

Харківський національний  
університет радіоелектроніки

Kharkiv National  
University of Radio Electronics

Державне підприємство  
"Південний державний  
проектно-конструкторський  
та науково-дослідний інститут  
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**СУЧАСНИЙ СТАН  
НАУКОВИХ  
ДОСЛІДЖЕНЬ  
ТА ТЕХНОЛОГІЙ  
В ПРОМИСЛОВОСТІ**

**INNOVATIVE  
TECHNOLOGIES  
AND  
SCIENTIFIC SOLUTIONS  
FOR INDUSTRIES**

№ 4 (14), 2020

No. 4 (14), 2020

*Щоквартальний  
науковий  
журнал*

*Quarterly  
scientific  
journal*

Харків  
2020

Kharkiv  
2020



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*The author is responsible for the accuracy of the facts, quotations and other information*

O. AVRUNIN, O. VLASOV, V. FILATOV

## MODEL OF SEMANTIC INTEGRATION OF INFORMATION SYSTEMS PROPERTIES IN RELAY DATABASE REENGINEERING PROBLEMS

The **subject** of research is methods of semantic integration of subject areas of heterogeneous information systems and distributed databases. This class of systems are created on the basis of database technologies, are widespread and used in all areas of economic activity. Such systems are characterized by high complexity of design, maintenance and modification. The **purpose** of the research is the development of a subject area model based on the semantic properties and relationships of data elements; development of effective technology of integration of information resources of heterogeneous computer systems on the basis of technology of management of database systems; research and formalization of classes of inhomogeneity of data structures aimed at solving the problem of determining the types of information objects. Development of tools for the design and maintenance of application problems for the integration of heterogeneous information systems and distributed databases. **Results:** the analysis of existing methods and models of integration of subject areas on the basis of semantic properties and connections of data elements is carried out; developed an effective mathematical model, technology and algorithm for semantic integration of information resources of heterogeneous computer systems for relational databases; investigated and formalized classes of inhomogeneity of data structures aimed at solving the problem of determining the types of information objects; the model is developed and means of the logical description of properties of information objects for definition of border of the considered subject area are investigated. **Conclusion:** the article considers a formalized infographic model of the subject area, which focuses on the semantic relationships between information objects of databases. An axiomatic approach to the description of the subject area is formulated, which allows to consider the problem of modeling the relations of the elements of the subject area in the form of a set of rules that determine the existence of data elements. On the basis of the analysis of structures and models of databases of information systems the general approach to construction of the universal technology focused on the decision of problems of management of heterogeneous information resources of computer systems is defined.

**Keywords:** data model; data semantics; database; data integration; heterogeneous information system.

### Introduction

Database-based information systems have gone from cumbersome systems organized as shared systems to flexible distributed intelligent information systems. Among the many factors that contribute to such progress are the improvement of the basic tools of database systems - programming and data management systems. This, in turn, is based on the achievement of theoretical research in the field of data modeling, methods of designing logical and physical structure, non-procedural data processing languages.

Research conducted by the authors of the article is aimed at creating systems for integrating and managing information resources of distributed computing systems. Integration means the management of heterogeneous information, which will allow organizing access to heterogeneous data contained in the generated structures data files and databases.

The solution to the problem of integrating heterogeneous information resources begins with attempts to integrate heterogeneous databases (DB). The direction of integrated or federated heterogeneous information systems appeared in connection with the need to share data based on different models and managed by different database management systems (DBMS). One of the options for solving the problem of integrating heterogeneous databases is to provide users with the ability to see the global schema of the domain. A global schema view is usually implemented in some data model, and supports automatic conversion of global data manipulation statements to statements understood by the corresponding local DBMS. With the strict integration of heterogeneous data, local systems lose their autonomy.

Since users of information systems often do not agree to lose local autonomy, nevertheless wanting to be able to work with all local DBMS in one language and formulate queries with simultaneous indication of different local databases, recently much attention has been paid to research in the field of multi-databases. Systems of this class do not support the integrated database global schema, and special methods are used to access objects of local systems. As a rule, in this case, only data sampling is allowed at the global level, which allows you to maintain their autonomy.

As a rule, it is necessary to integrate heterogeneous data distributed in a computer network. This makes implementation much more difficult. In addition to its own integration problems, it is necessary to solve all the problems inherent in distributed DBMS: global transaction management, network query optimization, etc. For the external presentation of integrated and multi-databases, the relational data model is most often used. Therefore, the inclusion of a local relational DBMS into an integrated system is much easier and more efficient than the inclusion of a DBMS based on another data model.

### Features of solving the problem of semantic integration

Among the reasons leading to the disagreement of information resources are the following:

1. *Heterogeneity, distribution and autonomy of information resources of the system.* The heterogeneity of resources can be syntactic or semantic (either different types of semantic rules are used, or different aspects of the domain are detailed and / or aggregated). A purely

realizable heterogeneity of information resources is also possible, due to the use of different computer platforms, operating systems, database management systems, programming systems, etc.

2. *Needs for the integration of information system components.* Obviously, the most natural way to organize a complex information system is its hierarchically nested construction. More complex function-oriented components are built from simpler components that could be designed and developed independently, which creates heterogeneity.

3. *System reengineering.* After the creation of the initial version of the information system, the process of its continuous alterations inevitably follows, due to the development and change of the corresponding business processes.

4. *Solving the problem of legacy systems.* Over time, any computer system becomes an object of attention for the organization that operates it, since it constantly has to solve the problem of embedding outdated information components into a system based on new technology and solving new problems.

5. *Extension of the life cycle of the information system.* The longer the information system functions, the more needs arise to change and / or add components designed and developed to meet new challenges.

There is no problem if from the very beginning the information system is designed and developed as an open system, when all components are interoperable. Unfortunately, in practice, such an implementation is difficult to achieve. For various reasons, there are needs for the integration of independently and differently organized information and computing resources.

The development of views on information resources is their representation in the form of a set of typed objects that combine the ability to preserve information content (their state) and information processing due to the presence of certain methods applicable to the object.

The main conclusion from the above analysis is that the problems of integrating heterogeneous information resources are relevant when considering the functioning of information resources, and at the same time it is required to use reasonable combinations of architectural, information and organizational solutions.

### General approach to semantic modeling in data integration

By a data model we mean a formalized representation that allows you to implement data interpretation in accordance with the specified requirements. The concept of a model is closely related to the concept of abstraction. The abstraction of a system is a model of this system, in which some details are deliberately omitted [1].

The most general and rigorous concept of a model is defined in mathematics. By the model we mean the basic set of objects  $O$  and the set of relations  $D$  on  $O$ . Thus, the model  $M$  can be represented by the pair

$$M = \langle O, D \rangle. \quad (1)$$

In contrast to a mathematical model, models in information technology must include not only structural but also operational specification. For modeling a subject area, the most acceptable abstraction is algebraic systems that combine, in addition to a set of objects  $O$  and relations between objects  $D$ , also a set of operations (functions)  $\Omega$  defined on the main set  $O$ . In this case, the model views can be specified by three elements

$$M = \langle O, D, \Omega \rangle. \quad (2)$$

To formalize the presentation of databases, the term "model" is usually used, implying a triplet  $\langle O, D, \Omega \rangle$  given the definitions introduced. Although, for a more detailed presentation of data semantics, this model will include rules describing possible states of the domain. It is not possible to present a database in a strict mathematical form, and even more so, some fixed subject area is not possible due to the severity of abstractions in the description of the mathematical model. That is, in a mathematical model it is impossible to express the meaning of objects from  $R, D$  and  $\Omega$ . In reality, when designing, it is possible to use several types of models. Each model is defined by different types of relationships between objects of the subject area [2].

One way to establish links between objects is to categorize them. Objects of the same category are considered similar, and the similarity characteristics are usually specified by the category properties. In accordance with the level of requirements for data categorization, models are divided into two types: strongly typed - in which it is assumed that all objects should be assigned to a category; weakly typed - not bound by any assumptions about categories [3-4]. For example, in the *TEACHER* category, with a strongly typed model, all objects must have the same type of structure, which in this case cannot be true, since full-time, part-time workers, payroll, etc.

Unlike strongly typed models, weakly typed models provide data and category integration. It is convenient to provide the realization of such possibilities using the predicate calculus. Many models use predicate calculus to represent knowledge that is not implemented by the underlying means of the model. Modeling using predicate calculus assumes working with linear texts, and can be written both in the usual mathematical notation and in programming languages such as PROLOG or DATALOG. Thus, predicate calculus is not overly complex and poorly structured. With this approach, the emphasis is placed on ensuring the universality of the description tools without regard to artificial restrictions on the typing and categorization of data. The model defines the rules according to which the data is structured. However, structural specifications do not provide a way to fully interpret the semantics of the data and how it is used. Operations on objects and data must also be defined. For example, the objects of the model, depending on the allowed operations, can be added, removed or changed, and also, using operations on data, the values of objects that are not explicitly specified in the model can be obtained [5].

Considering the domain model, we define the properties that it displays. Let's distinguish two classes of



the totality of which expresses the semantics of the original object. In addition, an abstraction of the aggregation type is possible, in which an object is constructed from other objects and represents a semantic refinement or extension of the original object. On the other hand, an aggregate can act as an object that connects other objects, the semantic individuality of which in the considered subject area is not obvious [8–10].

Considering such an abstraction, many individual differences between objects can be ignored. So in the example, a lot of names of objects can be abstracted as a generalized object "*Subject*". This abstraction neglects individual differences between subjects, such as the fact that subjects have different names, are read by different teachers and listened to by different students. In turn, "*Grade*" is an aggregated object that includes semantically identical values for pairs of objects of the type "*Full Name*  $\leftrightarrow$  *Mathematics*", "*Full Name*  $\leftrightarrow$  *Physics*", "*Full Name*  $\leftrightarrow$  *History*", which is expressed by additional rules (extension rules).

The correctness of operations in the analysis and construction of the semantics of the database is determined by the assumption that each representation of a domain element and a set of requirements are complete and consistent [11–13]. This means that all objects are defined and that no additional detail is required within the views. Thus, the following conditions must be met:

1. The set of objects is complete in terms of the requirements of the subject area.
2. All objects have unique names (exclusion of homonymy).
3. Generalization of identical objects is not required (exception of synonymy).

Data research has mainly dealt only with aggregation (for example, Codd normal forms), and generalization has been largely ignored. The reason was that in simple models, generalization could be dispensed with by choosing a specific approach each time that was appropriate for a given case. Artificial intelligence research on knowledge bases, by contrast, has mainly dealt with generalization (e.g. Quillian's semantic networks), while aggregation has not been used. The opposite abstraction of decomposition was not considered at all when describing data structures [14].

The combination of the principles of generalization and aggregation decomposition can extend the data representation model using the methods used in artificial intelligence [15, 16].

When analyzing the structure of a database schema, it is essential to be able to explicitly represent the types of abstractions. This allows you to ensure that the naming conventions for objects are consistent with the database media. In particular, explicit naming of objects provides the following capabilities:

- applying operations to modified objects;
- replace a set of objects with a generalized or decomposed representation;
- specify the specification of links between objects

Let's go back to the extension rules from  $L_1$  and  $L_2$ .

As a result of applying these rules, objects that were not explicitly specified, but actually present in the subject area

("Subject", "Grade", "Mathematics", "Physics", "History") were included in the semantics. Objects included in the data carrier, as well as those obtained as a result of object detailing (generalization, decomposition, aggregation) and constituent elements of semantics are called extensional objects.

In addition to the rules expressing generalized, decomposed, and aggregated objects, when describing a subject area, rules can be specified that define a set of calculated objects. Such objects are initially absent in the medium and are formed as a result of performing final functions, using simple or complex arithmetic operations, logical values, etc. [18–21]. An example of obtaining calculated objects is discussed above.

So the set  $L$  contains the rules "*Average score*  $\leftarrow$  *Full name, Grade*", "*Number of passed exams*  $\leftarrow$  *Full name, Subject*", while the objects "*Average score*" and "*Number of passed exams*" obviously cannot be present in the DB extension, but they can be obtained as a result of performing arithmetic operations on the values of the objects "*Full Name*", "*Grade*", "*Subject*". Objects that are not explicitly specified in the database media, but obtained (calculated) based on the rules for expanding the database and constituting the elements of the database semantics, are called intensional objects. Thus, when obtaining the semantics of the database, it is necessary to take into account two types of rules: generating extensional and intensional objects. For greater detail of the subject area, the rules that generate various types of objects will be divided into two sets  $L^{ext}$  and  $L^{int}$  extensional and intensional, respectively [22].

It should be noted that if the division of rules into extensional and intensional is of practical importance, namely, during their formation, different construction logic is used, then the general inference logic is used in the construction of semantics, after which the operation of combining elements  $S^{ext}$  and  $S^{int}$  is performed. The division of semantics into two types enhances the clarity of the process and in some special cases may be of practical importance.

Analyzing the set  $S$ , one can draw attention to the obvious redundancy of objects, that is, the simultaneous presence in syntactically different  $S$  objects expressing the same semantics, thus, the third condition for the adequacy of the representation of the semantics of the subject area is violated, namely the emergence of synonymy.

Synonymy can arise mainly in the construction of extensional semantics, since it is during generalization, decomposition or aggregation that semantically unambiguous objects can arise, and synonymy can be between one object and the union of many objects. For example, the "*Supplier*" object expresses the same as the "*Address*"  $\cup$  "*Name*" objects.

To exclude such a situation, when forming the rules for generalization, decomposition and aggregation, we will add compensating (excluding) rules of the form  $\{\neg \textit{Supplier} \leftarrow \textit{Address, Name}\}$ . (Here the symbol " $\neg$ " denotes the absence of an element in the set.) Moreover, it is obvious that the simultaneous presence of mutually

exclusive objects violates the logic of representing the subject area.

In this case, it is possible to construct an intensional semantics  $S^{int}$  for any variant of extensional semantics  $S^{ext}$  according to the given intensional rules  $L^{int}$ . This fact indicates the need to consider separately two types of rules when building a domain model – extensional and intensional rules. In turn, the general semantics  $S$  in the model should reflect one state of the subject area at a particular moment in time. Although during the operation of the system the ability to dynamically change  $S$  depending on changes in the requirements of the subject area or users must be taken into account, this issue is resolved at the stage of managing the database.

Thus, based on the introduced notation, the representation of model (4) will be written as

$$M = (O, L^{ext}, L^{int}, \Omega, S). \quad (5)$$

To confirm the correctness of the considered examples, describe the subject area, we describe the formal modeling apparatus based on the logic of first-order predicates.

### Formal model for representing data semantics

Declarative specifications, formulas of propositional calculus, or first-order predicate calculus can be used as a means of defining the structural component. Data objects that meet the specified conditions constitute the valid state of the database [23–25].

We will consider a database as a set of predicates. In this case, the predicate will be considered as a functional statement. In contrast to arithmetic and logical functions, where the range of values and the range of changes in type arguments is the same, that is, homogeneous, the range of values of a function for predicates is logical, and the range of changes of arguments is subject. Thus, the predicate is a non-homogeneous function and can be used to simulate [26].

In predicate logic, an atomic formula is an elementary object with a truth value. An atomic formula consists of a symbolic notation for a predicate and a term. In general, the predicate can be represented as a formula  $p(t)$ , where  $p$  is the designation of the predicate, and  $t$  is the term. The number of terms determines the dimension of the predicate, that is, in this case, the predicate  $p$  is unary. Essentially, a predicate is a function that returns a Boolean value, true or false, depending on the value of a term.

In the context of database theory, the predicate will be considered as an information component that reflects the value of the corresponding object. In other words, if  $A$  is some data object, then

$$p(t) = \begin{cases} True, t \in A \\ False, t \notin A \end{cases}. \quad (6)$$

This representation can be used to describe the semantics of data. For example, for a relational model,

when the structure of an information component (table) is defined by a relation of the form

$$\rho = DomA_1 \times DomA_2 \times \dots \times DomA_n, \quad (7)$$

where  $DomA_i$  – set of valid attribute  $A_i$  values or attribute domain  $A_i (i = 1 \div n)$ ,  $\rho$  represents a set  $n$  of tuples in  $O (A_1, A_2, \dots, A_n)$  media expressing the semantics of the database.

In this case, the predicate model represents the conjunction of a finite set of predicates corresponding to the relation scheme of a relational database presented in the form

$$P = p_1(t_1) \& p_2(t_2) \& \dots \& p_n(t_n), \quad (8)$$

where  $p_i(t_i)$  is a predicate corresponding to property (6) and  $1 \leq i \leq n$ ,  $P$  – a set of objects expressing data semantics. Then the support can be represented as a set of unary predicates:

$$O(p_1(t_1) \& p_2(t_2) \& \dots \& p_n(t_n)), \quad (9)$$

where predicate  $p_i(t_i)$  corresponds to property (6),  $1 \leq i \leq n$  and displays the values of the corresponding objects of the subject area. Let's fix some alphabet  $\mathcal{G}$  containing constants, variables and predicates. For a unary predicate  $p$ , a formula  $p(t)$  will be called a positive literal  $l$ , and a formula  $\neg p(t)$  a negative literal  $\neg l$ . A base literal is a positive or negative literal that does not contain variables. Thus, the set (9) will represent the extension, and will be written as

$$O(l_1, l_2, \dots, l_n). \quad (10)$$

The semantics of the database will be determined by a set of rules of the form

$$L = \{l \leftarrow l_1, l_2, \dots, l_m\}, \quad (11)$$

where  $l \leftarrow l_1, l_2, \dots, l_m$  are literals and  $m \geq 1$ .

The rule can be read as the expression "if  $l_1, l_2, \dots, l_m$  is executed, then  $l$  is executed and expresses the intensional properties of the data. The condition for allowing objects in semantics  $S$  is that if all literals  $l_1, l_2, \dots, l_m$  are included in  $O$ , then  $l$  can be included in  $S$ . If this condition is not met and the literal being defined as  $l$  is included in  $S$  without defining literals  $l_1, l_2, \dots, l_m$ , then data consistency may be violated. The main condition for correctness is the compatibility of objects in  $S$ . Compatibility consists in the absence of the same positive and negative literal.

Thus, for the predicate model, we will also consider two types of rules defining extensional  $L^{ext}$  and intensional  $L^{int}$ , and the general set of rules, respectively, as  $L = L^{int} \cup L^{ext}$ . It is assumed that the elements  $O$  may change depending on the data requirements, and it is necessary to adjust the rules describing the subject area, no matter what the relationships between objects, their details, and possible final operations are. However, the data semantics should automatically change in accordance with changes in  $O$  and  $L$ . Modification of a set  $O$  is





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## МОДЕЛЬ СЕМАНТИЧЕСКОЙ ИНТЕГРАЦИИ СВОЙСТВ ИНФОРМАЦИОННЫХ СИСТЕМ В ЗАДАЧАХ РЕИНЖЕНИРИНГА РЕЛЯЦИОННЫХ БАЗ ДАННЫХ

**Предметом** исследования являются методы семантической интеграции предметных областей гетерогенных информационных систем и распределенных баз данных. Такого класса системы, создаваемые на основе технологий баз данных, нашли широкое распространение и применение во всех сферах хозяйственной деятельности. Такие системы характеризуются большой трудоемкостью проектирования, сопровождения и модификации. **Целью** проводимых исследований является разработка модели предметной области на основании семантических свойств и связей элементов данных; разработка эффективной технологии интеграции информационных ресурсов гетерогенных вычислительных систем на основе технологии управления системами баз данных; исследование и формализация классов неоднородности структур данных, направленных на решение задачи определения типов информационных объектов. Разработка инструментальных средств проектирования и сопровождения прикладных задач интеграции гетерогенных информационных систем и распределенных баз данных. **Результаты:** проведен анализ существующих методов и моделей интеграции предметных области на основании семантических свойств и связей элементов данных; разработана эффективная математическая модель, технология и алгоритм семантической интеграции информационных ресурсов гетерогенных вычислительных систем для реляционных баз данных; исследованы и формализованы классы неоднородности структур данных, направленных на решение задачи определения типов информационных объектов; разработана модель и исследованы средств логического описания свойств информационных объектов для определения границы рассматриваемой предметной области. **Вывод:** в статье рассмотрена формализованная инфологическая модель предметной области, которая ориентирована на семантические отношения между информационными объектами баз данных. Сформулирован аксиоматический подход к описанию предметной области, который позволяет рассмотреть проблему моделирования отношений элементов предметной области в виде набора правил, определяющих существование элементов данных. На основании анализа структур и моделей баз данных информационных систем определен общий подход к построению универсальной технологии, ориентированной на решение задач управления гетерогенными информационными ресурсами вычислительных систем.

**Ключевые слова:** модель данных; семантика данных; база данных; интеграция данных; гетерогенная информационная система.

## МОДЕЛЬ СЕМАНТИЧНОЇ ІНТЕГРАЦІЇ ВЛАСТИВОСТЕЙ ІНФОРМАЦІЙНИХ СИСТЕМ В ЗАДАЧАХ РЕІНЖІНІРИНГУ РЕЛЯЦІЙНИХ БАЗ ДАНИХ

**Предметом** дослідження є методи семантичної інтеграції предметних областей гетерогенних інформаційних систем і розподілених баз даних. Такого класу системи створюються на основі технологій баз даних, знайшли широке поширення і застосування у всіх сферах господарської діяльності. Такі системи характеризуються великою трудомісткістю проектування, супроводу і модифікації. **Метою** проведених досліджень є розробка моделі предметної області на підставі семантичних властивостей і зв'язків елементів даних; розробка ефективної технології інтеграції інформаційних ресурсів гетерогенних обчислювальних систем на основі технології управління системами баз даних; дослідження і формалізація класів неоднорідності структур даних, спрямованих на вирішення завдання визначення типів інформаційних об'єктів; Розробка та дослідження засобів логічного опису властивостей інформаційних об'єктів для визначення кордону розглянутої предметної області. Розробка інструментальних засобів проектування і супроводу прикладних задач інтеграції гетерогенних інформаційних систем і розподілених баз даних. **Результати:** проведено аналіз існуючих методів і моделей інтеграції предметних області на підставі семантичних властивостей і зв'язків елементів даних; розроблена ефективна математична модель технологія і алгоритм семантичної інтеграції інформаційних ресурсів гетерогенних обчислювальних систем для реляційних баз даних; досліджені і формалізовані класи неоднорідності структур даних, спрямованих на вирішення завдання визначення типів інформаційних об'єктів; розроблена модель і досліджено засобів логічного опису властивостей інформаційних об'єктів для визначення кордону розглянутої предметної області. **Висновок:** в статті розглянута формалізована інфологічна модель предметної області, яка орієнтована на семантичні відносини між інформаційними об'єктами баз даних. Сформульовано аксіоматичний підхід до опису предметної області, який дозволяє розглянути проблему моделювання відносин елементів предметної області у вигляді набору правил, що визначають існування елементів даних. На підставі аналізу структур і моделей баз даних інформаційних систем визначено загальний підхід до побудови універсальної технології, орієнтованої на вирішення завдань управління гетерогенними інформаційними ресурсами обчислювальних систем.

**Ключові слова:** модель даних; семантика даних; база даних; інтеграція даних; гетерогенна інформаційна система.

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Аврунін О. Г., Власов О. В., Філатов В. О. Модель семантичної інтеграції властивостей інформаційних систем в задачах реінженірингу реляційних баз даних. *Сучасний стан наукових досліджень та технологій в промисловості*. 2020. № 4 (14). С. 5–12. DOI: <https://doi.org/10.30837/ITSSI.2020.14.005>

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## COMBINED METHOD OF RANKING OPTIONS IN PROJECT DECISION SUPPORT SYSTEMS

The **subject** of research in the article is the process of ranking options in project decision support systems. The **goal** of the work is to create a method for ranking options to improve the efficiency of decision support systems by coordinating the interaction between automatic and interactive procedures of computer-aided design systems. The following **tasks** are solved in the article: review and analysis of the current state of the problem of ranking options in design decision support systems; decomposition of the problem of project decision support; development of a combined method of ranking options, which combines the procedures of technologies of ordinalistic and cardinalistic ordering; development of a method of minimax selection of options from a set of effective for the procedure of expert evaluation. The following **methods** are used: systems theory, utility theory, optimization and operations research. **Results.** As a result of the analysis of the modern methodology of decision support, the existence of the problem of correct reduction of subsets of effective design options for ranking, taking into account factors that are difficult to formalize, knowledge and experience of the decision maker (DM), has been established. The decomposition of the problem of supporting the making of design decisions into the tasks of determining the goal of designing an object, forming a universal set of design decisions, identifying sets of admissible and effective decisions, ranking and choosing the best design option for decision makers has been performed. A combined method for ranking options has been developed, which combines the procedures of ordinalistic and cardinalistic ordering technologies and allows you to correctly reduce subsets of effective design solutions for ranking decision makers. A method of minimax selection of options from a set of effective ones for the expert evaluation procedure of decision makers has been developed, which allows improving the quality of the assessment. **Conclusions.** The developed method expands the methodological foundations of automation of processes for supporting multi-criteria design decisions, allows for the correct reduction of the set of effective alternatives for the final choice, taking into account factors that are difficult to formalize, knowledge and experience of decision makers. The practical use of the results obtained due to the proposed procedure for determining the set of effective solutions will reduce the time and capacitive complexity of decision support, and due to the use of the maximin procedure for selecting options in the synthesis of the estimation model – to improve the quality of design solutions.

**Keywords:** design automation; multicriteria evaluation; effective solutions; comparative identification; project decision support; utility theory.

### Introduction

Increasing the requirements for the functional characteristics of anthropogenic objects, which are operated in various spheres of human activity, leads to the complexity of technologies and means of their design [1]. Within the methodology of the system approach to obtain effective and sustainable design solutions, it is advisable to jointly solve the problems of structural, parametric and technological optimization of objects at all major stages of their life cycles [2]. However, most of these problems are combinatorial in nature and are solved by a set of functional and cost indicators in terms of incomplete definition of goals and data [3-4].

The most complex objects of design and management are organizational and technical systems, which are characterized by significant structural complexity and contain, along with traditional technical components, active (organizational) elements [5]. In territorially distributed technical and organizational-technical objects (service systems, logistics, telecommunications, monitoring, etc.) cost and functional characteristics are significantly dependent on their topology (territorial organization) [6-7]. The processes of design, development planning or reengineering of such objects are even more complex due to the fact that they include in addition to the above traditional synthesis problems the problem of their topological optimization [8-10]. This leads to the need to generate and analyze super-powerful sets of alternatives. However, the vast majority of decisions generated using automatic procedures are inefficient, and the choice of the implementation of the

design object is made by the decision maker (DM), who is able to analyze and make a choice among only a few options [11].

At the same time, it is often not possible to substantiate a single scalar criterion for assessing efficiency, which would fully characterize the alternatives. Based on this, DM evaluates the effectiveness of the alternative as a whole based on the analysis of some set of contradictory criteria, each of which characterizes some of its partial properties [12-14]. Evaluation of the effectiveness of alternatives is traditionally carried out using the theory of utility. The decision-making process for choosing the best project option is carried out using the methods of individual or collective expert evaluation [15-17]. The above raises problems of coordination of interaction between automatic and interactive design procedures of computer-aided design systems. One of them is the problem of forming and correctly reducing the set of effective alternatives for the final choice, taking into account factors that are difficult to formalize, knowledge and experience of DM.

### Analysis of the problem and methods of its solution

In the first stages of formalization, the essence of the problem of project decision-making can be represented by the logical expression "necessary  $s^o$ " or formally  $\langle -, s^o \rangle$  (where  $s^o$  is the optimal project decision) [18]. In this case, the decision-making situation  $d$  (formally  $\langle d, - \rangle$ ) is usually not defined clearly enough. To move

to the decision-making task of the form, the problem is decomposed into a set of auxiliary problems of the form: "given  $\langle d, - \rangle$ , necessary  $\langle d, s^o \rangle$ ", i.e.  $\langle \langle d, - \rangle, \langle d, s^o \rangle \rangle$ , or "given  $\langle -, s^o \rangle$ , necessary  $\langle d, s^o \rangle$ ", i.e.  $\langle \langle -, s^o \rangle, \langle d, s^o \rangle \rangle$ .

In the subsequent stages, the problem of making design decisions can be presented as a system  $Pr$ , consisting of the set of tasks [19]:

$$Pr = \langle Tasks, Rels \rangle, Tasks = \{Task_i\}, i = \overline{1, 6}, \quad (1)$$

where  $Tasks$  – the set of tasks obtained as a result of decomposition of the problem;  $Rels$  – the set of relationships between tasks that determine the scheme of their relationships on input and output data;  $Task_1$  – goal setting;  $Task_2$  – formation of a universal set of design solutions  $S^U$ ;  $Task_3$  – selection of a set of valid solutions  $S \subseteq S^U$ ;  $Task_4$  – selection of a subset of effective solutions  $S^E \subset S \subset S^U$ ;  $Task_5$  – decisions  $s \in S^E$  ranking;  $Task_6$  – choosing the best design solution  $s^o \in S^E$ .

The task of determining the goal  $Task_1$  is to establish the set and importance of indicators (partial criteria) of effectiveness  $k_i(s)$ ,  $i = \overline{1, m}$ , which adequately characterize the design solutions [6, 20]. It determines the relationship between functional  $k_j(s) \in Q(s)$  and costly  $k_i(s) \in C(s)$  characteristics  $k_i(s)$ ,  $i = \overline{1, m}$  of the design solutions. The generalized functional effect  $\overline{Q}(s)$  of the object  $S$  in the general case is a non-decreasing function of the amount of resources to achieve it (cost)  $\overline{Q}(s) = F[\overline{C}(s)]$  (where  $\overline{Q}(s)$  and  $\overline{C}(s)$  are generalized scalar estimates of the effect and costs  $S$ ;  $F$  is an operator that reflects the strategy of resource use, which is determined by the construction option of the  $S$  object).

The problem of determining the universal set of design solutions  $S^U$  ( $Task_2$ ) is combinatorial in nature and can have computational complexity from  $O[2^n]$  to  $O[n!]$ . Its solution is carried out based on the specifics of the projected object and the design task. In practice, methods of directed search are widely used, which allow to significantly reduce the set of alternative solutions that are generated and analyzed in the process of designing objects [21].

The problem of determining the set of admissible solutions  $S \subseteq S^U$  ( $Task_3$ ) is to remove from the universal set  $S^U$  of a subset of solutions  $\overline{S}$  that do not satisfy the constraint of the problem to be solved  $S = S^U \setminus \overline{S}$  [6]:

$$k_j(s) \geq k_j^* \quad \forall k_j(s) \in Q(s), \quad k_i(s) \leq k_i^* \quad \forall k_i(s) \in C(s). \quad (2)$$

The task of selecting a subset of effective design solutions  $S^E \subset S$  ( $Task_4$ ) is to remove from the admissible set  $S \subset S^U$  of subsets of inefficient solutions

$\overline{S}^E \subset S$ . Thus the variant of the design decision  $s^E \in S^E$  is called effective if on a set  $S$  of admissible design decisions there is no decision  $s \in S$  for which inequalities would be fair [22]:

$$k_i(s) \geq k_i(s^E), \text{ if } k_i(s) \rightarrow \max, \quad (3)$$

$$k_i(s) \leq k_i(s^E), \text{ if } k_i(s) \rightarrow \min \quad (4)$$

and at least one of them was strict.

Depending on the features of the problem, methods are used to solve it: discrete choice, weight [23], pairwise comparisons, Carlin, Hermeyer [22], evolutionary search [24-26].

Methods of discrete choice and pairwise comparisons allow to correctly select subsets of effective solutions, but have a relatively high time complexity.

A subset of effective variants  $S^E \subset S$  by the Carlin method is found by combining solutions  $s_i^o$  and  $i = \overline{1, m}$  that optimize each of the partial criteria by solving a set of parametric programming problems [22, 27]:

$$s_i^o = \arg \max_{s \in S} \{P(s) = \sum_{i=1}^m \lambda_i \xi_i(s)\}, \quad (5)$$

$$\lambda_i \in \Lambda = \{\lambda_i : \lambda_i > 0 \quad \forall i = \overline{1, m}, \quad \sum_{i=1}^m \lambda_i = 1\}, \quad (6)$$

where  $\xi_i(s)$  – the value of the utility function (normalized value) of the  $i$ -th partial criterion;  $\lambda_i$  – weighting factor of the  $i$ -th partial criterion.

The subset of effective design solutions  $S^E \subset S$  by the Hermeyer method is determined by combining options  $s_i^o$ ,  $i = \overline{1, m}$  that optimize each of the local criteria by solving a set of parametric programming problems [22-27]:

$$s_i^o = \arg \max_{s \in S} \{P(s) = \min_i \lambda_i \xi_i(s)\}, \quad (7)$$

$$\lambda_i \in \Lambda = \{\lambda_i : \lambda_i > 0 \quad \forall i = \overline{1, m}, \quad \sum_{i=1}^m \lambda_i = 1\}. \quad (8)$$

To reduce the time complexity of the methods of pairwise comparisons, Carlin and Hermeyer use procedures for selecting subsets of suboptimal Pareto solutions  $S'$  for which the condition is satisfied  $S^E \subseteq S' \subseteq S$  [28]. They are implemented by the methods of "sector" or "segment" and provide for a set of acceptable solutions  $S = \{s\}$  to pre-determine the best options for each of the partial criteria  $k_i^+$ ,  $i = \overline{1, m}$ . Hyperplanes are drawn through the points  $k_i^+$ ,  $i = \overline{1, m}$  lying on the boundary of the set of admissible solutions  $S = \{s\}$  in the area of partial criteria. Hyperplanes will divide variants into subsets that fall into a sector  $S'_1 \supseteq S^E$  or segment  $S'_2 \supseteq S^E$ , respectively, and those that are inefficient in the sense of (3)-(4):

$$S = S'_i \cup \bar{S}^E, \quad S'_i \cap \bar{S}^E = \emptyset; \quad (9)$$

$$S = S'_2 \cup \bar{S}^E, \quad S'_2 \cap \bar{S}^E = \emptyset. \quad (10)$$

Among evolution, the most popular method is based on a genetic algorithm with non-dominant sorting NSGA-II [29]. It is used to determine the Pareto front on acceptable sets of ultra-large size and has the ability to give convergence to the front and a good distribution of solutions across the front. To accelerate the rate of convergence of genetic algorithms to the Pareto front, a method of reducing the number of target functions based on the principal components method is used [30].

The ranking of solutions ( $Task_5$ ) and the choice of the best design solution  $s^o \in S^E$  ( $Task_6$ ) is based on the paradigm of utility maximization within the framework of ordinalistic or cardinalistic approaches [23]. When using the ordinalistic approach, the ordering of a small set of effective solutions  $s \in S^E$  is carried out by DM. When using the cardinalistic approach, a generalized efficiency criterion  $P(s)$  is formed; it is used for scalar evaluation and selection of the best design solution:

$$s^o = \arg \max_{s \in S^E} P(s). \quad (11)$$

At the same time, in both approaches, it is considered that each of the design solutions is assigned a value of some of its value  $P(s)$ , which determines their order [19]:

$$\begin{aligned} \forall s, v \in S: s \sim v &\leftrightarrow P(s) = P(v); \\ s \succ v &\leftrightarrow P(s) > P(v); \\ s \succeq v &\leftrightarrow P(s) \geq P(v). \end{aligned} \quad (12)$$

To solve these problems, methods of comparative identification [11, 19] or expert collective assessment [31-35] are used, which give quite satisfactory results on a set of effective low-power solutions. In this case, the model of generalized utility based on the Kolmogorov-Gabor polynomial is used as a universal one [11, 19, 36].

### Research results

According to the results of the review of the current state of the problem of project decision support, it is established that:

- most design tasks are multi-criteria and have a combinatorial nature;
- the process of solving them involves the generation and automatic analysis of huge numbers of design solutions;
- the vast majority of solutions generated in the design process are ineffective according to Pareto;
- methods of allocating subsets of effective solutions have a high time and capacitive complexity and, based on

the peculiarities of design tasks, give subsets of enormous power;

- evaluation of the effectiveness of design solutions is traditionally carried out using the theory of utility;

- the process of making a final decision is carried out using the methods of expert evaluation, in the process of which only a small number of project decisions can be analyzed.

There is a need to correctly reduce subsets of effective design solutions for ranking, taking into account factors that are difficult to formalize, knowledge and experience of DM.

The aim is to develop a combined method of ranking options in project decision support systems, which will be based on the procedures of ordinalistic and cardinalistic ordering.

As a result of decomposition of the problem of obtaining stable and effective system solutions for complex design objects at the  $l$ -th (lower) level, we will highlight the tasks [6]:  $Task_1^l$  – definition of the principles of object construction;  $Task_2^l$  – choice of object structure;  $Task_3^l$  – determination of the topology of elements and connections;  $Task_4^l$  – choice of operating technology;  $Task_5^l$  – determination of parameters of elements and connections;  $Task_6^l$  – evaluation of efficiency and selection of design solutions.

The scheme of system optimization of the object on the selected set of tasks can be presented in the form of a tuple [37]:

$$SysOptS = \langle Tasks, InDat, Res, DesDec, ProcDec \rangle, \quad (13)$$

where:  $Tasks = \langle Task_i^l \rangle$ ,  $i = \overline{1,6}$  – an ordered set of tasks;  $InDat$  – set of input data tasks;  $Res$  is a set of task constraints;  $DesDec$  is a set of design optimization solutions;  $ProcDec$  – a decisive procedure that assigns a non-empty subset  $\{DesDec_i^2\}$ ,  $i = \overline{1,6}$  to each pair  $\langle InDat_i^2, Res_i^2 \rangle$ .

The number of design solutions  $Card(S^U)$  increases nonlinearly with increasing dimension of the problem (the number of partial criteria for evaluating solutions  $m$ , the number of elements of the design object  $n$ , the number of types of elements, the number of possible locations of elements, etc.). It is known that the power of a set of effective solutions is much less than the power of a set of acceptable solutions  $Card(S^E) \ll Card(S)$ .

Table 1 shows examples of increasing the capacity of the universal set of acceptable  $Card(S^U)$ , subsets of effective design solutions  $Card(S^E)$  and reducing the relative capacity of the subset of effective solutions  $\delta S = Card(S^E) / Card(S^U)$  in the task of structural and topological optimization of a three-level centralized object on four indicators ( $m = 4$ ).

**Table 1.** Estimation of capacities of sets of admissible and effective design decisions

$n$	15	20	25	30	35	40
$Card(S^U)$	$3,27 \cdot 10^4$	$1,04 \cdot 10^6$	$3,35 \cdot 10^7$	$1,07 \cdot 10^9$	$3,44 \cdot 10^{10}$	$1,09 \cdot 10^{12}$
$Card(S^E)$	$7,53 \cdot 10^2$	$9,12 \cdot 10^3$	$5,7 \cdot 10^4$	$1,18 \cdot 10^6$	$2,06 \cdot 10^7$	$8,79 \cdot 10^7$
$\delta S$	0,023	0,0087	0,0017	0,0011	0,0006	0,00008

To solve the problem of ranking solutions from the sets  $S = \{s\}$  acceptable in design automation systems, a combined expert-machine method is proposed. It involves the sequential implementation of the following stages: selection on the set of allowable subsets of effective options  $S^E \subseteq S$ ,  $Card(S^E) \ll Card(S)$ ; determining the preferences of experts on the importance of different properties of options  $s \in S^E$ , which are assessed by partial criteria  $k_i(s)$ ,  $i = \overline{1, m}$ ; parametric synthesis of the generalized utility function  $P(s)$ ; ranking of options using the synthesized generalized utility function  $P(s) > P(v) \leftrightarrow s \succ v \forall s, v \in S^E$ ; selection on a subset  $S^E$  of a subset of some of the most effective options  $S' \subseteq S^E$ ,  $card(S') \ll card(S^E)$ ; determining the ranks of a subset of the most effective options.

Taking into account the limitations of the problem and the use of directed search methods can significantly reduce the set of acceptable solutions  $S$  relative to the universal set of solutions  $S^U$ , which leads to a corresponding reduction of the subset of effective solutions  $S^E$ . However, in practice, the allocation of a subset of effective solutions  $S^E \subset S$ , storage and processing of information about it is quite problematic.

Based on this, it is proposed not to select a subset  $S^E$  of the set of acceptable solutions, but to form it in the process of generating options. This allows not only to significantly reduce the amount of memory to store the characteristics of options for a set of indicators  $k_i(s)$ ,  $i = \overline{1, m}$ , but also the computer time to install a subset of effective solutions.

It is proposed to determine the advantages of DM by parametric synthesis of the generalized utility function of solution variants based on the Kolmogorov-Gabor polynomial. [11, 19]:

$$P(s) = \sum_{i=1}^m \lambda_i \xi_i(s) + \sum_{i=1}^m \sum_{j=i}^m \lambda_{ij} \xi_i(s) \xi_j(s) + \dots + \sum_{i=1}^m \sum_{j=i}^m \sum_{l=j}^m \lambda_{ijl} \xi_i(s) \xi_j(s) \xi_l(s) + \dots \quad (14)$$

$$\xi_i(s) = \bar{k}_i(s) = \frac{k_i(s) - k_i^-}{k_i^+ - k_i^-}, \quad i = \overline{1, m}, \quad (15)$$

where  $P(s)$  – generalized scalar assessment of the effectiveness of the solution  $s \in S^E$ ;  $m$  – number of partial criteria;  $\lambda_i$ ,  $\lambda_{ij}$ ,  $\lambda_{ijl}$  – coefficients of importance of criteria  $k_i(s)$ ,  $i = \overline{1, m}$  and product of criteria  $k_i(s)$ ,  $k_j(s)$ ,  $k_l(s)$ ;  $0 < \xi_i(s) < 1$ ,  $i = \overline{1, m}$  – the value of the utility function of the partial criterion  $k_i(s)$ ,  $i = \overline{1, m}$  for a solution  $s$ ;  $k_i(s)$ ,  $k_i^+$ ,  $k_i^-$  – accordingly, the value of the partial criterion for the solution  $s$ , the best and worst value of the criterion  $k_i(s)$ ,  $i = \overline{1, m}$ .

Function (15) requires a minimum number of machine operations to calculate its values among common functions [20]. For a more accurate nonlinear (S- and Z-shaped) approximation of estimates of the usefulness of the values of partial criteria, it is proposed to use a universal gluing function, which is the best in terms of the complex indicator "accuracy-complexity" among the common [38]:

$$\xi(s) = \begin{cases} \bar{a}(b_1 + 1) \left( 1 - \left( b_1 / \left( b_1 + \frac{\bar{k}(s)}{\bar{k}_a} \right) \right) \right), & 0 \leq \bar{k}(s) \leq \bar{k}_a; \\ \bar{a} + (1 - \bar{a})(b_2 + 1) \times \left( 1 - \left( b_2 / \left( b_2 + \frac{\bar{k}(s) - \bar{k}_a}{1 - \bar{k}_a} \right) \right) \right), & \bar{k}_a < \bar{k}(s) \leq 1, \end{cases} \quad (16)$$

where  $\xi(s) = \bar{k}(s)$ ;  $\bar{k}_a, \bar{a}$  – normalized values of the coordinates of the gluing point,  $0 \leq \bar{k}_a \leq 1$ ,  $0 \leq \bar{a} \leq 1$ ;  $b_1, b_2$  – coefficients that determine the type of dependence on the initial and final segments of the function.

The value  $k_i^-$ ,  $i = \overline{1, m}$  for (15) should be determined on the whole set of admissible solutions  $S = \{s\}$ . Their definition only on a subset of effective  $S^E$  leads to the fact that the worst values of the utility

functions of partial criteria  $\xi_i(s)$ ,  $i = \overline{1, m}$  (15) and (16) will be equal to 0 [11]. In this case, the property of universality of the model constructed on the basis of the Kolmogorov-Gabor polynomial (14) disappears and it is transformed into the classical additive model.

The number of summands  $N$  in model (14) is determined by the required accuracy of restoring the benefits of DM. To determine the parameters of model (14) we will use the technology of comparative identification [11, 36].







рахунок узгодження взаємодії між автоматичними й інтерактивними процедурами систем автоматизованого проектування. У статті вирішуються наступні **завдання**: огляд і аналіз сучасного стану проблеми ранжування варіантів у системах підтримки прийняття проектних рішень; декомпозиція проблеми підтримки прийняття проектних рішень; розробка комбінованого методу ранжування варіантів, який об'єднує процедури технологій ординалістичного та кардиналістичного впорядкування; розробка методу мінімаксного вибору варіантів з множини ефективних для процедури експертного оцінювання. Використовуються такі **методи**: теорії систем, теорії корисності, оптимізації та дослідження операцій. Результати. За результатами аналізу сучасної методології підтримки прийняття рішень встановлено існування проблеми коректного скорочення підмножин ефективних проектних варіантів для ранжування з урахуванням факторів, що важко піддаються формалізації, знань і досвіду особи, що приймає рішення (ОПР). Виконана декомпозиція проблеми підтримки прийняття проектних рішень на задачі визначення мети проектування об'єкта, формування універсальної множини проектних рішень, виділення множин допустимих та ефективних рішень, ранжування та вибору ОПР найкращого проектного варіанту. Розроблено комбінований метод ранжування варіантів, який об'єднує процедури технологій ординалістичного та кардиналістичного впорядкування та дозволяє коректно скорочувати підмножини ефективних проектних рішень для ранжування ОПР. Розроблено метод мінімаксного вибору варіантів з множини ефективних для процедури експертного оцінювання особою, що приймає рішення, який дозволяє підвищувати якість оцінювання. **Висновки**. Розроблений метод розширює методологічні засади автоматизації процесів підтримки багатокритеріальних проектних рішень, дозволяє здійснювати коректне скорочення множини ефективних альтернатив для остаточного вибору з урахуванням факторів, що важко піддаються формалізації, знань і досвіду ОПР. Практичне використання отриманих результатів за рахунок запропонованої процедури визначення множини ефективних рішень дозволить скорочувати часову й смісну складності підтримки прийняття рішень, а за рахунок використання максимінного відбору варіантів при синтезі моделі оцінювання – підвищити якість проектних рішень.

**Ключові слова**: автоматизація проектування; багатокритеріальне оцінювання; ефективні рішення; компараторна ідентифікація; підтримка прийняття проектних рішень; теорія корисності.

## КОМБИНИРОВАННЫЙ МЕТОД РАНЖИРОВАНИЯ ВАРИАНТОВ В СИСТЕМАХ ПОДДЕРЖКИ ПРИНЯТИЯ ПРОЕКТНЫХ РЕШЕНИЙ

**Предметом** исследования в статье является процесс ранжирования вариантов в системах поддержки принятия проектных решений. **Цель** работы – создание метода ранжирования вариантов для повышения эффективности систем поддержки принятия решений за счет согласования взаимодействий между автоматическими и интерактивными процедурами систем автоматизированного проектирования. В статье решаются следующие **задачи**: обзор и анализ современного состояния проблемы ранжирования вариантов в системах поддержки принятия проектных решений; декомпозиция проблемы поддержки принятия проектных решений; разработка комбинированного метода ранжирования вариантов, который объединяет процедуры технологий ординалистичного и кардиналистичного упорядочения; разработка метода минимаксного выбора вариантов из множества эффективных для процедуры экспертного оценивания. Используются такие методы: теории систем, теории полезности, оптимизации и исследования операций. **Результаты**. В результате анализа современной методологии поддержки принятия решений установлено существование проблемы корректного сокращения подмножеств эффективных проектных вариантов для ранжирования с учетом факторов, трудно поддающихся формализации, знаний и опыта лица, принимающего решения (ЛПР). Выполнена декомпозиция проблемы поддержки принятия проектных решений на задачи определения цели проектирования объекта, формирования универсального множества проектных решений, выделения множеств допустимых и эффективных решений, ранжирования и выбора ЛПР лучшего проектного варианта. Разработан комбинированный метод ранжирования вариантов, который объединяет процедуры технологий ординалистичного и кардиналистичного упорядочения и позволяет корректно сокращать подмножества эффективных проектных решений для ранжирования ЛПР. Разработан метод минимаксного выбора вариантов из множества эффективных для процедуры экспертного оценивания ЛПР, который позволяет повысить качество оценивания. **Выводы**. Разработанный метод расширяет методологические основы автоматизации процессов поддержки многокритеріальних проектных решений, позволяет осуществлять корректное сокращение множества эффективных альтернатив для окончательного выбора с учетом факторов, трудно поддающихся формализации, знаний и опыта ЛПР. Практическое использование полученных результатов за счет предложенной процедуры определения множества эффективных решений позволит сокращать временную и емкостную сложности поддержки принятия решений, а за счет использования максиминной процедуры отбора вариантов при синтезе модели оценивания – повысить качество проектных решений.

**Ключевые слова**: автоматизация проектирования; многокритеріальная оценка; эффективные решения; компараторна ідентифікація; підтримка прийняття проектних рішень; теорія полезности.

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## EXPERIMENTAL STUDIES OF A MODEL FOR OPTIMIZING THE PORTFOLIO OF A PROJECT-ORIENTED ORGANIZATION BASED ON THE ENTROPY CONCEPT

The **subject** of the research is the optimization of the composition of the project portfolio based on the entropy concept. The **aim** of the study is to experimentally test the model for optimizing the portfolio of a project-oriented organization and substantiate its applicability in practice in management processes to ensure their effectiveness. Research **objectives**: forming a model taking into account the accepted value of the organization; formation of initial data on the organization and alternative projects; portfolio optimization by model and interpretation of results. Research **methods**: system analysis, functional analysis, operations research. **Results**. A model has been developed for forming a portfolio structure from projects – operational and development; the optimization criterion is to minimize the discrepancy between the desired and actually provided value of the organization. The restrictions take into account the maximum allowable energy limit and the minimum allowable value limit. As a result of the study, the applicability and adequacy of the model for optimizing the portfolio structure of a project-oriented organization were substantiated. The model makes it possible to obtain solutions on the optimal structure of a portfolio of projects in terms of its value under given resource constraints (in the form of a share of total energy and output energy) and energy entropy. The studies substantiated the possibility of adjusting the model in terms of the optimization criterion (maximizing value, minimizing energy entropy) and adding restrictions on the maximum permissible border of information entropy and energy efficiency. **Conclusions**. The model under consideration is characterized by wide practical application, taking into account its possible adjustment without changing the basic essence, taking into account the specifics of a particular field of activity or organization. The practical use of the main indicators of the entropy concept - information entropy, temperature, energy entropy, which characterize the state of organizations, allowing to identify hidden problems before they are reflected on the traditional indicators of organizational performance is demonstrated. Taking this into account, the structure of the project portfolio is being formed within the framework of the considered approach.

**Keywords**: project; portfolio; model; energy entropy; information entropy; energy efficiency.

### Introduction

The specificity of project-oriented organizations is that their current activities and development are carried out through projects [1]. The effectiveness of project-oriented management is justified both in theoretical studies [2] and in applied works related to specific types of activities (for example, [3]).

The project portfolio of these organizations forms the final result, which, in the context of modern project management methodology, represents the value of the organization [4, 5], which can be calculated both in the form of economic indicators and in the form of indicators characterizing, for example, the market status of the organization.

The allocation of the organization's resources between portfolio projects and the formation of its optimal structure allows the organization to build its current activities and development in such a way as to maximize value under certain resource constraints and the desired state.

The entropy concept of managing organizations [6-11] puts forward new requirements that must be taken into account in the processes of optimizing a portfolio of projects in order to ensure not only economic efficiency, but also the sustainability of the organization [12] in the context of information and energy entropy.

### Analysis of recent research and publications

A significant number of works are devoted to the problem of forming the optimal composition of portfolios of project-oriented organizations [13-20]. International standards for project portfolio management [13] set a

certain benchmark for theoretical research.

Most of the works, for example [14, 15], focus on ensuring the achievement of the strategic goals of organizations, which is the essence of the core value of portfolios. In some works (in particular, [16]), the dynamics of the state of the organization is taken into account and the portfolio of projects is also considered in the form of a dynamic structure. In [17], approaches were proposed to the formation of a portfolio taking into account risks.

Thus, it can be argued that the instrumental basis for the formation of the optimal composition of project portfolios in the form of models and methods has been sufficiently developed in modern research.

Nevertheless, as mentioned above, the new entropic concept of managing organizations, which assesses their state by means of energy entropy [10-12], forms a new approach to optimizing the composition of the project portfolio. In particular, ensuring high economic performance without a corresponding increase in control over the external environment (controlled part of the external environment) [11], which is expressed in a gradual decrease in information entropy, as well as an increase in the efficiency of the use of total energy (resources), will not lead the organization to the required stable state. in a modern turbulent environment.

In [12], on the basis of the entropy concept of management of organizations, a model was developed that allows one to determine the optimal composition of a project portfolio that meets the requirement of balance in terms of the value-entropy ratio. Justification of the reliability and practical applicability of this model is impossible without appropriate experimental studies, which is the essence of this study.

Thus, the aim of this study is to experimentally test

the model for optimizing the portfolio of a project-oriented organization and justify its applicability in practice in management processes to ensure their effectiveness.

## Results

The model for optimizing the composition of a portfolio of projects provides for the following management parameters:

$$x_{i\theta}^{dev} = \{1, 0\}, i = \overline{1, n}, x_{j\nu}^{cur} = \{1, 0\}, j = \overline{1, m}, \quad (1)$$

selection of development projects and current activities from a variety of alternative options,  $T_i, T_j$  – accordingly, the duration of the life cycles of these projects,  $\theta = \overline{1, K-T_i+1}, i = \overline{1, n}$  and  $\nu = \overline{1, K-T_j+1}, j = \overline{1, m}$  – alternative

options for starting projects of two categories under consideration. Taking into account that  $K$  is the end of the portfolio planning period, the values  $K-T_i+1, K-T_j+1$  characterize the latest start of the project, so that its life cycle falls within the planning period of the portfolio  $K$ .

After the implementation of projects of current activities, there are no qualitative changes in the state of the organization, after the implementation of development projects, certain "leaps" of the state are formed, for example, the information entropy decreases or the share of possible use of total energy increases (that is, the part of free energy that can be directed to the implementation of new projects).

The objective function ensures that the discrepancy between the actual and desired  $V^*(t)$  values of the organization is minimized:

$$Z = \sum_{t=1}^K \left[ \sum_{i=1}^n \sum_{\theta=1}^{K-T_i+1} V_{i\theta}(t) \cdot x_{i\theta}^{dev} + \sum_{j=1}^m \sum_{\nu=1}^{K-T_j+1} V_{j\nu}(t) \cdot x_{j\nu}^{cur} + V'(t) - V^*(t) \right]^2 \rightarrow \min_{x_{i\theta}^{dev}, x_{j\nu}^{cur}}, \quad (2)$$

where  $V'(t)$  – value provided by current portfolio composition,  $V_{i\theta}(t), V_{j\nu}(t)$ , accordingly, the contribution to the value of organizing projects of each category.

Condition for ensuring the minimum value boundary:

$$\sum_{i=1}^n \sum_{\theta=1}^{K-T_i+1} V_{i\theta}^l(t) \cdot x_{i\theta}^{dev} + \sum_{j=1}^m \sum_{\nu=1}^{K-T_j+1} V_{j\nu}(t) \cdot x_{j\nu}^{cur} + V'(t) \geq V^{min}(t), t = \overline{1, K}. \quad (3)$$

Condition for the maximum allowable value of energy entropy:

$$S(t, x_{i\theta}^{dev}, x_{j\nu}^{cur}) \leq S^{max}(t), t = \overline{1, K}. \quad (4)$$

The formation and formalization of the energy entropy of an organization is presented in detail in [10], where the energy entropy of an organization is determined on the basis of its energy parameters and information

entropy, which are formed as a composition corresponding to the characteristics of projects:

$H_{i\theta}(t), H_{j\nu}(t)$  – information entropy;

$U_{i\theta}(t), U_{j\nu}(t)$  – total energy;

$E_{i\theta}^{ex}(t), E_{j\nu}^{ex}(t)$  – output energy;

$E_{i\theta}^{in}(t), E_{j\nu}^{in}(t)$  – incoming energy.

Limitations on available resources in the form of total energy (potential) and output energy:

$$\sum_{i=1}^n \sum_{\theta=1}^{K-T_i+1} U_{i\theta}(t) \cdot x_{i\theta}^{dev} + \sum_{j=1}^m \sum_{\nu=1}^{K-T_j+1} U_{j\nu}(t) \cdot x_{j\nu}^{cur} \leq U^{max}(t), t = \overline{1, K}, \quad (5)$$

$$\sum_{i=1}^n \sum_{\theta=1}^{K-T_i+1} E_{i\theta}^{ex}(t) \cdot x_{i\theta}^{dev} + \sum_{j=1}^m \sum_{\nu=1}^{K-T_j+1} E_{j\nu}^{ex}(t) \cdot x_{j\nu}^{cur} \leq E^{max}(t), t = \overline{1, K}. \quad (6)$$

Conditions for the selection of projects (that is, at least one project must be selected):

$$\sum_{i=1}^n \sum_{\theta=1}^{K-T_i+1} x_{i\theta}^{dev} \geq 1; \sum_{j=1}^m \sum_{\nu=1}^{K-T_j+1} x_{j\nu}^{cur} \geq 1. \quad (7)$$

In addition, from the many options for a project from the point of view of its start, only one should be selected (or none, therefore the sign "less or equal"):

$$\sum_{\theta=1}^{K-T_i+1} x_{i\theta}^{dev} \leq 1, i = \overline{1, n}; \sum_{\nu=1}^{K-T_j+1} x_{j\nu}^{cur} \leq 1, j = \overline{1, m}. \quad (7)$$

$$\sum_{\theta=1}^{K-T_i+1} x_{i\theta}^{dev} \leq 1, i = \overline{1, n}; \sum_{\nu=1}^{K-T_j+1} x_{j\nu}^{cur} \leq 1, j = \overline{1, m}. \quad (8)$$

Model (1) - (8) provides the formation of a portfolio of projects in accordance with the conditions and criteria described above.

Let us consider the application of this model to optimize the project portfolio of a specific organization

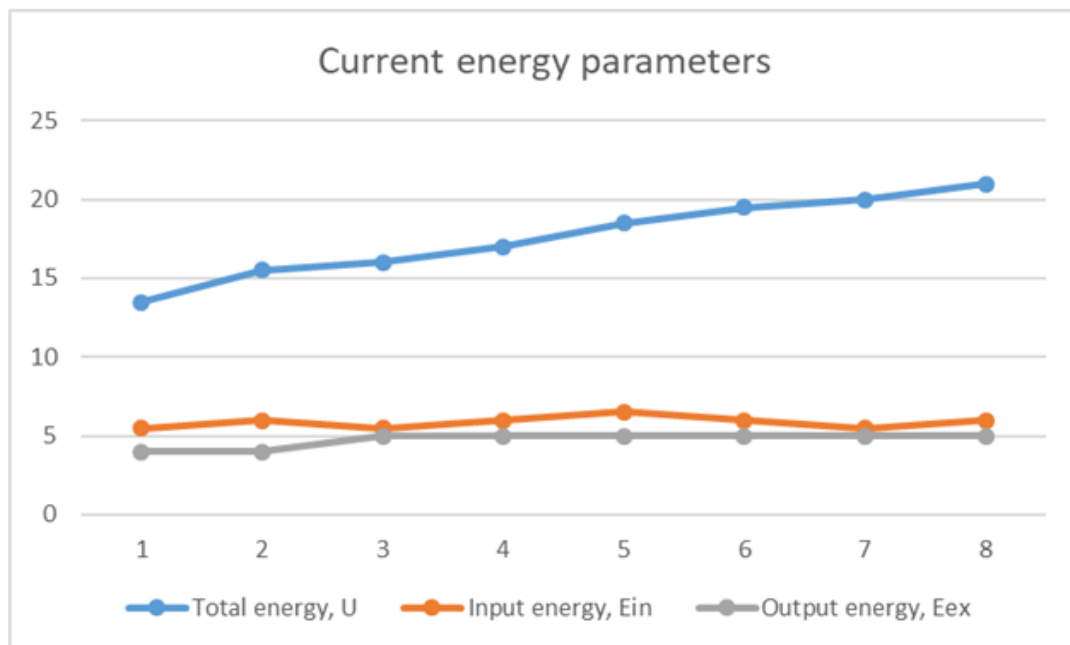
(the "Transmarine" company), which operates in the field of sea transportation, providing services for both cargo delivery and storage, and the formation of groupage shipments. The company has many branches, its own storage sites and warehouses, vehicles.

In accordance with the current composition of

the portfolio of projects, the forecast of the state and performance of the organization under consideration is characterized by the following indicators (table 1, fig. 1), the prospective period of consideration is 8 years. The energy parameters of the organization are considered in conventional units, 1 c.u = 1 million dollars.

**Table 1.** Forecast of the energy parameters of the organization in accordance with the current composition of the project portfolio

Time	Total energy, U	Input energy, $E^{in}$	Output energy, $E^{ex}$	Information entropy, H	Energy efficiency, $\eta$	Temperature, T	Energy entropy, S
0	12						
1	13,5	5,5	4	2	1,125	0,3125	25,920
2	15,5	6	4	2	1,148	0,3189	30,291
3	16	5,5	5	2,5	1,032	0,2294	45,818
4	17	6	5	2,5	1,063	0,2361	46,750
5	18,5	6,5	5	2,5	1,088	0,2418	49,950
6	19,5	6	5	3	1,054	0,1952	69,344
7	20	5,5	5	3	1,026	0,1899	76,390
8	21	6	5	3	1,050	0,1944	77,318



**Fig. 1.** Forecast dynamics of the organization's energy parameters

Under the value of the organization, in this case, we take the growth of the organization's energy (profit), which is formed as the difference between the incoming and output energy flows. Thus, the value of the organization:

$$V(t) = E^{in}(t) - E^{ex}(t), t = \overline{1,8}. \quad (9)$$

On the basis of the predicted values of the dynamics of the organization's energy parameters  $U(t), E^{in}(t), E^{ex}(t), t = \overline{1,8}$ , the predicted values of the indicators of its state - information entropy, temperature, energy entropy - were calculated (fig. 2).

It should be canceled that the forecast of the state of the organization, on the one hand, cannot be identified as

"bad": in accordance with current projects, the information entropy gradually increases, respectively, the temperature decreases, while the energy entropy increases (fig. 2c), the reason for this is an increase in the total energy of the organization  $U(t)$  (fig. 1) despite the fact that the output  $E^{ex}(t)$  and input  $E^{in}(t)$  energies remain practically unchanged. Thus, in the organization there is an accumulation of "potential" energy, which is not converted into "kinetic" energy, which ensures the movement of the organization to new states in terms of value. Due to this, there is a general downward trend in energy efficiency on average  $E^{in}(t)$ . The value of the organization is also gradually decreasing (fig. 3).



Fig. 2. Forecasted values of indicators of the state of the organization

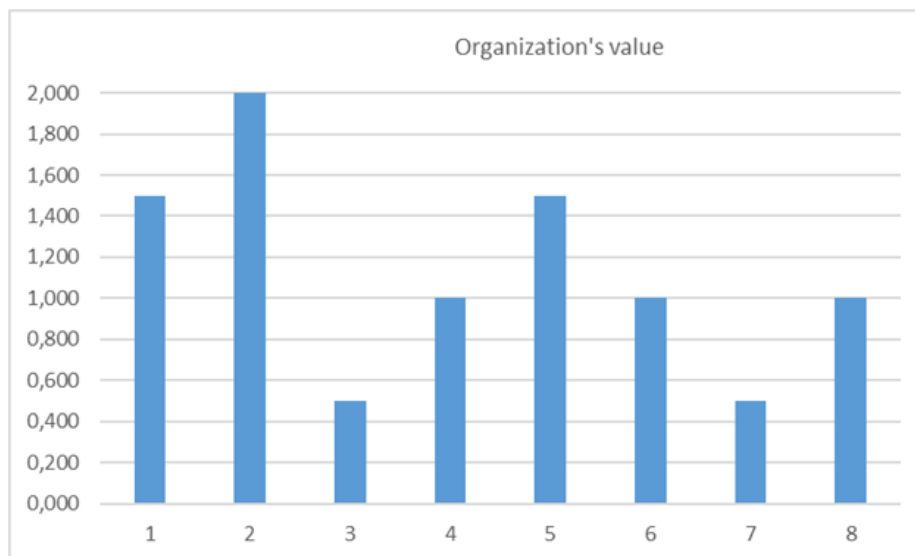


Fig. 3. Forecasted dynamics of the organization's value

Thus, despite the apparent absence of problems in the organization, the entropic concept of management allows you to "reveal" the deep problems that lead to the growth of energy entropy, which can gradually "destroy" the organization.

To avoid this, the organization should supplement its portfolio of projects to address these issues. For this, three alternative operational projects (current activities) and three development projects are proposed for consideration, their main characteristics are presented in tables 2, 3. Note

that the energy parameters of projects reflect annual values (total for the year), and informational entropy and energy entropy refer to the beginning of each year. Therefore, their last (zero) value for projects refers to the end of the last year of the project life cycle.

As the effect of development projects on the state of the organization (without limiting the generality), a decrease in information entropy was taken:

$$\Delta H_1 = -0,5; \Delta H_2 = -1; \Delta H_3 = -0,8. \quad (10)$$

Table 2. Characteristics of projects of current activity (dynamics by year of projects)

Project	Energy parameters	Information entropy, H	Energy entropy, S
PROJECT 1	<p>Project 1 (current activity)</p> <p>Legend: U1 (blue), Ein1 (orange), Eex1 (grey)</p>	<p>H1</p>	<p>S1</p>
PROJECT 2	<p>Project 2 (current activity)</p> <p>Legend: U2 (blue), Ein2 (orange), Eex2 (grey)</p>	<p>H2</p>	<p>S2</p>
PROJECT 3	<p>Project 3 (current activity)</p> <p>Legend: U3 (blue), Ein3 (orange), Eex3 (grey)</p>	<p>H3</p>	<p>S3</p>

Table 3. Characteristics of development projects (dynamics by year of projects)

Project	Energy parameters	Information entropy, H	Energy entropy, S
PROJECT 1	<p>Development project 1</p> <p>Legend: U1 (blue), Ein1 (orange), Eex1 (grey)</p>	<p>H1</p>	<p>S1</p>
PROJECT 2	<p>Development project 2</p> <p>Legend: U2 (blue), Ein2 (orange), Eex2 (grey)</p>	<p>H2</p>	<p>S2</p>
PROJECT 3	<p>Development project 3</p> <p>Legend: U3 (blue), Ein3 (orange), Eex3 (grey)</p>	<p>H3</p>	<p>S3</p>

The main conditions that were taken into account when forming the project portfolio structure were the following:

- minimum limit values of the organization  $V^{\min}(t) = 2$ ,

- the output energy of the organization can not exceed 40% of the total energy, i.e.

$$\sum_{i,j} (E_i^{ex}(t) + E_j^{ex}(t)) \leq 0,4 \cdot U(t);$$

- the part of the total energy of the organization that is distributed between projects can not, respectively,

$$\text{exceed } 60\%, \text{ i.e. } \sum_{i,j} (U_i(t) + U_j(t)) \leq 0,4 \cdot U(t).$$

The following results were obtained for the given conditions:

- all three alternative projects of current activity should be included in the portfolio, respectively, in 4, 4 and 6 years of the period under consideration, that is, in the latest possible start. This is due to the fact that, as previously indicated, the current activities of the organization are characterized by not bad indicators, the problem is, first of all, in the accumulation and non-use of total energy;

- the first and third development projects should be started at the very beginning of the period in question in

order to eliminate the problem of accumulating and not using common energy. The specificity of the second development project is that it does not provide for the receipt of input energy  $E_2^m = 0$ , although it provides the maximum reduction in information entropy ( $\Delta H_2 = -1$ ).

Note that experimental calculations were carried out for two variants of the optimization criterion: the first corresponded to (2), the second (taking into account the accepted energy gain in the form of value) - maximization of the organization's value. The results were the same. Thus, despite the fact that in [12] it was declared as an optimization criterion the minimization of the discrepancy between the total value and the desired value, nevertheless, in cases where the value can be interpreted as an increase in energy, the approach implemented within the framework of this research.

So, as a result of the formation of the structure of the project portfolio in accordance with the results of optimization, the predicted values of the results of activities and the state of the organization will be as follows (fig. 4).

Comparison of energy efficiency for the current portfolio and for its new structure is shown in fig. 5, temperature in fig. 6.

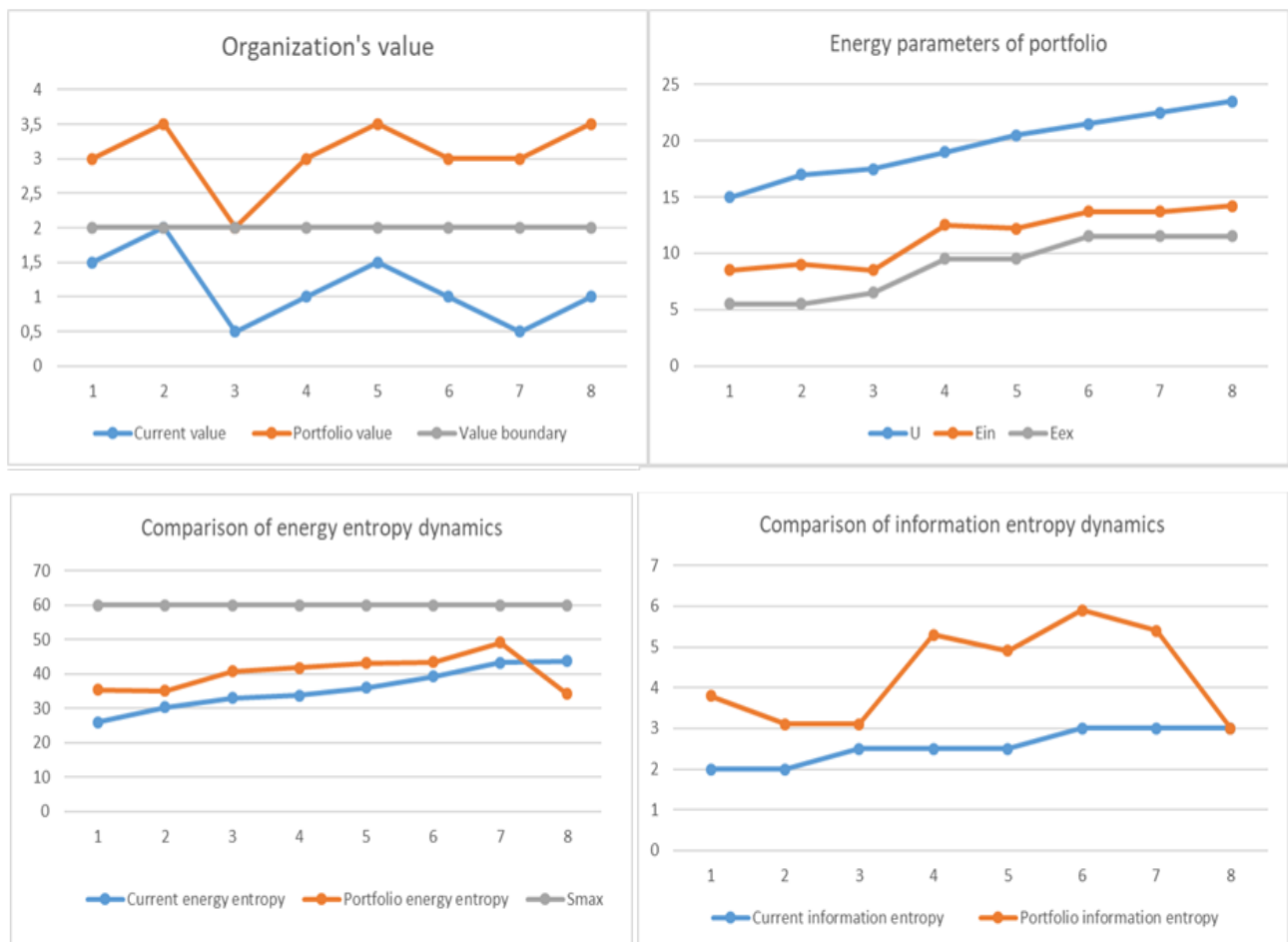


Fig. 4. Forecast values of the company's performance and condition for the proposed portfolio structure

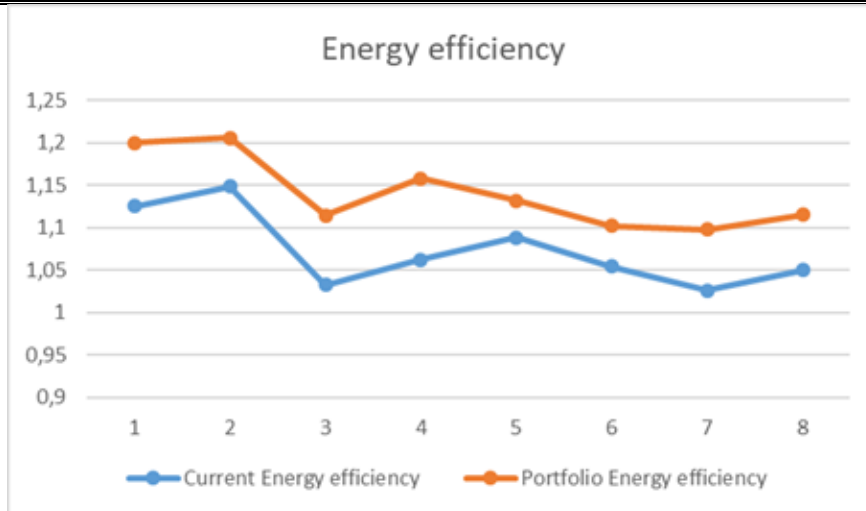


Fig. 5. Comparison of energy efficiency for the current portfolio and for its new structure

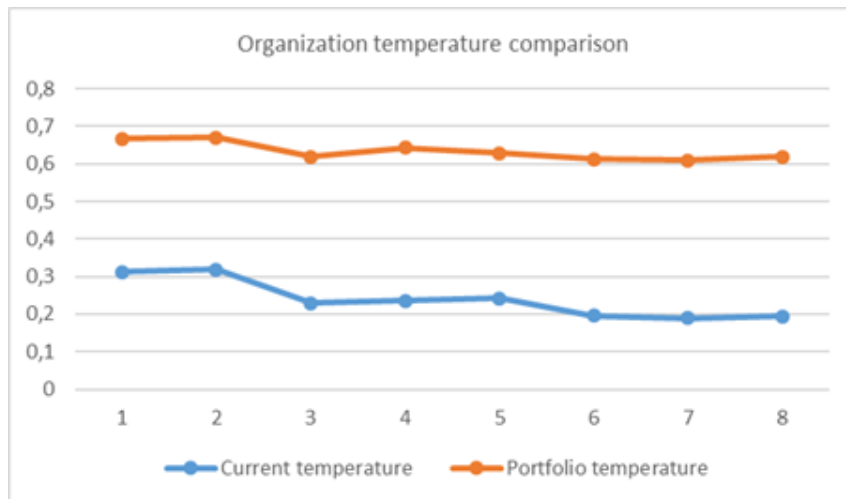


Fig. 6. Comparison of the organization temperature with the existing and new project portfolio structure

The proposed portfolio structure will provide the required level of value for the organization (and, moreover, not below its minimum allowable boundary). The increase in information entropy and energy entropy within the permissible limit is associated with the implementation of new projects, which naturally affects these indicators. But after the implementation of projects, the ergoentropy will reach a value lower than it would have been without new projects. The information entropy will return to the "before the new portfolio" level. The temperature increased significantly, which indicates a stronger control over the "external structure" of the organization [11]. So, the model made it possible to form a new structure of the project portfolio, which ensures the fulfillment of the necessary conditions and the achievement of the set result in relation to the value of the organization.

Experiments at varying the initial data also confirmed the accuracy of the obtained optimization results and the adequacy of the model. In particular, changes were made in the current dynamics of information entropy and requirements for the lower boundary of value, which led to the priority of the implementation of projects of current activities and to the

postponement of the implementation of development projects.

### Conclusions

As a result of the study, the applicability and reliability of the model for optimizing the portfolio structure of a project-oriented organization was substantiated. The model makes it possible to obtain solutions for the optimal structure of a project portfolio in terms of its value under given resource constraints (in the form of a share of total energy and output energy) and energy entropy. The studies substantiated the possibility of adjusting the model in terms of the optimization criterion (maximizing value, minimizing energy entropy) and adding restrictions on the maximum permissible border of information entropy and energy efficiency.

Thus, the developed model (1) - (8) is characterized by wide practical application, taking into account its possible adjustment without changing the basic essence, taking into account the specifics of a particular field of activity or organization.

The practical use of the main indicators of the entropy concept [10-12] – information entropy,



## ЕКСПЕРИМЕНТАЛЬНІ ДОСЛІДЖЕННЯ МОДЕЛІ ОПТИМІЗАЦІЇ СКЛАДУ ПОРТФЕЛЯ ПРОЄКТНО-ОРІЄНТОВАНОЇ ОРГАНІЗАЦІЇ НА БАЗІ ЕНТРОПІЙНОЇ КОНЦЕПЦІЇ

**Предметом** дослідження є оптимізація складу портфеля проєктів на базі ентропійної концепції. **Метою** дослідження є експериментальна перевірка моделі оптимізації складу портфеля проєктно-орієнтованої організації і обґрунтування її застосування на практиці в процесах управління для забезпечення їх ефективності. **Завдання** дослідження: формування моделі з урахуванням прийнятої цінності організації; формування вихідних даних по організації і альтернативним проєктам; оптимізація портфеля за моделлю і інтерпретація результатів. **Методи** дослідження: системний аналіз, функціональний аналіз, дослідження операцій. **Результати.** Розроблено модель формування структури портфеля з проєктів двох категорій – операційних і розвитку, критерій оптимізації – мінімізація розбіжності бажаної і фактично досягнутої цінності організації. Обмеження враховують максимально допустиму межу енергоентропії і мінімально допустиму межу цінності. В результаті проведеного дослідження обґрунтована можливість застосування і достовірність моделі оптимізації структури портфеля проєктно-орієнтованої організації. Модель дозволяє отримувати рішення по оптимальній структурі портфеля проєктів з точки зору його цінності при заданих обмеженнях по ресурсах (у вигляді частки загальної енергії та вихідної енергії) і по енергоентропії. Дослідження довели можливість коригування моделі з точки зору критерію оптимізації (максимізація цінності, мінімізація енергоентропії) і доповнення обмеженнями по максимально допустимій межі інформаційної ентропії і енергоефективності. **Висновки.** Модель, що розглядається, характеризується широким практичним застосуванням з урахуванням можливого її коригування без зміни основної суті з урахуванням специфіки конкретної сфери діяльності або організації. Продемонстровано практичне використання основних показників ентропійної концепції – інформаційної ентропії, температури, енергоентропії, які характеризують стан організації, дозволяючи виявляти приховані проблеми до їх відображення на традиційних показниках ефективності організації. З урахуванням цього здійснюється формування структури портфеля проєктів в рамках розглянутого підходу.

**Ключові слова:** проєкт; портфель; модель; енергоентропія; інформаційна ентропія; енергоефективність.

## ЭКСПЕРИМЕНТАЛЬНЫЕ ИССЛЕДОВАНИЯ МОДЕЛИ ОПТИМИЗАЦИИ СОСТАВА ПОРТФЕЛЯ ПРОЕКТНО-ОРИЕНТИРОВАННОЙ ОРГАНИЗАЦИИ НА БАЗЕ ЭНТРОПИЙНОЙ КОНЦЕПЦИИ

**Предметом** исследования является оптимизация состава портфеля проектов на базе энтропийной концепции. **Целью** исследования является экспериментальная проверка модели оптимизации состава портфеля проектно-ориентированной организации и обоснование ее применимости на практике в процессах управления для обеспечения их эффективности. **Задачи** исследования: формирование модели с учетом принятой ценности организации; формирование исходных данных по организации и альтернативным проектам; оптимизация портфеля по модели и интерпретация результатов. **Методы** исследования: системный анализ, функциональный анализ, исследование операций. **Результаты.** Разработана модель формирования структуры портфеля из проектов двух категорий – операционных и развития, критерий оптимизации – минимизация расхождения желаемой и фактически обеспечиваемой ценности организации. Ограничения учитывают максимально допустимую границу энергоэнтропии и минимально допустимую границу ценности. В результате проведенного исследования обоснована применимость и адекватность модели оптимизации структуры портфеля проектно-ориентированной организации. Модель позволяет получать решения по оптимальной структуре портфеля проектов с точки зрения его ценности при заданных ограничениях по ресурсам (в виде доли общей энергии и исходящей энергии) и по энергоэнтропии. Исследования обосновали возможность корректировки модели с точки зрения критерия оптимизации (максимизация ценности, минимизация энергоэнтропии) и дополнения ограничениями по максимально допустимой границе информационной энтропии и энергоэффективности. **Выводы.** Рассматриваемая модель характеризуется широким практическим применением с учетом возможной ее корректировки без изменения основной сути с учетом специфики конкретной сферы деятельности или организации. Продемонстрировано практическое использование основных показателей энтропийной концепции – информационной энтропии, температуры, энергоэнтропии, которые характеризуют состояние организаций, позволяя выявлять скрытые проблемы до их отражения на традиционных показателях эффективности организаций. С учетом этого осуществляется формирование структуры портфеля проектов в рамках рассматриваемого подхода.

**Ключевые слова:** проєкт; портфель; модель; енергоентропія; інформаційна ентропія; енергоефективність.

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N. VERESHCHAKA

## OPTIMIZATION OF INFRASTRUCTURE PROJECT PRODUCT PARAMETERS

The **subject** of the research is the means of determining the optimal set of parameters for the products of infrastructure projects. The **aim of the study** is to increase the efficiency of the implementation of infrastructure projects through the use of the developed model for substantiating the optimal parameters of their products. To achieve this goal, the following **tasks** have been solved: determination of the main options for "autonomy" of infrastructure projects; formalization of the dependences of the time, value and economic characteristics of infrastructure projects on the parameters of their products (infrastructure object) and the development of a conceptual model for optimizing these parameters; development of a mathematical model for optimizing the parameters of products of this category of projects. The following **methods** are used: system analysis, functional analysis, operations research. **Results**: it was found that the parameters of the product of infrastructure projects, on the one hand, ensure its commercial relevance, on the other hand, they determine the characteristics of the project (cost, risks, life cycle duration, etc.), which forms a complex system of requirements and restrictions for product parameters. As a result of the study, a conceptual and corresponding mathematical model for optimizing the parameters of an infrastructure project product has been developed for two situations: 1) for a situation of an "autonomous" infrastructure project, in which the infrastructure object being created does not imply commercial use, or its creation and commercial use is carried out within the framework of one project; 2) for a situation of two interconnected by means of a project infrastructure object - the creation of an object and its management (commercial use). Modeling is based on formalized dependences of the value, time and economic characteristics of the project on the parameters of its product. **Conclusions**: the model allows to determine at the initial stage of project development, within the possible range of variation, that set of parameters of its product that provides maximum value for stakeholders both when creating an infrastructure object and in the future when managing (operating) it.

**Keywords**: value; autonomy; infrastructure object; model.

### Introduction

Infrastructure projects are an integral part of the development of a city, region, country, and their main purpose [1] is to provide the necessary conditions for the life of citizens, including electricity and gas supply, transport links, etc.

The product of infrastructure projects is an infrastructure object that can be described by a certain set of parameters. This product, on the one hand, must satisfy the interests of stakeholders, on the other hand, the parameters of the project product determine its cost, the duration of certain stages of the life cycle, etc. Thus, the need to balance the "needs to be obtained" with "how to get it" leads to the formulation of the problem of optimizing the parameters of the products of infrastructure projects.

In [2], it was suggested that all projects can be divided into two categories from the point of view of the certainty of the project product: the first category is projects in which the product parameters are clearly known and set; the second category is projects in which product parameters are set as a result of a comprehensive analysis of possible options within specified limits.

Infrastructure projects can fall into both categories. But more often the second way is used when only a thorough study and analysis of a certain conceptual option allows setting the required set of parameters. For example, when deciding on the modernization of the port terminal, it is necessary to decide on what capacity should be calculated, what depths at the berths should be provided, what should be the lengths of the berths, whether a railway line is needed and how long, etc. Thus, at the stage of initiating an infrastructure project, the parameters of its product are established. For this, appropriate models can be used that take into account the "all consequences" for a specific set of product parameters.

### Analysis of literature and research

The development of a modern theoretical basis for project management is aimed not only at the sectoral specialization of projects, but, first of all, at the development of new concepts and methodologies (for example, [3-5]), which give impetus to the development of appropriate methods and models. Research is carried out related to transport and logistics projects (for example, [6-8]), and, naturally, special attention is paid in modern works to infrastructure projects (for example, [9-14]). Particular attention is paid to the value of infrastructure projects and, in particular, in [11, 12], the contribution of an infrastructure project to the development of modern socio-economic systems is studied. In [9, 10], time management methods for infrastructure projects were proposed based on a hybrid methodology that combines classical and new approaches to the implementation of the stages of the project life cycle. The stakeholder management of such projects was studied in [12].

Despite the relevance of the study of issues related to infrastructure projects, it should be noted that almost no attention is paid to the products of these projects, although, as mentioned earlier, for many such projects at the initial stages there is a need for additional research to justify the best (optimal) set parameters of the infrastructure facility. In particular, in [2], a similar approach was used to optimize the product parameters of the fleet replenishment project, in [15] - to optimize the parameters of the port terminal development project.

Taking into account the above, we believe that this idea can be used as the basis for research in the framework of the development of infrastructure projects.

Thus, the purpose of this study is to increase the efficiency of the implementation of infrastructure projects through the use of the developed model for substantiating the optimal parameters of their products.

## Results

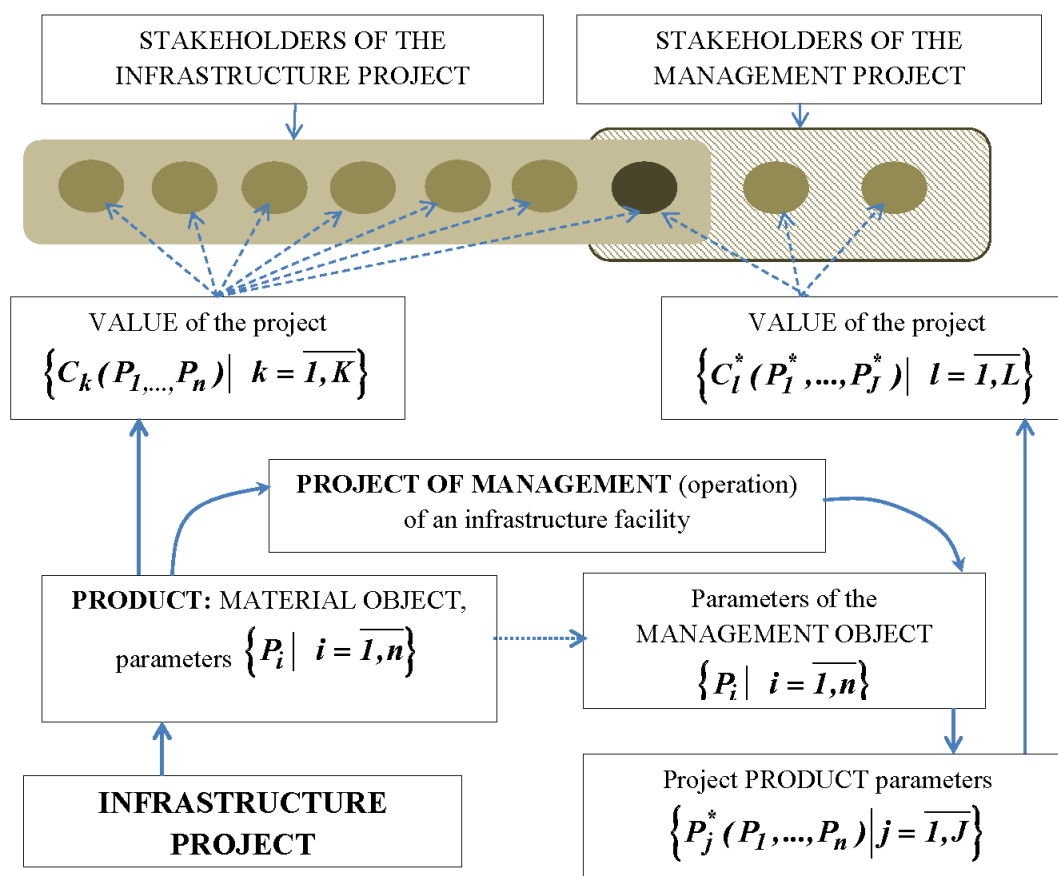
**Conceptual model for optimizing product parameters of an infrastructure project.** The specificity of infrastructure projects is that they can have varying degrees of autonomy. At the same time, the concept of "autonomy", that is, independence, isolation of a project, is not necessarily associated with the entry of this project into a portfolio or program. In this case, the lack of certain autonomy for the infrastructure project means, first of all, that the project is the basis for the implementation of the other projects, the products of which depend on the product of the infrastructure project. For example, as a result of many infrastructure projects, a tangible "product" is created (an infrastructure object: a bridge, a road, a ferry crossing, a port terminal, etc.), the management of which is a separate project for the company (companies), which receives the right to manage (operate) this object.

Thus, in such situations, there are two separate projects, the composition of the stakeholders of which,

generally speaking, may overlap (for example, the future operator company participates as one of the investors in the infrastructure project), fig. 1.

At the same time, the characteristics of an object created in an infrastructure project affect the results of the project for managing this object. Such a "tandem" of projects is an example of *the lack of complete autonomy* for an infrastructure project in terms of the dependence of the parameters of its product and the product of an interconnected project. Let us characterize this thesis in more detail.

As a result of implementation of the infrastructure project the object of infrastructure (product of the project) with parameters  $\{P_i | i = \overline{1, n}\}$  is created. The composition of this set includes both quantitative and qualitative characteristics of the object (for example, reliability, durability, etc.) and is determined by the specifics of the infrastructure object.



**Fig. 1.** Infrastructure project and related infrastructure facility management project

The value, as you know, is a universal characteristic of the project implementation results from the point of view of stakeholders, and for each of them the value of the project can vary significantly (the achieved high value for one stakeholder may not mean high value for another stakeholder at all); in addition, the "measure" of value can also be different for each stakeholder (for example, for one - the costs of the project, for the other – increasing the attractiveness of the region, for the third – the financial result, etc.). Thus, different levels of stakeholders of

infrastructure projects have different levels of project value, which are the corresponding "reflectors" of the project results from the point of view of stakeholders' goals. Naturally, the value of an infrastructure project  $C_k$  depends on the parameters of its output product (that is, according to the results of the implementation of the infrastructure project):

$$C_k = C_k(P) = C_k(P_1, \dots, P_n), k = \overline{1, K}, \quad (1)$$

where  $K$  is a number of stakeholders in the infrastructure project;  $P_i, i=\overline{1, n}$  – infrastructure project product characteristics;  $n$  – the total number of allocated characteristics of the project product. So, if the qualitative characteristics of the infrastructure facility are lower than the required (planned) ones, then, naturally, the project goal cannot be considered achieved, and, consequently, its value in fact decreases. (1) allows to take this into account, moreover, (1) allows, for example, on the basis of factor analysis, to establish what exactly and how influenced the decline in value, if it happened.

The product (infrastructure object) obtained as a result of the implementation of an infrastructure project becomes an object of management (operation) in the corresponding project, which further determines the characteristics of the product of this project  $P_j^*, j=\overline{1, J}$  (where  $J$  is the number of distinguished characteristics of the product of the infrastructure object management project) and its value  $C_l^*, l=\overline{1, L}$  for each stakeholder:

$$P_j^* = P_j^*(P_1, \dots, P_n), j = \overline{1, J}, \quad (2)$$

$$C_l^* = C_l^*(P_1^*, \dots, P_J^*) = C_l^*(P_1^*(P_1, \dots, P_n), \dots, P_J^*(P_1, \dots, P_n)), \quad (3)$$

$$l = \overline{1, L},$$

where  $L$  is a number of stakeholders in the infrastructure facility management project. For example, the depths reached at the berths and on the approach channels to the port (characterized within the set of parameters of the infrastructure project  $\{P_i | i=\overline{1, n}\}$  product) determine the characteristics of the transport service (services) provided at a given port terminal (in particular, services for loading / unloading on ships of a certain size, which the terminal can receive at the berth, which is included in the set of parameters for the product of this project - the project for managing the infrastructure object –  $\{P_j^* | j = \overline{1, J}\}$ ).

Thus, the relationship between products and results (in the form of value) of an infrastructure project and an interconnected infrastructure project management project is identified. The conceptual model for optimizing the parameters of an infrastructure project product is as follows (fig. 2).

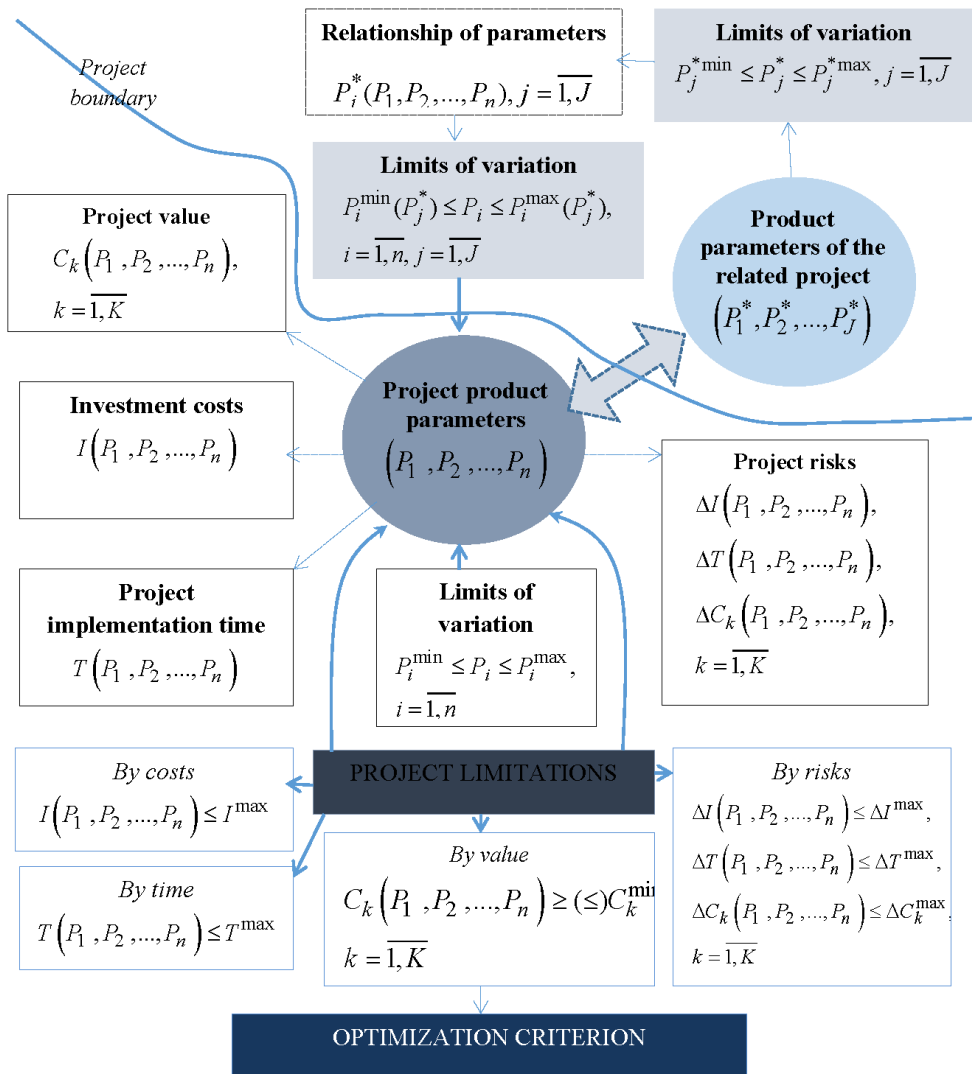


Fig. 2. Conceptual model for optimizing product parameters of an infrastructure project

**A model for optimizing product parameters for an infrastructure project.** Naturally, the parameters of the project product cannot be of an arbitrary level, and for each project, taking into account its specifics, certain restrictions are formed:

$$P_i^{\min} \leq P_i \leq P_i^{\max}, i = \overline{1, n}, \quad (4)$$

where  $P_i^{\min}, P_i^{\max}$  characterize, respectively, the minimum and maximum permissible boundaries of the project product parameters. Note that in some cases, individual parameters of the products of infrastructure projects may be interrelated. For example, a certain depth of an approach channel without its corresponding width is meaningless. Therefore, this kind of relationship should be taken into account in the form:

$$P_v = P_v(P_1, \dots, P_{\varphi_v}), v \in U_v, \quad (5)$$

where  $U_v$  is a set of project product parameters that depend on other parameters,  $\varphi_v$  is the number of parameters affecting a specific parameter  $P_v$ .

Varying the parameters of the product of an infrastructure project  $P$  allows to vary the main characteristics of this project, and, above all, *the cost of the project* (the size of the required investments)  $I$ :

$$I(P) = I(P_1, P_2, \dots, P_n). \quad (6)$$

The project implementation time  $T$  is also determined by a set of product parameters:

$$T = T(P_1, P_2, \dots, P_n). \quad (7)$$

Project risks also naturally depend on product parameters. If from the whole variety of project risks at the stage of their aggregated consideration, we single out the risks of an increase in implementation time  $\Delta T$ , an increase in investment costs  $\Delta I$ , and a change in value towards deterioration  $\Delta C_k$  (for example, if the value is the increase of attractiveness, then there is a decrease in value; if the value is a decrease in cost, then it excesses, etc.). Thus, the parameters of the project product determine the magnitude of the risks:

$$\begin{aligned} \Delta I = \Delta I(P_1, P_2, \dots, P_n), \Delta T = \Delta T(P_1, P_2, \dots, P_n), \\ \Delta C_k = \Delta C_k(P_1, P_2, \dots, P_n), k = \overline{1, K}. \end{aligned} \quad (8)$$

Each project is associated with certain restrictions in terms of cost, time, risks, etc., therefore, based on the above dependencies, the following system of project restrictions is formed:

- by project costs (size of investment)

$$I(P) = I(P_1, P_2, \dots, P_n) \leq I^{\max}; \quad (9)$$

- by implementation time

$$T = T(P_1, P_2, \dots, P_n) \leq T^{\max}; \quad (10)$$

- by value

$$C_k(P_1, P_2, \dots, P_n) \geq (\leq) C_k^{\min}, k = \overline{1, K}; \quad (11)$$

- in terms of acceptable risks

$$\Delta I = \Delta I(P_1, P_2, \dots, P_n) \leq \Delta I^{\max},$$

$$\Delta T = \Delta T(P_1, P_2, \dots, P_n) \leq \Delta T^{\max}, \quad (12)$$

$$\Delta C_k = \Delta C_k(P_1, P_2, \dots, P_n) \leq \Delta C_k^{\max}, k = \overline{1, K}.$$

For a situation of *a completely autonomous project*, the presented system of restrictions is complete, reflecting the basic requirements and characteristics.

For a project that is associated with a subsequent management (operation) project, the constraints associated with *the further commercial operation of the infrastructure facility* should be taken into account. For example, with a relatively insignificant increase in investment, the parameters of the approach channel for ships of significant size can be achieved, but further entry of ships into the port is not advisable due to, for example, the lack of the ability to process such size of shiploads in the port, or the demand for such a size parties in the region, etc. That is, the commercial operation of the infrastructure object *imposes its own limitations* that must be taken into account. Otherwise, the created infrastructure facilities are either used ineffectively, or their use is generally not advisable and these facilities gradually replenish the set of abandoned facilities.

Thus, restrictions are formed on the parameters of the project product associated with its further commercial operation:

$$P_i^{\min}(P_j^*) \leq P_i \leq P_i^{\max}(P_j^*), i = \overline{1, n}, j = \overline{1, J}, \quad (13)$$

which are established through the presence of relationships between the products of projects (infrastructure and management):

$$P_j^* = P_j^*(P_1, P_2, \dots, P_n), j = \overline{1, J} \quad (14)$$

and based on the constraints on the product parameters of the infrastructure facility management project:

$$P_j^{*\min} \leq P_j^* \leq P_j^{*\max}, j = \overline{1, J}. \quad (15)$$

The optimization criterion, as a rule, is one of the value indicators [15], for example, the one that most closely matches the mission and the main goal of the project (that is, the value from the standpoint of the main stakeholder). If *the project is autonomous* (that is, it provides for both the creation and management of an infrastructure facility), then the indicator of economic efficiency (for example, the NPV of the project) acts as the "main" value. For such projects, the system of restrictions can also be supplemented with restrictions

related to efficiency (for example, profitability, payback period, etc.):

$$E = E(P_1, P_2, \dots, P_n) \leq (\geq) E^*, \quad (16)$$

where  $E$  – used performance indicator, and  $E^*$  – its limiting border – maximum or minimum, depending on the essence of the selected indicator.

So, the model for optimizing the parameters of the product of an autonomous infrastructure project includes the following restrictions: (4), (9) – (12), (16) objective function (the value of the first stakeholder is conditionally selected as the main one):

$$Z = C_1(P_1, P_2, \dots, P_n) \rightarrow \max_{P_1, P_2, \dots, P_n}. \quad (17)$$

If the project is partially autonomous, then the model for optimizing the parameters of the infrastructure project product includes constraints (4), (9) – (13), and objective function (17).

As a result of optimization, the parameters of the project product  $P_1, P_2, \dots, P_n$  are established, which characterize its certain physical characteristics (length, width, depth, height, etc.), operational characteristics (throughput, operating costs, service life before capital repairs, etc.), as well as quality characteristics (reliability, etc.).

### Integral consideration of infrastructure project products and infrastructure facility management project.

In situations where the future operator of an infrastructure facility acts as one of the investors in the project for the creation of this facility (which is typical for such projects), his interests are represented in both projects, and, consequently, the *integral optimization* of the parameters of the products of both projects is logical for such a situation. In the above approach, the "interests" of an interconnected project when optimizing the parameters of an infrastructure project product were taken into account only as constraints (15). Integral optimization of these parameters is a separate task.

Since each project has its own goals and limitations, the optimization of the parameters of the products of each project is formally carried out within the framework of a separate optimization model. Nevertheless, there are interests of the above-mentioned investor, which are associated with both projects. Thus, in addition to two optimization models for each project, a model can be formed that optimizes the integral interests of the investor with some integral constraints for the two projects.

So, the model for optimizing the parameters of an infrastructure project product is formulated above. Let's consider a model for optimizing product parameters of an infrastructure facility management project  $\{P_j^* \mid j = \overline{1, J}\}$ .

For this project, generally speaking, investments may not be used, and the main investments are made in the

process of creating an infrastructure facility. Nevertheless, many infrastructure facilities in the field of water transport (for example, port terminals) are characterized by the fact that construction and hydrotechnical works are carried out as part of the creation/reconstruction of the facility, that is, the "immovable" basis of the infrastructure facility is being created. At the same time, in the process of operating, the equipment is equipped with reloading equipment, which also requires certain investments.

Therefore, in the most general case, we will assume that within the framework of the infrastructure object management project investments are  $I^*(P^*) = I(P_1^*, P_2^*, \dots, P_J^*)$ . If borrowed funds are used for investments, then corresponding costs arise  $R_{inv}(I^*) = R_{inv}(P_1^*, P_2^*, \dots, P_J^*)$ , which are also determined by the terms of use of borrowed funds and shares of own funds (which is not emphasized in this work, since it goes beyond the scope of the study).

In addition, the operating costs  $R^e$  of an object depend not only on the parameters of the object, but also on the parameters of the product (for example, transport services), but also on the intensity of operation, that is, on the demand  $Q$ , which depends on the parameters of the product, therefore it is fair:

$$\begin{aligned} R^e &= R_1^e(P_1, P_2, \dots, P_n) + \\ &+ R_2^e(P_1^*, P_2^*, \dots, P_J^*, Q(P_1^*, P_2^*, \dots, P_J^*)) = \\ &= R_1^e(P_1, P_2, \dots, P_n) + R_2^e(P_1^*, P_2^*, \dots, P_J^*), \end{aligned} \quad (18)$$

where  $R_1^e$  and  $R_2^e$  accordingly, operating costs, which depend on both the "object" and the equipment/personnel associated with it.

The income from the object  $D^e = D^e(P_1^*, P_2^*, \dots, P_J^*)$  is also determined by the demand  $Q(P_1^*, P_2^*, \dots, P_J^*)$  and the parameters of the product (in this case, the service)  $P_1^*, P_2^*, \dots, P_J^*$ .

Accordingly, the profit of the operator of the infrastructure facility is formed as:

$$\begin{aligned} \Pi(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*) &= D^e(P_1^*, P_2^*, \dots, P_J^*) - \\ &- R_1^e(P_1, P_2, \dots, P_n) - R_2^e(P_1^*, P_2^*, \dots, P_J^*). \end{aligned} \quad (19)$$

It should be noted here that the above has been established  $P_j^*(P_1, P_2, \dots, P_n), j = \overline{1, J}$ , however, some  $P_1^*, P_2^*, \dots, P_J^*$  are actually independent of  $P_1, P_2, \dots, P_n$ . Therefore, in (19), the parameters of the products of both projects are indicated as parameters on which the profit depends.

The project of management (operation) of an infrastructure facility is certainly associated with certain risks, which, first of all, are manifested in a decrease in profits  $\Delta \Pi$  due to an excess of planned operating costs

$\Delta R^e$  and a decrease in income  $\Delta D$ . Thus  $\Delta \Pi(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*)$  is formed.

As an optimization criterion, an indicator of the economic efficiency of projects can be used (as the main value for an operator for such projects), for example  $NPV(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*)$ , which is formed from income, operating costs, investment costs (if any), as well as the share of own funds invested in this project.

Thus, the model for optimizing the parameters of the product of the project of management (operation) of the infrastructure object is as follows:

Objective function:

$$NPV(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*) \rightarrow \max_{P_1^*, P_2^*, \dots, P_J^*}; \quad (20)$$

The limitation on the capacity/throughput (other similar characteristic) of the infrastructure object,  $M^{\min}, M^{\max}$  respectively, the lower and upper boundaries, are established on the basis of the concept and experience of the commercial use of this object:

$$M^{\min} \leq M(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*) \leq M^{\max}; \quad (21)$$

Limitation on the desired profit is  $\Pi^{\min}$  and its allowable decrease is  $\Delta \Pi^{\min}$ :

$$\Pi(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*) \geq \Pi^{\min}; \quad (22)$$

$$\Delta \Pi(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*) \leq \Delta \Pi^{\max}; \quad (23)$$

Investment restriction, where  $I^{\max}$  is the maximum allowable level:

$$I(P_1^*, P_2^*, \dots, P_J^*) \leq I^{\max}; \quad (24)$$

Restrictions on acceptable values of control parameters:

$$P_j^{*\min} \leq P_j^* \leq P_j^{*\max}, j = \overline{1, J}. \quad (25)$$

Two comments should be made on this model:

1. When *considered locally* (that is, without taking into account the integral interests of the operating company in two projects),  $P_1, P_2, \dots, P_n$  act as exogenous parameters, and only the parameters  $P_1^*, P_2^*, \dots, P_J^*$  of the product of this project are subject to optimization.

2. When solving the problem, *the duration of the project is not considered*, a certain value of which is implied in (20). In (21) – (23), the considered indicators are referred to the annual time interval, which is traditional.

*Integral consideration of two projects* from the position of an investor-operator presupposes the presence

of an "integrating" model, in which two local models are components.

One of the approaches used in such situations is that the criteria of local models are transformed into constraints, the lower bound of which is determined either on the basis of a target task within the project, or on the basis of a solution corresponding to the optimal value when solving a local problem. For example, if, as a result of the solution according to model (20) – (25), the value of the criterion for the optimal plan  $NPV^{opt}$  is obtained, then as the lower bound in the integral model, the value can be used

$$NPV^{\min} = \lambda \cdot NPV^{opt}, \quad (26)$$

where  $0 < \lambda < 1$  is a coefficient specifying the permissible decrease in the optimal value of  $NPV$  in the local model. A similar approach is used when determining the lower bound for the criterion in the local model for optimizing the parameters of an infrastructure project product  $C_1^{\min}$ . The scheme of forming a model for the integral consideration of two projects (infrastructural, and an interconnected project for managing an infrastructure object) is as follows (fig. 3).

Such an integral consideration of the two projects allows us to take into account the specifics of the commercial operation of the infrastructure facility at the stage of its actual design (fig. 4).

The optimization criterion is the NPV indicator, taking into account the fact that the "trend" of projects is investment and provides for the commercial use of the facility:

$$NPV(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*) \rightarrow \max. \quad (27)$$

Model control parameters are product parameters of both projects:  $P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*$ . The limitations of local models are fully included in the integral design consideration model. Objective functions of two local models are transformed into integral constraints:

$$Z_1 = C_1(P_1, P_2, \dots, P_n) \geq C_1^{\min}, \quad (28)$$

$$Z_2 = NPV(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*) \geq NPV^{\min}. \quad (29)$$

In addition, integral restrictions provide for a limit on investment resources  $S$ :

$$I_1(P_1, P_2, \dots, P_n) + I_2(P_1^*, P_2^*, \dots, P_J^*) \leq S. \quad (30)$$

The main risk of the investor is the "shortfall" in profit, which causes a decrease in the efficiency of investments, that is  $\Delta NPV$  appears, and so there is a natural limitation on the acceptable level of risk:

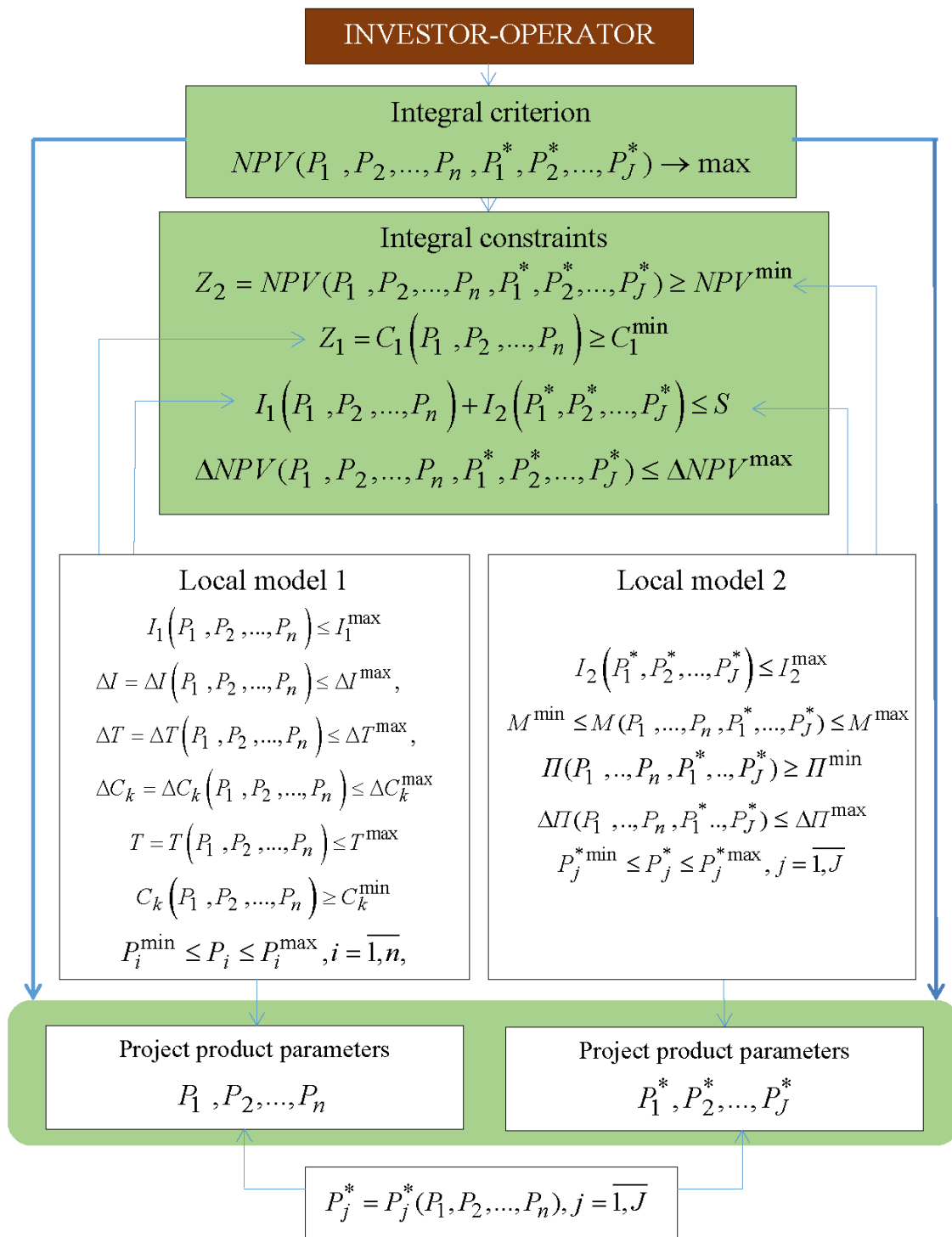
$$\Delta NPV(P_1, P_2, \dots, P_n, P_1^*, P_2^*, \dots, P_J^*) \leq \Delta NPV^{\max}. \quad (31)$$

Since the parameters of the projects' products are interrelated (in any case, some of them), the model should take into account the functional dependence of these parameters:

$$P_j^* = P_j^*(P_1, P_2, \dots, P_n), j = \overline{1, J}. \quad (32)$$

Note that the presented concept of forming an integral model can be used for other "trends" of projects, taking into account their specificity. This model is

universal in nature, since the industry specificity is manifested only in the structure of indicators, and not in their essence. As a result of optimization according to model (27) – (32), the values of the optimal parameters of project products (infrastructural and interconnected with it) are determined, at which the interests of the investor are ensured from the point of view of NPV, subject to existing restrictions, either external or related to the requirements of investors.



**Fig. 3.** Scheme of the formation of a model of integral consideration of two interrelated projects

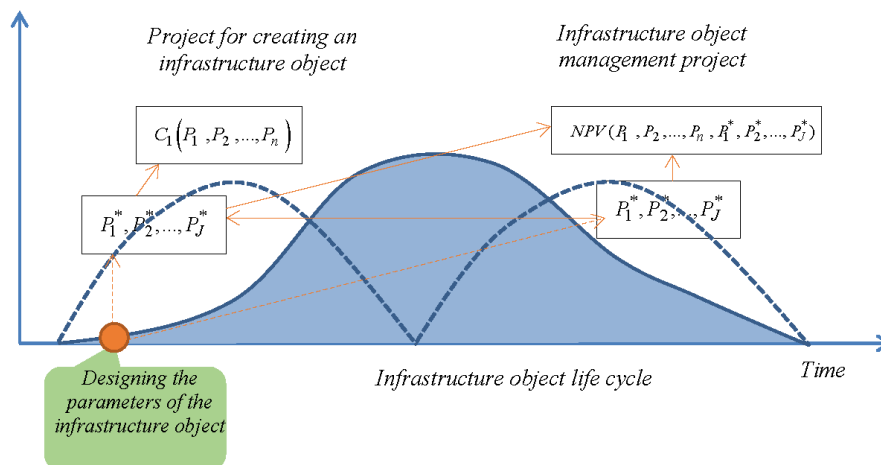


Fig.4. Accounting the specifics of the commercial operation of an infrastructure facility at the design stage

### Conclusions

In this study, a mathematical model has been developed for optimizing the parameters of an infrastructure project product for two situations: 1) for a situation of an "autonomous" infrastructure project, in which the created infrastructure object does not imply commercial use, or its creation and commercial use is carried out within the framework of one project; 2) for a situation of two interconnected by means of a project infrastructure object – the creation of an object and its management (commercial use). Modeling is based on taking into account the dependences of the value, time and

economic characteristics of the project on the parameters of its product.

The model allows, at the initial stage of project development, to determine, within the possible range of variation, the set of parameters that will provide maximum value for stakeholders both when creating an infrastructure object and in the future when managing (operating) it.

The model is universal and not tied to a specific field of activity, which makes it possible to develop it in terms of taking into account applied aspects, for example, a specific type of laws.

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## HYBRID MANAGEMENT OF PROGRAMS OF TERRITORIAL SYSTEMS DEVELOPMENT PROJECTS BY MEANS OF CONVERGENCE MECHANISMS

**Introduction.** Implementation of program projects of social and economic development of the territories of Ukraine is inefficient, with overspending of the budget and completion not at the set time. This is due to the use of reactive project management methodologies that do not take into account the complexity of project implementation, the turbulence of the project environment. The lack of hybrid mechanisms for managing project programs of socio-economic development of territories based on the convergence of different methods of project management is an unresolved problem. The implementation of socio-economic development project programs is carried out using the mechanisms of financial regulation of territories on the basis of the "recipient-donor" model. Therefore, the development of mechanisms for hybrid management of project programs of socio-economic development of territorial systems based on the convergence of key methods of project management is an urgent scientific task. **Purpose.** The purpose of the work is to develop mechanisms for hybrid management of program projects of socio-economic development of the regions of Ukraine using the tools of financial regulation, public-private partnership and convergence of these mechanisms. **Methods.** The methods of hybridization and convergence of project management methodologies are used in the article. **Results.** Based on research, it is proved that the implementation of program projects of socio-economic development of territories requires the use of various components of project management through hybridization and convergence. The terminological base of project management has been expanded by introducing new definitions "hybrid project management of socio-economic development projects", "convergence of project management mechanisms". Processes of management of program projects of social and economic development of territories, on the basis of model "recipient-donor" are formalized. **Conclusion.** The analysis of current trends in the implementation of complex programs of socio-economic development projects has shown the ineffectiveness of existing project management methodologies associated with the lack of mechanisms for hybrid project management based on convergence of best practices in project management projects. A convergent model of hybrid management of projects of socio-economic development of territories by means of identification of the main challenges and problems in the life cycle of the regional system is developed, which takes into account indicators of project success in the program based on analysis of project management best practices.

**Keywords:** hybrid management; convergence; program; projects of socio-economic development; management mechanisms; territorial systems.

### Introduction

The implementation of programs for socio-economic development of territories takes place in a complex socio-cultural multi-project environment with elements of turbulence, risks and uncertainty, as well as under the influence of external and internal political factors.

In Ukraine, the implementation of programs of socio-economic development projects of territorial systems is inefficient in terms of compliance with the established budget, time frame, as well as the final expectations of the final stakeholders and project users. First of all, this is due to the use of classical project management methodologies that are not flexible in a complex multi-project environment and do not take into account the turbulence of the project environment.

Most programs of projects of socio-economic development of territorial systems are implemented on the basis of the model "recipient-donor" with a load on local and state budgets. Best practices in project management with international experience are characterized by the convergence of different project management methods that form the methodology of hybrid project management using scientifically sound metrics of combination of key stakeholders in the investment phase of the project: government, regional government, community, international funding, funding, own funds of enterprises of the region, funds of public projects.

The scientific works of many scientists, in particular V.M. Burkov, S.D. Bushuyev, V.D. Gogunsky, I.V. Kononenko, H. Tanaka, O.B. Zachka, S.K. Chernova, I.V. Chumachenko and others are devoted to the issue of

hybrid management of complex programs of projects of social and economic development of territorial systems. However, in the known literature there are relatively few works in which research would be focused on various aspects of such an important area of program management of socio-economic development projects in conditions of uncertainty as hybrid project management using convergence mechanisms.

In particular, in [1-6] the peculiarities of identification and management of infrastructure projects are considered. The application of hybrid management methodology for infrastructure projects, features of their hybridization and problems of multilevel hybrid management are described. In [7, 10] the mechanisms of convergence of project management methodology and their system model are considered. The main standards and guidelines for project management, programs and project portfolios are described in [8-9]. Principles of formation of portfolios of projects of improvement of systems of safety, their theoretical approaches in management of safety of projects of development of difficult systems are described in works [11-13]. The study of the process of application of office project-oriented management and formalization of factors influencing infrastructure projects is described in studies [14-15]. In [16] the peculiarities of the functioning of hybrid organizations and the processes of their management are described. Features of the functioning of hybrid peace projects are described in [17]. Selective linking in response to competing institutional logics in hybrid organizations is described in [18].

The main and general disadvantage of existing

research is the lack of implementation of a convergent approach with hybridization of key mechanisms of project management. The study of innovative methods of project management of territorial systems development projects, in particular, hybridization and convergence of best practices of project management requires a scientifically sound system of metrics for the success of such projects. There is a need to use analytical and experimental research to develop effective mechanisms for hybrid management of project programs of socio-economic development of territories based on the convergence of best practices of project management.

**Research methods** are to apply the mechanisms of convergence of best practices in program management of complex projects, which will form a new paradigm of hybrid program management of projects of socio-economic development of territories.

### Research results

Based on theoretical research, it is proved that the implementation of programs of socio-economic development projects, which occurs under the influence of environmental turbulence and the dynamics of changes in multiproject environment, taking into account the different nature of factors, requires different components of project management through hybridization and convergence.

The terminology base of project management has been expanded by introducing new definitions of "hybrid

project management of socio-economic development projects", "convergence of project management mechanisms", which complement existing methodologies in terms of regional development program management and take into account best project management practices..

**Definition 1.** Hybrid project management of socio-economic development projects is a combination of project management mechanisms with the integration of the values of key stakeholders of the program to the holistic mission of the territorial system, provided by the convergence of best practices of project management.

**Definition 2.** "Convergence of project management mechanisms" - the formation of a set of methods and models of project management for the development of complex systems based on the integration of project management methodologies and best practices of project management in the focus of regional project programs.

The existing processes of management of programs of projects of social and economic development of territories which are realized on the basis of model "recipient-donor" with identification of key stakeholders of an investment phase of the project are formalized: state bodies, regional authorities, community, and international financing funds, grant organizations, sponsorship funds enterprises of the region, funds of public projects.

Literary and information analysis showed that most regional programs for the development of socio-economic systems are implemented in the model "recipient-donor" with a specific burden on local and state budgets (table 1).

**Table 1.** The "Recipient - Donor" model in the implementation of programs of projects for the socio-economic development of territorial systems

Recipient (regional territorial system)	Donor (investment fund of the socio-economic development project program)				
	Local budget	State budget	Public-private partnership projects	International funds	Cross-border programs
Territorial system 1	$K_{11}$	$K_{12}$	$K_{13}$	$K_{14}$	$K_{15}$
...	$K_{ij}$	$K_{ij}$	$K_{ij}$	$K_{ij}$	$K_{ij}$
Territorial system n	$K_{n1}$	$K_{n2}$	$K_{n3}$	$K_{n4}$	$K_{n5}$

where  $K_{ij}$  is an attraction coverage ratio for the  $i$ -th territory of the  $j$ -th program project financing fund.

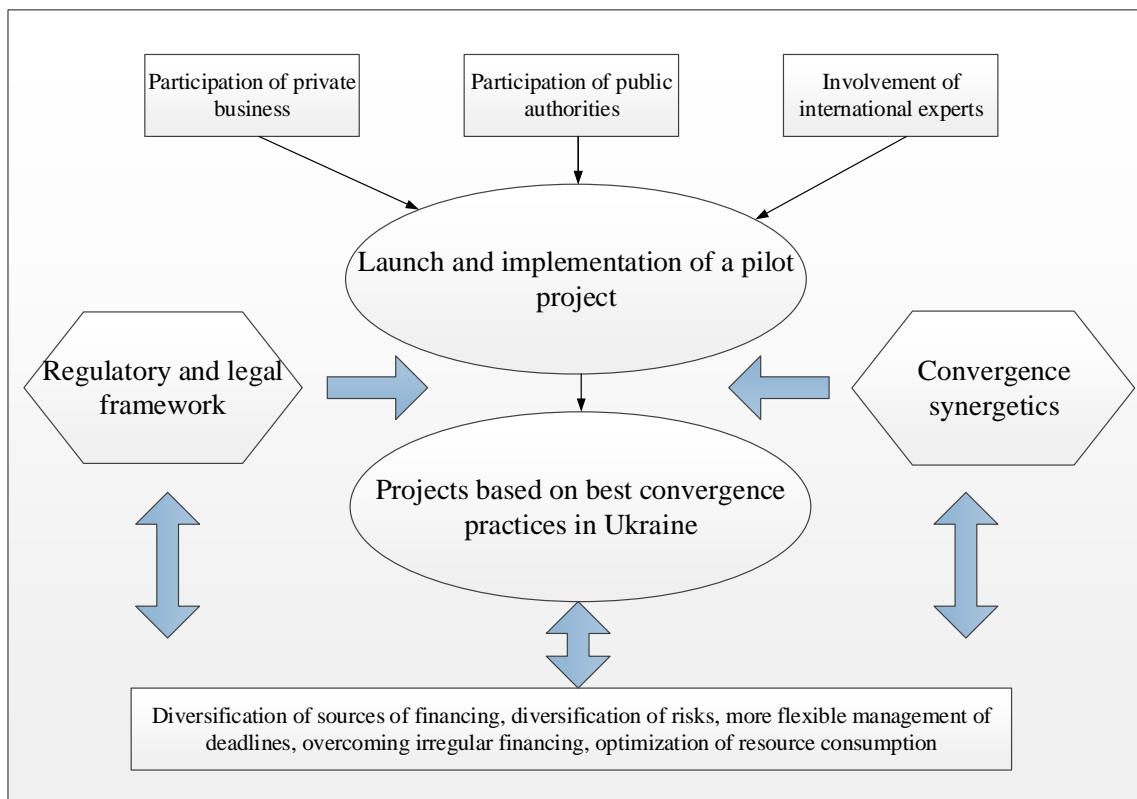
In the existing realities for successful application of the best practices of project management it is necessary to develop mechanisms of hybrid management of programs of projects of social and economic development of territories taking into account metrics of co-financing according to realities of the multiproject environment.

For the most profitable and cost-effective implementation of projects of socio-economic development of territories with a high rate of return, it is necessary to diversify financial resources and stakeholder entities in order to strengthen convergence, including and private business and its interests. This approach diversifies not only the sources of funding, but also the risks that will be shared between different stakeholders and their interest to act more synergistically to address them, the possibility of more flexible solutions to funding irregularities, optimization of resource consumption, non-compliance

with agreed deadlines, etc. Such a mechanism is effective and feasible in the application of Ukrainian legislation and correlates with the paradigm of public-private partnership for Sustainable Development 2030 (People First PPPs), which allows to initiate such projects by both public authorities and private business.

To date, there are a number of obstacles to the actual implementation and enforcement of such convergence methodologies through:

- Low awareness of potential opportunities.
- Lack of pilot projects.
- Lack of experience in implementing similar projects in Ukraine in general in their full cycle.
- Lack of qualified specialists and potential investors to finance and attract such projects.
- Involvement of international technical assistance for project management and structuring.



**Fig. 1.** Model-scheme of factors influencing obstacles to the implementation of convergent methodologies in the management of territorial systems development projects

The model scheme is based on the launch and implementation of pilot projects for the development of territorial systems by means of convergence mechanisms, which is formed from the components of attracting private business, public authorities and the help of international experts. Let's represent the expression as a tuple (1).

$$Lz = \langle Ib; Ia; Ie \rangle, \quad (1)$$

where  $Lz$  – launch and implementation of a pilot project;  $Ib$  – private business participation;  $Ia$  – participation of the public authorities;  $Ie$  – participation of international experts.

When implementing a pilot project for the development of territorial systems, the influence of factors of convergence synergetic and the requirements of the regulatory framework put forward for its regulation, projects are selected based on the best convergence practices in Ukraine, which is written by the expression (2).

$$\left\{ \begin{array}{l} \{Sk\} \\ \{Jk\} \\ \{Lz\} \end{array} \right\} = Pk, \quad (2)$$

where  $Pk$  – projects based on best convergence practices in Ukraine;  $Sk$  – convergence synergetic;  $Jk$  – regulatory and legal framework.

However, it should be borne in mind that at this stage, the implementation of convergence projects is not possible without taking into account the ongoing process of diversification. It is accompanied by the financial

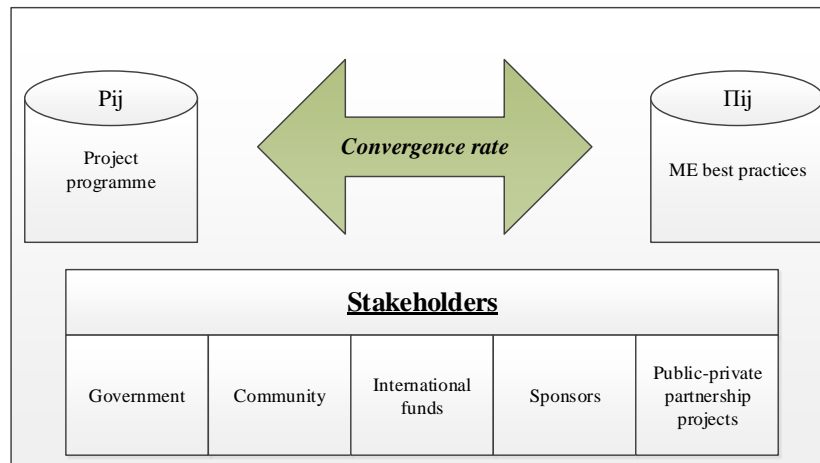
component of the project; overcoming the irregularity of funding; emerging risks; flexible deadline management; optimization of resource consumption, which is described by the expression (3).

$$\left\{ \begin{array}{l} \{Sk\} \\ \{Pk\} \\ \{Jk\} \end{array} \right\} \Leftrightarrow Dk, \text{ at this } Dk \in (ki; kin; kin + 1), \quad (3)$$

where  $Dk$  – the process of diversification of funding sources; overcoming its irregularity, the risks that arise; flexible deadline management; optimization of resource consumption.

Project management of territorial systems development is a complex organizational and technical process. The process is complicated by the constant change in the impact of the project environment, the need to adapt different atypical (hybrid) approaches, project management methodologies, programs and project portfolios and the need to take into account in the planning process of this type of project convergence factors. On the basis of the system analysis the model of hybrid management of the program of projects of development of territories is constructed (fig. 2).

The model is based on the parameters of the convergence coefficient. In the context of hybrid management, the convergence factor is a tool that provides processes for managing programs and projects for the development of territorial systems and their interaction with stakeholders.



**Fig 2.** Model of the structure of objects and subjects of hybrid management of the program of territorial development projects

The main stakeholders of the territorial development project implementation program will be the following components: government, community, international funds, and sponsorship and public-private partnership projects. Thus, formally stakeholders of the hybrid management program of territorial development projects can be written as an expression (4).

$$Sh = \langle Gv; Lo; If; Sr; Ph \rangle, \quad (4)$$

where  $Sh$  – stakeholders of the territorial development project program;  $Gv$  – authorities;  $Lo$  – local communities;  $If$  – involved international funds;  $Sr$  – sponsors;  $Ph$  – public-private partnership projects.

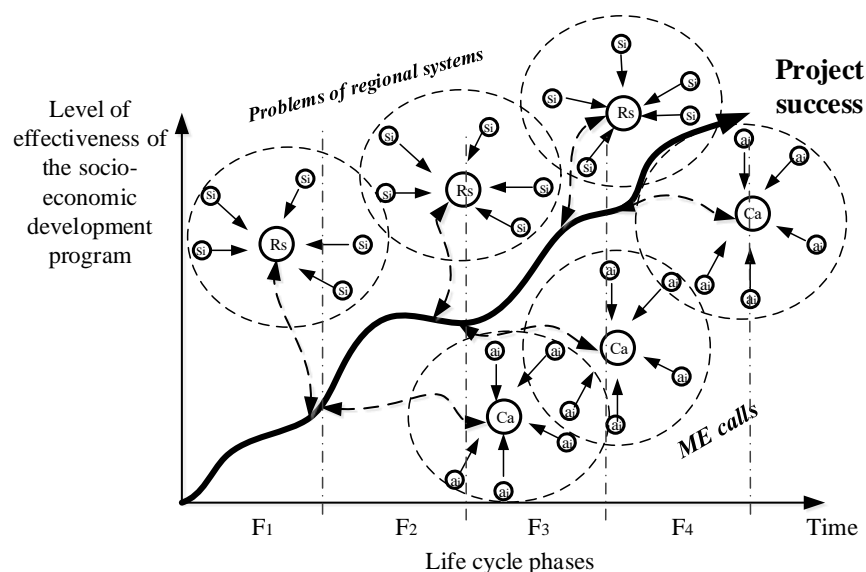
Whereas the parameters of the convergence factor directly depend on the application, in the process of planning and implementation of best practices in project and program management; standard structured projects and programs and their interaction with stakeholders so the process dependence of elements of hybrid management of the program of projects of development of

territories is formed. We describe the formed dependence of the expression (5).

$$Kij\{Sh\} \Leftrightarrow \langle Pi | Пi \rangle, \quad (5)$$

where  $Pij$  – programs, territorial development project;  $Пij$  – best practices in project management, programs and project portfolios.

The influence of the parameters of the convergence coefficient on the program of territorial development projects is carried out throughout the life cycle. However, the greatest impact with the maximum possible positive or negative consequences is carried out at the planning stage. The solution to this impact lies in the context of identifying the main challenges and problems faced by the project in the life cycle of the regional system. Taking into account these features and the impact of convergence coefficient parameters on the project, a convergent model of hybrid project management of socio-economic development of territories by means of identifying the main challenges and problems in the life cycle of the regional system (see fig. 3).



**Fig. 3.** Converged model of hybrid management of projects of socio-economic development of territories by means of identifying the main challenges and problems in the life cycle of the regional system, where  $F_1$  – initiation phase;  $F_2$  – planning phase;  $F_3$  – implementation phase;  $F_4$  – launching phase.





проектами". Формалізовано процеси управління програмами проектів соціально-економічного розвитку територій, на основі моделі "реципієнт-донор". **Висновки.** Проведений аналіз сучасних тенденцій реалізації складних програм проектів соціально-економічного розвитку засвідчив неефективність діючих методологій проектного менеджменту, пов'язаних з відсутністю механізмів гібридного управління проектами на основі конвергенції кращих практик управління програми проектів територіального розвитку. Розроблено конвергентну модель гібридного управління проектами соціально-економічного розвитку територій засобами ідентифікації основних викликів та проблем в життєвому циклі регіональної системи, що враховує індикатори успіху проектів в програмі на основі аналізу кращих практик проектного менеджменту.

**Ключові слова:** гібридне управління; конвергенція; програма; проекти соціально-економічного розвитку; механізми управління; територіальні системи.

## ГИБРИДНОЕ УПРАВЛЕНИЕ ПРОГРАММАМИ ПРОЕКТОВ РАЗВИТИЯ ТЕРРИТОРИАЛЬНЫХ СИСТЕМ СРЕДСТВАМИ МЕХАНИЗМОВ КОНВЕРГЕНЦИИ

**Постановка проблемы.** Реализация программ проектов социально-экономического развития территорий Украины происходит неэффективно, с перерасходами бюджета и завершением не во установленное время. Это связано с использованием реактивных методологий управления проектам, не учитывают сложность реализации проектов, турбулентность проектно окружения. Отсутствие гибридных механизмов управления программами проектов социально-экономического развития территорий на основе конвергенции различных методов управления проектам является нерешенной проблемой. Реализация программ проектов социально-экономического развития происходит с использованием механизмов финансового регулирования территорий на основе модели "реципиент-донор". Поэтому разработка механизмов гибридного управления программами проектов социально-экономического развития территориальных систем на основе конвергенции ключевых методов проектно менеджмента является актуальной научной задачей. **Цель.** Цель работы заключается в разработке механизмов гибридного управления программами проектов социально-экономического развития регионов Украины с использованием инструментов финансового регулирования, государственно-частного партнерства и конвергенции этих механизмов. **Методы.** В работе использованы методы гибридизации и конвергенции методологий управления проектам. **Результаты.** На основании исследований доказано, что реализация программ проектов социально-экономического развития территорий, требует применения различных компонент проектно менеджмента, путем гибридизации и конвергенции. Расширен терминологическую базу управления проектам путем введения новых определений "гибридное управление программой проектов социально-экономического развития территорий", "конвергенция механизмов управления проектам". Формализована процессы управления программами проектов социально-экономического развития территорий на основе модели "реципиент-донор". **Выводы.** Проведенный анализ современных тенденций реализации сложных программ проектов социально-экономического развития показал неэффективность действующих методологий проектно менеджмента, связанных с отсутствием механизмов гибридного управления проектам на основе конвергенции кращих практик управления программы проектов территориального развития. Разработан конвергентную модель гибридного управления проектам социально-экономического развития территорий средствами идентификации основных вызовов и проблем в жизненном цикле региональной системы, учитывающей индикаторы успеха проектов в программе на основе анализа лучших практик проектных менеджмента.

**Ключевые слова:** гибридное управление; конвергенция; программа; проекты социально-экономического развития; механизмы управления; территориальные системы.

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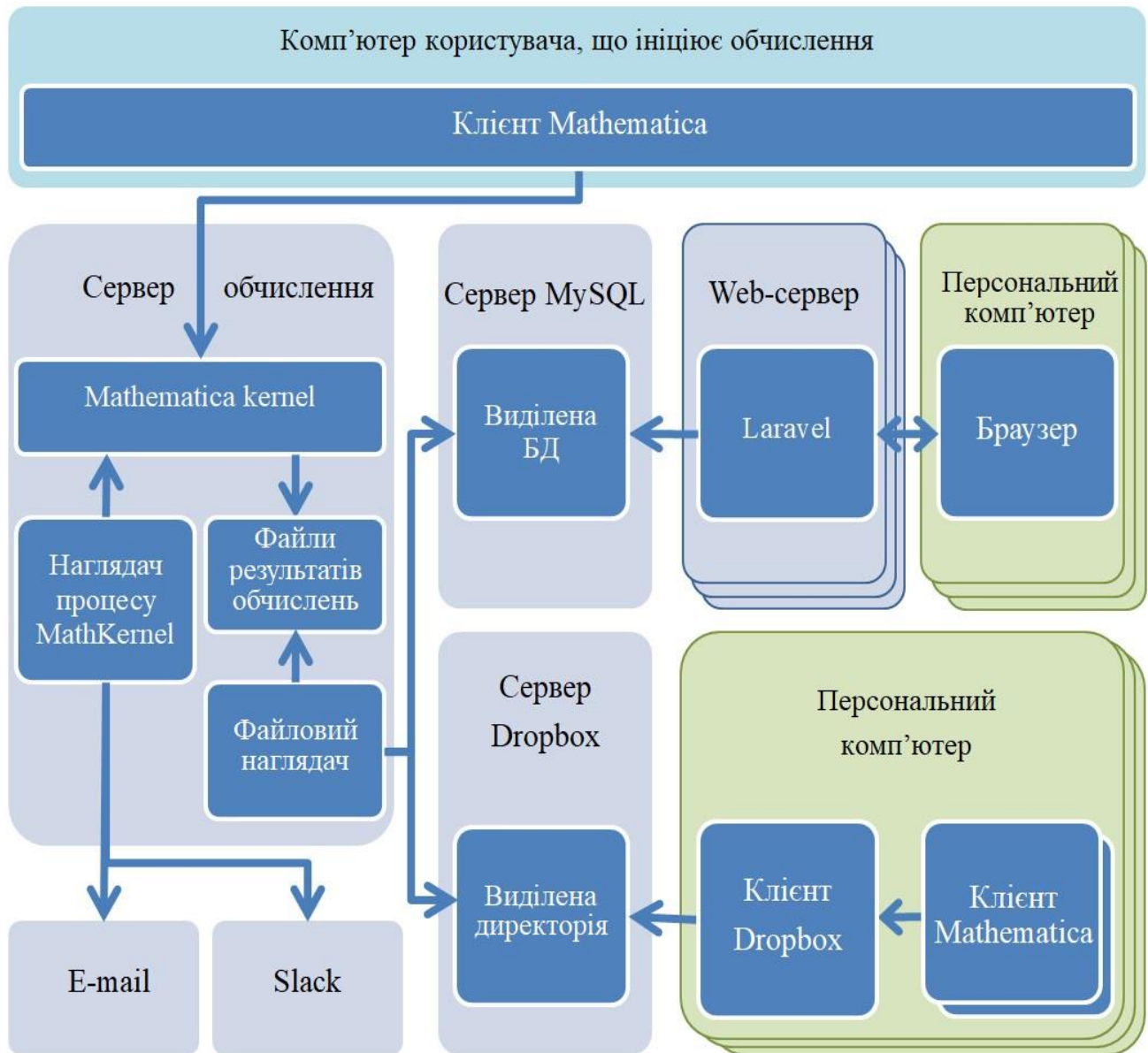


Рис. 1. Декомпозиція системи автоматизованих обчислень на структурні елементи

Розглянемо далі кожний елемент системи докладніше.

### 1. Ініціатор обчислень

Має мережевий доступ через ssh-канал до центру обчислень із використанням ключів асиметричного шифрування, що гарантують повну безпечність передачі команд та прийняття результатів від сервера обчислень.

Через те що під час роботи програма Mathematica виводить у свій документ результати виконання різних операцій: обчислення, протокол роботи, графіки, проміжні значення змінних і таке інше, – щоб уникнути їх втрати у разі збою включене автоматичне збереження файлу одним з двох способів:

- за допомогою установки опції документа NotebookAutoSave [13] у значення True наступною конструкцією: `SetOptions[EvaluationNotebook[], NotebookAutoSave -> True]`,

- через ручне збереження за допомогою NotebookSave [13] у місцях програми обраних користувачем.

Перший спосіб зберігає файл після кожної зміни та підходить для випадків невеликої частоти зміни документа. Якщо ж програма генерує багато виводу у документ, то такий підхід може істотно її сповільнити. У такому разі рекомендується використовувати другий спосіб, та зберігати документ кожний раз після виводу важливого пакету результатів обчислень, наприклад, після кожної ітерації або кроку алгоритму.

### 2. Сервер обчислень

Надає клієнтам захищений мережевий доступ через ssh-канал, що використовує аутентифікацію виключно за ключами асиметричного шифрування. Це запобігає випадкам втрати або загублення паролів доступу, або неправомірному доступу через їх крадіжку.

**Впровадження протоколювання** (логування) у програму переслідує дві мети: виявити поточний крок





розгортання. Такого ж самого результату можна досягти будь-якими іншими аналогічними засобами.

### Демонстрація роботи

Для демонстрації роботи побудованої системи обраний розрахунок задачі обчислення розповсюдження імпульсу Ейрі у одномірному плоскошаруватому середовищі методом апроксимуючих функцій [9]. Увесь процес обчислення ведеться для відрізка нормованого часу  $t=[0, 10]$  та

нормованого простору  $x=[0, 1]$ , кроком моделювання  $h=0.02$ .

Розглянемо обчислення ітерації №17 для відрізка часу  $t=[8.5, 9.0]$ . Це означає, що на попередніх ітераціях для відрізка часу  $t=[0, 8.5]$  результати вже отримані, збережені локально та віддалено. Рисунок, що наведені нижче отримані у однаковий час.

На клієнті-ініціаторі обчислення – вивід у документі Mathematica показаний на рис. 2. Такі ж саме строки записуються до файлу протоколу роботи.

```

17    Cur: 426 - 450    Tt8.5-9.
{207.969, Null}
{1275}
{1275, 2}
step 0
step 1
step 2
step 3
step 4
step 5

```

Рис. 2. Вивід у документі Mathematica на клієнті-ініціаторі обчислення

На сервері обчислення, що розташований у хмарному середовищі, у ssh-консолі у той же час буде наступний вивід, показаний на рис. 3. Видно, як файловий наглядчик отримує сповіщення про створення нового файлу результатів ітерації, що має

назву вигляду "B1\_Airy\_NL\_Tt\*.\*-\*.txt", де зірочки – це цифри, та автоматично завантажує їх до сервісу Dropbox разом із додаванням записів до бази даних. Аналогічним чином проходить обробка створення та зміни файлів протоколу роботи.

New iteration results found B1\_Airy\_NL\_Tt6.5-7.0.txt:

```

> Dropbox: Uploading "~/math/2d/Airy/Airy_NL/ee1_ee13_h0.02_Tt10_T00_X00/B1_Airy_NL_Tt6.5-7.0.txt" to "/math/B1_Airy_NL_Tt6.5-7.0.txt"... DONE
> MySQL: Adding records for time interval '6.5 - 7.0'... DONE

```

New iteration results found B1\_Airy\_NL\_Tt7.0-7.5.txt:

```

> Dropbox: Uploading "~/math/2d/Airy/Airy_NL/ee1_ee13_h0.02_Tt10_T00_X00/B1_Airy_NL_Tt7.0-7.5.txt" to "/math/B1_Airy_NL_Tt7.0-7.5.txt"... DONE
> MySQL: Adding records for time interval '7.0 - 7.5'... DONE

```

New iteration results found B1\_Airy\_NL\_Tt7.5-8.0.txt:

```

> Dropbox: Uploading "~/math/2d/Airy/Airy_NL/ee1_ee13_h0.02_Tt10_T00_X00/B1_Airy_NL_Tt7.5-8.0.txt" to "/math/B1_Airy_NL_Tt7.5-8.0.txt"... DONE
> MySQL: Adding records for time interval '7.5 - 8.0'... DONE

```

New iteration results found B1\_Airy\_NL\_Tt8.0-8.5.txt:

```

> Dropbox: Uploading "~/math/2d/Airy/Airy_NL/ee1_ee13_h0.02_Tt10_T00_X00/B1_Airy_NL_Tt8.0-8.5.txt" to "/math/B1_Airy_NL_Tt8.0-8.5.txt"... DONE
> MySQL: Adding records for time interval '8.0 - 8.5'... DONE

```

Рис. 3. Вивід у ssh-консолі файлового наглядчика на сервері обчислень

Один з клієнтів, що оброблює результати обчислень має наступний фрагмент виводу у документі Mathematica, що наведений на рис. 4 – за допомогою розробленої функції будується графік

вихідної хвилі (суцільна лінія) та отриманої при розрахунках (пунктирна лінія) на повній осі моделювання  $t=[0,10]$ .

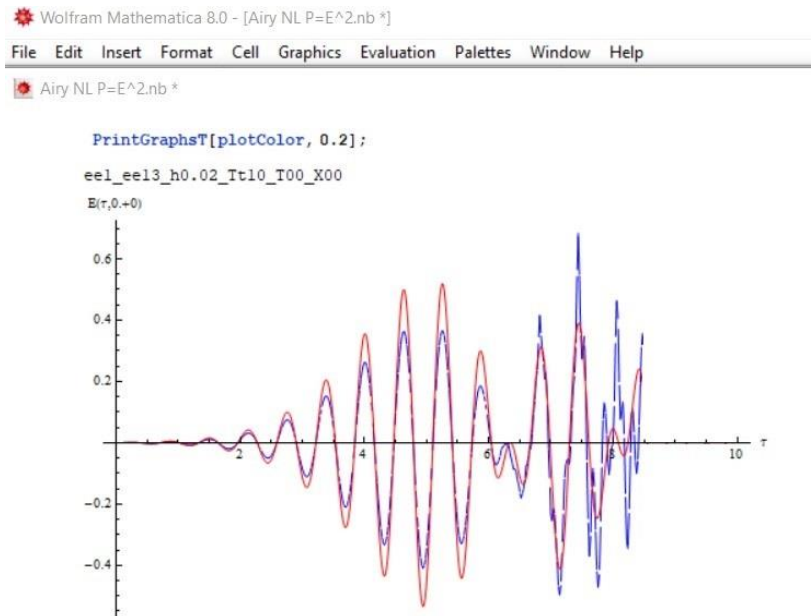


Рис. 4. Обробка результатів на клієнті у математичному процесорі Mathematica

Фрагмент виводу веб-клієнту, отриманий у браузері комп'ютера, наведений нижче на рис. 5: зверху – значення параметрів моделювання, ліворуч –

протокол роботи, праворуч – графік модельованої функції.

● In progress...

2d — Airy — NL —  $\varepsilon=1$ ,  $\varepsilon_1=3$ ,  $h=0.02$ ,  $T_t=10$ ,  $T_0=0$ ,  $X_0=0$

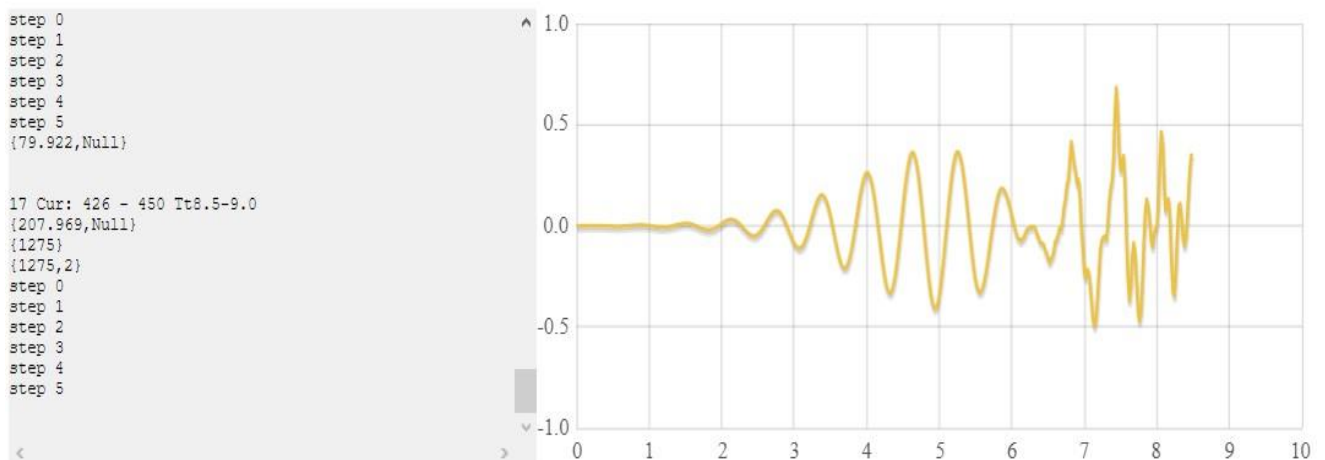


Рис. 5. Вивід оброблених на web-сервері результатів та протоколу роботи у браузері на клієнті

### Перспективи подальшого розвитку системи

Перспективами подальшого розвитку розробленої системи бачаться наступні програмні вдосконалення. Підвищення безпеки збереження отриманих результатів, що відправляються на зовнішнє сховище у Dropbox, через попереднє шифрування асиметричними ключами. Для більш ретельного моніторингу роботи ядра Mathematica на сервері обчислень використовувати такий параметр як навантаження на центральний процесор.

### Висновки

У роботі розроблені та обґрунтовані практичні основи для реалізації системи розподілених

автоматизованих обчислень та аналізу на базі хмарної інфраструктури, що складається з: клієнта-ініціатора обчислень, центра обчислень на базі ядра математичного пакету Wolfram Mathematica, каналів зв'язку із клієнтами, що обробляють результати, із використанням файлового сервісу Dropbox, серверів бази даних та веб-серверу; та клієнтів, що аналізують та обробляють результати за допомогою матпакету Mathematica або інтегрованого середовища у браузері комп'ютера або смартфона.

Підходи, описані у статті, до формування системи дозволили, по-перше, підвищити надійність збереження результатів обчислення через їх потрійне дублювання: локальні файли на сервері обчислень, їх копії завантажені до сервісу Dropbox та записи на сторонній сервер бази даних. По-друге, аналізувати та



## РАСПРЕДЕЛЕННАЯ СИСТЕМА АВТОМАТИЗИРОВАННЫХ ВЫЧИСЛЕНИЙ НА БАЗЕ ОБЛАЧНОЙ ИНФРАСТРУКТУРЫ

Статья посвящена теоретическому исследованию и разработке распределенной системы автоматизированных вычислений и анализа на базе облачной инфраструктуры. **Предметом** исследования являются теоретические и практические основы построения систем автоматизированных вычислений и анализа, основанных на клиент-серверной архитектуре в распределенной инфраструктуре на базе облачных технологий. **Целью** статьи является разработка и обоснование практических рекомендаций к формированию инфраструктуры системы автоматизированных вычислений, выбору ее составных элементов и их компонентов. **Задача** работы: выявить необходимые структурные элементы системы автоматизированных вычислений и провести для каждого из них анализ составляющих компонентов и функциональной нагрузки, поставить конкретные задачи для построения каждого из них и обосновать выбор инструментов для их решения. В ходе исследования использованы **методы** системного анализа для декомпозиции сложной системы на элементы и каждого элемента на функциональные компоненты. В **результате** исследования установлено, что инфраструктура системы должна состоять из: единых инициатора вычислений и центра вычислений, каналов связи с клиентами, и конечными клиентами, которые обрабатывают результаты. Вся система должна работать в реальном или близком к реальному времени, что должно быть достигнуто через обработку событий операционной системы и внешних сервисов. Каналы связи должны быть максимально универсальными и предоставлять широкие возможности клиентам для доступа к данным. Конечные клиенты должны быть двух типов: полноценные для гибкой и индивидуальной обработки данных, и упрощенные для интегрированной среды обобщенной обработки данных в мобильном или десктопном браузере. По полученным рекомендациям разработан один из вариантов такой системы, показаны принципы его работы и приведены результаты. **Выводы.** Разработаны теоретические и практические основы для реализации системы распределенных автоматизированных вычислений и анализа на базе облачных технологий. Показано повышение надежности хранения результатов моделирования в такой системе через их тройное дублирование благодаря: локальному хранилищу, использованию внешних базы данных и файлового сервиса. Предоставлены доводы по повышению удобства и гибкости в обработке результатов благодаря возможности использования сторонних аналитических приложений, которые поддерживают загрузку данных из таких источников. Показана экономическая выгода от использования описанной системы. Показаны будущие пути ее совершенствования.

**Ключевые слова:** облачные технологии; распределенная инфраструктура; автоматизированные вычисления; экономия ресурсов и денег; итерационные алгоритмы; Mathematica.

## THE DISTRIBUTED SYSTEM OF AUTOMATED COMPUTING BASED ON CLOUD INFRASTRUCTURE

The article is devoted to theoretical research and development of a distributed system of automated calculations and analysis based on cloud infrastructure. The **subject** of the research is theoretical and practical principles of building automated calculation and analysis systems based on client-server architecture in a distributed infrastructure based on cloud technologies. The **purpose** of the article is to develop and substantiate practical recommendations for the formation of automated computing system infrastructure, the choice of its elements and their components. **Tasks** of the study is to identify the necessary structural elements of the system of automated calculations and provide for each of them an analysis of components and functional load, set specific tasks for the construction of each of them and substantiate the choice of tools for their solution. The **methods** of system analysis to decompose a complex system into elements and each element into functional components were used during the study. The study found that the system infrastructure should consist of: a single computing initiator and computing center, customer communication channels, and end customers who process the **results**. The entire system must run in real time or near real time mode that must be achieved through the handling of operating system events and external services events. Communication channels should be as versatile as possible and provide customers with ample opportunities to access data. The end customers should be of two types: powerful for flexible and individual data processing, and simplified for the integrated environment of generalized data processing in mobile or desktop browsers. According to the received recommendations one of variants of such system is developed, principles of its work and results are shown. **Conclusions.** The theoretical and practical foundations for the implementation of a system of distributed automated computing and analysis based on cloud technologies have been developed. An increase in the reliability of storing the simulation results in such a system through their triple duplication is shown due to: local storage, using of external databases and external file service. Arguments are given to increase the convenience and flexibility in processing the results due to the possibility of using third-party analytical applications that support getting data from such sources. The economic benefits of using the described system are shown. The future ways of its improvement are given.

**Keywords:** cloud technologies; distributed infrastructure; automated cloud calculations; saving resources and funds; iterative algorithms; Mathematica.

### Бібліографічні опису / Bibliographic descriptions

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Тобто під прогнозної аналітикою проекту розуміються кількісні інструменти і методи, які організації можуть використовувати для правильного управління ризиками проекту і отримання максимальної віддачі від великих і складних проектів, якими є проекти енергозбереження на металургійному підприємстві.

**Мета статті.** Незважаючи на велику кількість публікацій, присвячених теорії організації і управління виробництвом, на сьогоднішній день відсутня методологія формування послідовності елементів технологічних процесів металургійного виробництва для пріоритетного вибору реалізації на них енергозберігаючих проектів.

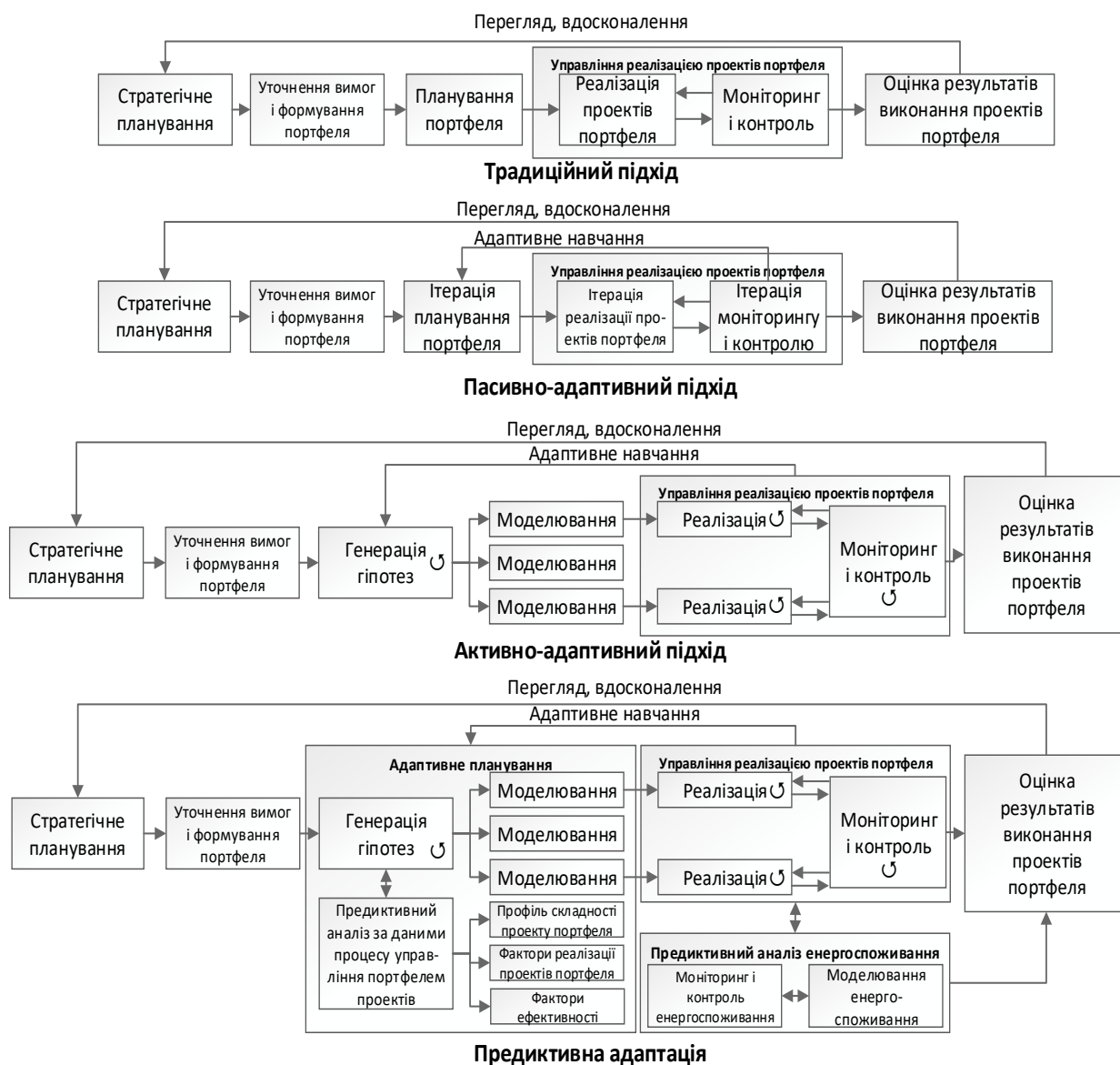


Рис. 1. Порівняння підходів до управління портфелем проектів

В умовах коли потрібно поліпшення економічної стабільності металургійних підприємств України, підвищення конкурентоспроможності продукції та зменшення залежності від постачальників енергоресурсів, існує протиріччя між необхідністю реалізації програм енергозбереження на металургійних підприємствах і недосконалістю науково-обґрунтованих засобів досягнення цієї мети у вигляді моделей і методів управління портфелем проектів енергозбереження, в яких повною мірою не враховується безліч взаємопов'язаних потоків енергоресурсів, вимог, цілей і стратегій поведінки окремих підрозділів металургійних підприємств, а також динаміка виробничих процесів.

Тому існує необхідність розробки методів формування портфеля проектів з урахуванням стратегічних цілей металургійного підприємства щодо енергозбереження та енергоефективності, що дозволяти б здійснювати багатокритерійний вибір проектів, враховуючи при цьому різноманітність завдань, що вирішуються на металургійних підприємствах, планування реалізації проектів в різному часовому аспекті, взаємозв'язків та координаційних узгоджень, що існують між проектами, а також механізми фінансування.

Наукова гіпотеза дослідження ґрунтується на припущенні, що побудова ефективної системи менеджменту проектів та програм енергозбереження

на металургійних підприємствах, яка буде базуватися на предиктивній аналітиці енергоспоживання та якості паливно-енергетичного балансу й включати взаємозалежні адаптивні системи планування, моніторингу та управління змінами дозволить більш ефективно формувати та реалізовувати портфель проєктів енергозбереження на металургійних підприємствах та сприяти підвищенню енергоефективності та конкурентоспроможності підприємств металургійної галузі України.

### **Предиктивна адаптація при управлінні портфелем енергозберігаючих проєктів металургійного підприємства**

Пропонується методологія предиктивної адаптації [14] для управління портфелем проєктів енергозбереження на металургійних підприємствах, що базується на взаємопов'язаних адаптивних системах планування, моніторингу і управління змінами та дозволяє на основі прогнозування енергоспоживання для складних технологічних процесів і виробництв, а також моделювання і оцінки якості паливно-енергетичного балансу, в умовах обмеженості ресурсів і ризиків здійснювати формування і відбір для реалізації проєктів енергозбереження при узгодженні пріоритетів бізнес-стратегії і стратегії енергоефективності металургійного підприємства.

Перший модуль предиктивного аналізу (див. рис. 1) здійснює оброблення даних щодо реалізації проєктів енергозбереження з метою вирішення наступних завдань: виявлення ризиків проєктів та прогалин в контролі на ранньому етапі, підвищення ймовірності досягнення цілей в області якості і бізнес-цілей, забезпечення постійного контролю та управління витратами для проєктів, які схильні до ризику перевитрат та ін. Для цього використовується база даних успішно завершених проєктів енергозбереження на підприємстві (це має особливе значення тому, що деякі проєкти аналогічні але виконуються для різних підрозділів/цехів).

Використання такого модулю предиктивного аналізу дає можливість забезпечити об'єктивну оцінку внутрішньої складності і можливостей по реалізації проєктів портфелю, а також зрілості існуючих засобів контролю і моделі управління проєктами на підприємстві. Порівнюючи поточні рівні за усіма елементами управління проєктами з необхідними прогнозованими рівнями, даний модуль може допомогти виявити конкретні прогалини, приховані перешкоди і відсутні елементи управління в таких категоріях, як бюджетування, планування, управління ризиками та можливості проєктного офісу. Це дозволяє підприємству визначити конкретні поліпшення та управлінські рішення, які можуть підвищити ймовірність успіху проєкту енергозбереження.

Формою вирішення основного протиріччя процесу реалізації портфеля проєктів

енергозбереження на металургійному підприємстві і інструментом організації енергоекономічних зв'язків між процесами енергоспоживання та енергозбереження є механізм предиктивної (прогнозна) адаптації при комплексному управлінні енергоспоживанням металургійного підприємства. Тут використано другий модуль предиктивного аналізу.

По-перше, це предиктивна аналітика енергоспоживання та якості паливно-енергетичного балансу. По-друге, важливе значення при динамічному аналізі та формуванні паливно-енергетичного балансу на металургійному підприємстві має саме блок адаптивного зворотного зв'язку, що здійснює контроль енергоспоживання і контроль досягнення цілей енергетичної програми та цілей реалізації проєктів енергозбереження, що було відібрано до портфелю [15].

За допомогою відповідних управлінських рішень це впливає на формування динамічних нормативів для управління підсистемою енергоспоживання, на оптимальну побудову енергетичних характеристик із заданою точністю за критерієм мінімуму техніко-економічних втрат, на вирішення завдання мінімізації загальної помилки прогнозу споживання енергоресурсів, на аналіз енергоефективності, розподіл ресурсів для програми енергозбереження та корегування пріоритетів енергетичної стратегії.

Таким чином, формується гнучкий адаптивний механізм оптимізації енергетичних активів для підтримки високої оцінки якості паливно-енергетичного балансу металургійного підприємства, що забезпечує узгодження ефективної енергетичної стратегії та стратегії розвитку бізнес-процесів.

### **Етапи формування та реалізації портфеля проєктів енергозбереження металургійного підприємства**

Розглянемо функціонування адаптивних систем планування, моніторингу і управління змінами на усіх етапах формування та реалізації портфеля проєктів енергозбереження металургійного підприємства.

1) перший етап – визначення цілей і пріоритетів енергетичної стратегії металургійного підприємства (рис. 2). На цьому етапі акцент робиться в бік стратегічного планування, обґрунтування пріоритетів енергетичної політики і найбільш важливих напрямків економічного розвитку підприємства. Енергетична стратегія металургійного підприємства будується на основі концептуального підходу до комплексного управління енергоспоживанням металургійного підприємства, на аналізі факторів та резервів енергоефективності, урахуванні вимог учасників ринку палива і енергії, інтересів виробників і постачальників енергоресурсів, вимог учасників ринків металургійної продукції, промислової політики підприємства, що направлена на забезпечення довготривалого і стійкого розвитку його економічного стану, державної підтримки металургійної галузі України.

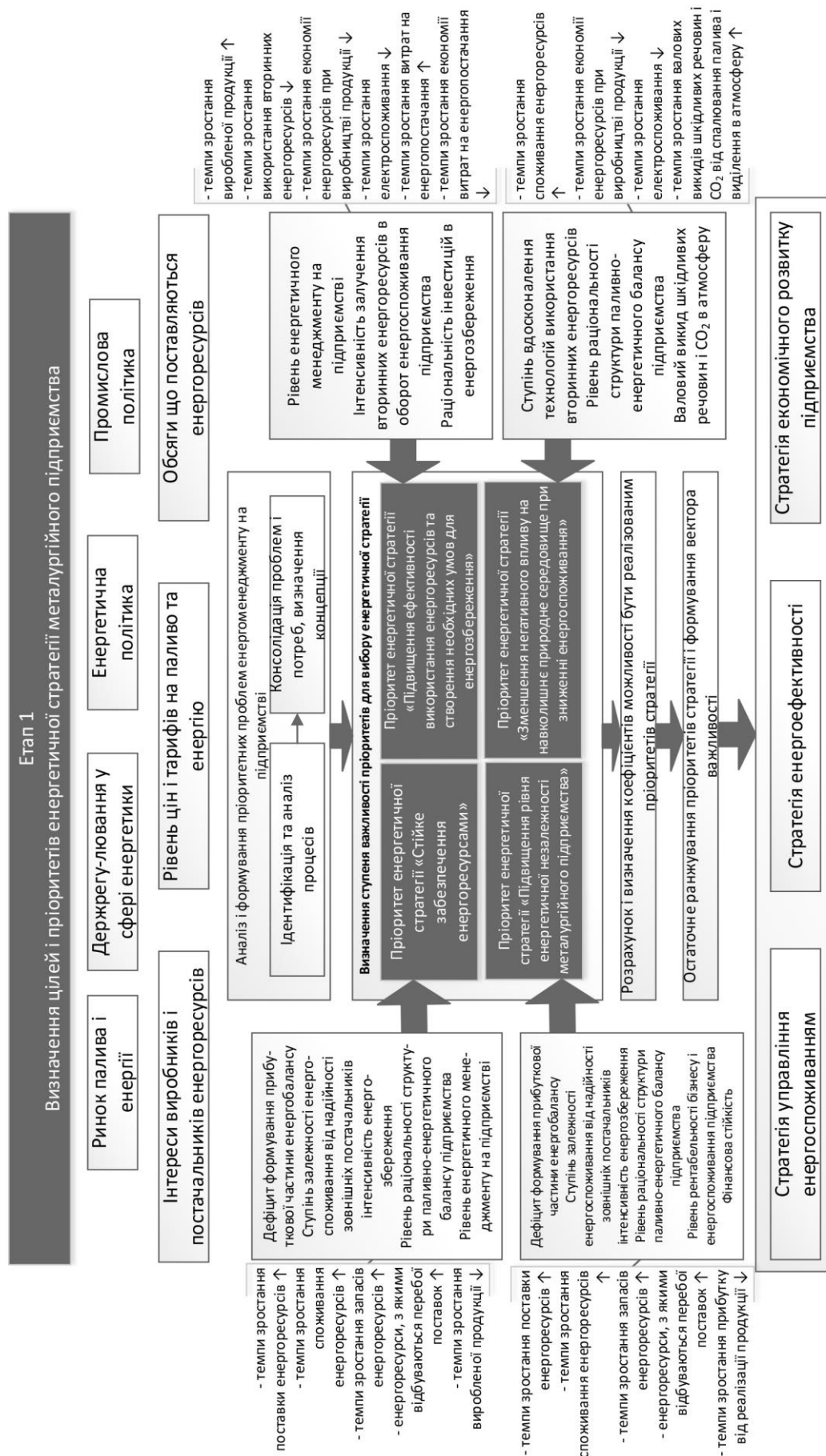


Рис. 2. Етап визначення цілей і пріоритетів енергетичної стратегії металургійного підприємства



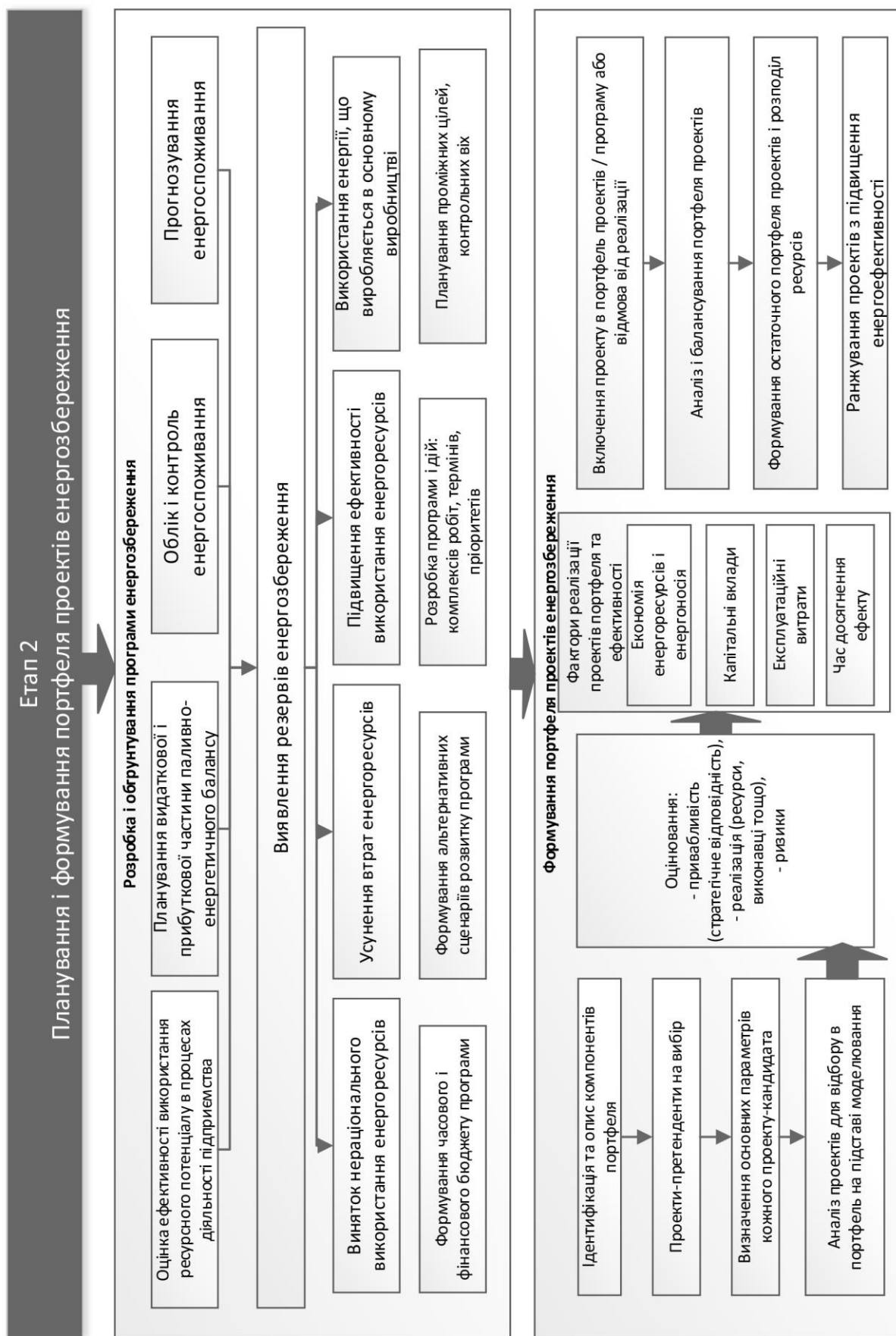


Рис. 3. Етап планування і формування портфеля проектів енергозбереження



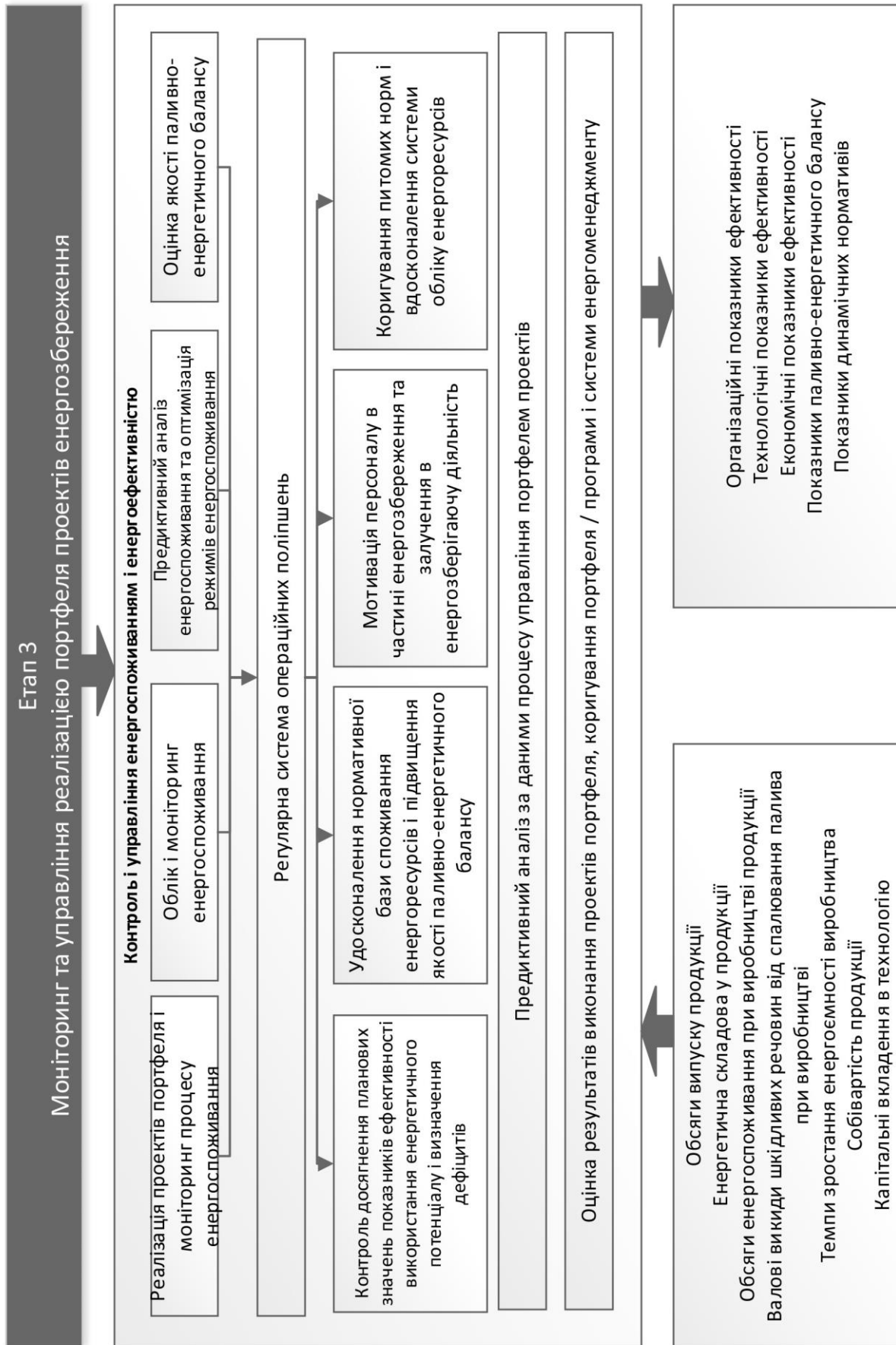


Рис. 4. Етап моніторингу та управління реалізацією портфеля проектів енергозбереження



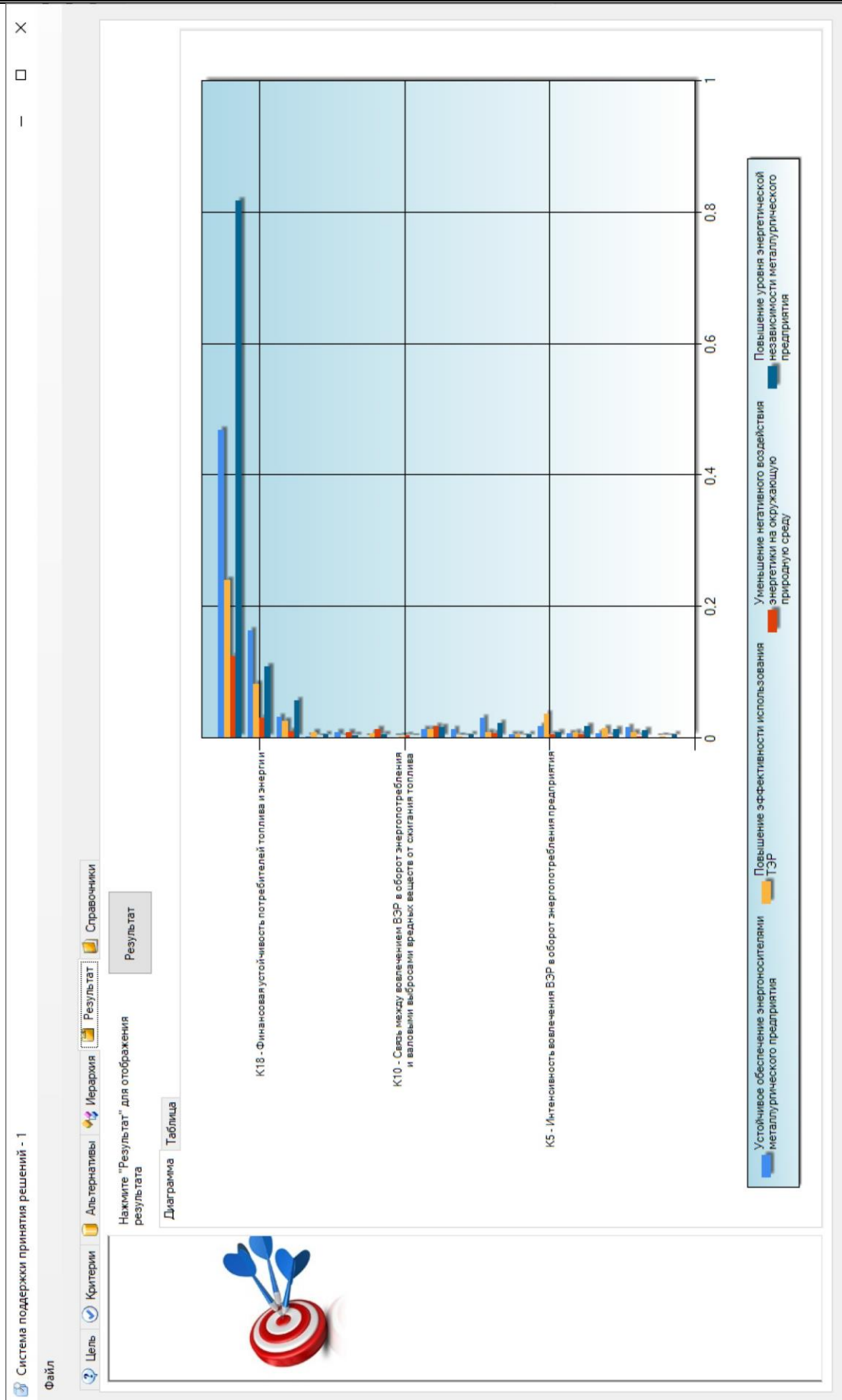


Рис. 6. Диаграмма результатов задания оценивания важности приоритетов энергетической стратегии металлургического предприятия























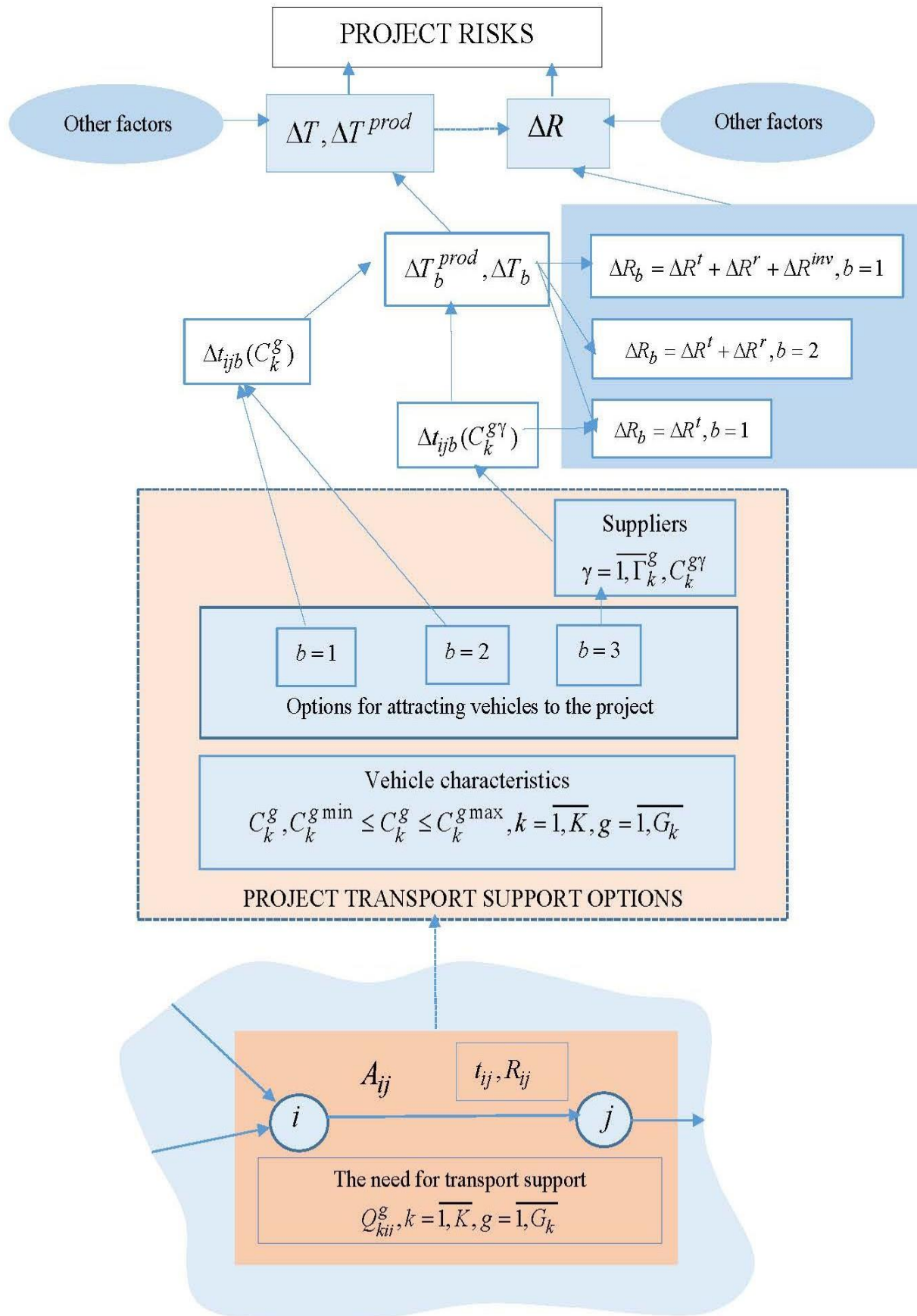












**Fig. 2.** Scheme of the formation of risks of excess costs and loss of time for the project associated with various options for transport support of projects

















































































































































































































