<b>Cycle</b> – Requirements connected in a	Consistent,			
	cycle might form a conflict.	non-redundant			
	<b>Tree</b> – Requirements of a lower	Consistent,			
	hierarchy level may inherit the priority	non-redundant			
	of higher level ones.				
Inheritance relations -	- first column inherits from second column	1			
<b>Isolated node</b> – The requirement can	<b>Connected Component</b> – A subset	Consistent,			
be regarded on its own.	having no influence on other subsets. It	redundant			
	can be regarded separately.	<u> </u>			
	<b>Clique</b> – Requirements forming a	Consistent,			
	clique may belong to the same class,	non-redundant			
	and be highly interdependent.	0			
	Articulation node - It links otherwise	Consistent,			
	independent subsets of requirements. It	non-redundant			
	intervention in the system				
Loofnodo. The meninement is	Interaction in the system.	Consistant			
influenced by one other directly. Not	clique may belong to the same class	Consistent,			
noncessorily the whole requirements	and be highly interdemendent	non-redundant			
structure is affected	Articulation node. It links subsets of	Consistant			
structure is affected.	requirements. It may represent an	Consistent,			
	interface or interaction in the system	non-redundant			
Derivation relations	first column is derived from second column	n			
$\frac{1}{1} \frac{1}{1} \frac{1}$	Active degree - Stands for the	Consistent			
high criticality affects and is affected	intensity of the requirement's	nartially			
hy a large number of other	influence on other requirements	redundant			
requirements. It should be given high	Passive degree – Passive requirements	Consistent			
priority	are affected by many others. It might	nartially			
priority	be a source of uncertainty	redundant			
	be a source of uncertainty.	roundant			

Table 4: Combined criteria in requirement models and their significance (based on [12])

## 4.3 Structural analysis scenario for networked requirements

Figure 7 shows the structural analysis scenario. It comprises four analysis aims, two steps and nine analysis criteria. The criterion isolated node was removed as it is redundant to connected components in the analysis context. Next, we describe each aim and the corresponding criteria in detail.

**Identification of independent groups of requirements** – The primary criterion is the connected component. It represents groups of requirements which are mutually independent. For more detailed analyses the scenario proposes three criteria: clique, leaf node and articulation node. Cliques represent highly-interconnected requirements which cannot be separated. Leaf nodes represent side requirements which are only loosely connected to the rest of the structure. Articulation nodes represent integrative requirements which have the potential for separating larger groups.

**Identification of potential conflicts among requirements** – The primary criterion is the cycle. It represents connected requirements which form a loop. For more detailed analyses the scenario proposes cliques. They represent highly-interconnected requirements which cannot be separated.

**Estimation of the potential impact of changing a requirement** – The primary criterion is criticality. It measures the local connectivity and impact of the requirements. For more detailed analyses the scenario proposes two criteria: path and articulation node. Paths represent modes of impact on the requirements. Articulation nodes represent integrative requirements which have the potential for separating larger groups.

**Prioritization of requirement** – The two primary criteria are active and passive degree. Active degree measures the intensity of the requirement's influence on other requirements. The passive measures the intensity of the influence on the requirement by other requirements. Passive requirements might be a source of uncertainty. The scenario proposes no criteria for more detailed analyses.

The original paper [12] gave a set of nine criteria for analyzing requirement networks. It showed the applicability of the criteria. In this case study we extended the original approach by checking the consistency and redundancy of the criteria. We showed that all criteria are consistent. One criterion is redundant and therefore removed from consideration. The final scenario comprises eight criteria. Two of them are applicable to two aims.

#### 5 DISCUSSION OF THE RESULTS

We presented a model of the interdependencies of 83 structural criteria, a procedure to define consistent structural analysis scenarios and a case study. The criteria interdepend in three types of relations: inheritance, composition and derivation. Each relation imposes consistency constraints onto the criteria and their significance. The procedure comprises six steps and uses the model for systematic consistency and redundancy checks. The application of the procedure in the case study results in a two-step analysis scenario with only five out of ten applicable criteria in the first step. One applicable criteria subsequent criteria are available which support the refinement of the analyses. This supports incremental analysis approaches which allows for better planning and more efficient work.

Our approach to designing the analyses scenarios is more efficient and goal-oriented than previous guidance approaches such as the goal-question-matrix [3]. The GQM approach requires pairwise comparison of the criterion concerning their significances. In the case study this requires  $(n^2-n)/2=(16^2-16)/2=120$  comparisons. In our approach only 13 comparisons are necessary. This corresponds to a time saving of about 90%. Moreover the new approach provides consistency requirements for each type of relation among the criteria. This leads to more savings compared to the GQM approach, where the requirements have to be worked out for each pair anew.

## 6 CONCLUSION

Our results allow for the first time the systematic creation of structural analysis scenarios under consideration of the inherent complexity of the analysis criteria and their interdependencies. They provide researchers with a tool for structuring and guiding their work. Industrial applicators get efficient tools for structural complexity management. The scenarios guide the planning and application of structural analysis criteria. They give an overview of the applicable, non-redundant criteria. They allow for efficient access to the criteria via the application context and aims. The handling of complex systems becomes more efficient.

Our results are not comprehensive. The network model neglects the existence of relations based on coexistence, correlation and exclusion. To include them is a task in future research. The taxonomy neglects criteria, which require parameterized or labeled graphs or were introduced by motif analysis. These need to be included to cover the complete spectrum of structural analysis criteria. However, there is no consensus in the research community, which criteria are developed. Through recent

developments the amount of available criteria has reached the manageable limit. We think that our approach helps in focusing, guiding and structuring the work with structural analysis criteria.

## ACKNOWLEDGEMENTS

This research was made possible through the generous funding by the German Research Foundation (DFG) in the project A2 ("Analysis of discipline-spanning changes in product development") within the Collaborative Research Centre SFB 768 ("Managing cycles in innovation processes").

#### REFERENCES

- [1] Maurer M. Structural Awareness in Complex Product Design, 2007 (Dr.-Hut, Munich).
- [2] Lindemann U., Maurer M. and Braun T. Structural Complexity Management An Approach for the Field of Product Design, 2009 (Springer, Berlin).
- [3] Kreimeyer K. A Structural Measurement System for Engineering Design Processes, 2010 (Dr.-Hut, Munich).
- [4] Steward D.V. Design Structure System: A Method for Managing the Design of Complex Systems. IEEE Transactions on Engineering Management, 1981, 28(3), 71-74.
- [5] Browning T.R. Applying the design structure matrix to system decomposition and integration problems: a review and new directions. IEEE Transactions on Engineering Management, 2001, 48(3), 292-306.
- [6] Collins S.T., Yassine A.A. and Borgatti S.P. Development Systems Using Network Analysis. Systems Engineering, 2008, 12(1), 55-68.
- [7] Danilovic M. and Browning T.R. Managing Complex Product Development Projects with Design Structure Matrices and Domain Mapping Matrices. International Journal of Project Management, 2007, 25(3), 300-314.
- [8] Gross J.L. and Yellen J. Graph Theory and Its Applications, 2005 (CRC Press, Boca Raton).
- [9] Cami A. and Deo N. Techniques for Analyzing Dynamic Random Graph Models of Web-Like Networks: An Overview. Networks, 2008, 51(4), 211-255.
- [10] Milo R., Shen-Orr S., Itzkovitz S., Kashtan N., Chklovskii D. and Alon U. Network motifs: simple building blocks of complex networks. Science, 2002, 298(5594), 824-827.
- [11] Biedermann W. and Lindemann U. On the Applicability of Structural Criteria in Complexity Management. In 18th International Conference on Engineering Design (ICED11), Copenhagen, August 2011. (Design Society) (paper no. 191 accepted on 26th Mar 2011).
- [12] Eben K.G.M. and Lindemann U. Structural Analysis of Requirements Interpretation of Structural Criterions. In Proceedings of the 12th International DSM Conference, Cambridge, July 2010, pp. 249-261 (Hanser, Munich).

Contact:

Wieland Biedermann Technische Universität München, Institute of Product Development Boltzmannstr. 15, D-85748 Garching, Germany Phone +49 89 289-15129 Fax +49 89 289-15129 biedermann@pe.mw.tum.de http://www.pe.mw.tum.de

<u>Wieland Biedermann</u> is a scientific assistant at the Technische Universität München, Germany, and has been working at the Institute of Product Development since 2007. He has published several papers in the area of structural complexity management.

<u>Udo Lindemann</u> is a full professor at the Technische Universität München, Germany, and has been the head of the Institute of Product Development since 1995, having published several books and papers on engineering design. He is committed in multiple institutions, among others as Vice President of the Design Society and as an active member of the German Academy of Science and Engineering.