

Systems Evaluation, Prediction and Decision-Making Series

SYSTEMS EVALUATION

Methods, Models, and Applications



Sifeng Liu • Naiming Xie
Chaoqing Yuan • Zhigeng Fang



CRC Press
Taylor & Francis Group

AN AUERBACH BOOK

Systems Evaluation

Methods, Models, and Applications

Sifeng Liu •  Namming Xie

Chaoqing Yuan • Zhigeng Fang



CRC Press

Taylor & Francis Group
Boca Raton London New York

CRC Press is an imprint of the
Taylor & Francis Group, an **informa** business

CRC Press
Taylor & Francis Group
6000 Broken Sound Parkway NW, Suite 300
Boca Raton, FL 33487-2742

© 2012 by Taylor & Francis Group, LLC
CRC Press is an imprint of Taylor & Francis Group, an Informa business

No claim to original U.S. Government works

Printed in the United States of America on acid-free paper
Version Date: 20111102

International Standard Book Number: 978-1-4200-8846-5 (Hardback)

This book contains information obtained from authentic and highly regarded sources. Reasonable efforts have been made to publish reliable data and information, but the author and publisher cannot assume responsibility for the validity of all materials or the consequences of their use. The authors and publishers have attempted to trace the copyright holders of all material reproduced in this publication and apologize to copyright holders if permission to publish in this form has not been obtained. If any copyright material has not been acknowledged please write and let us know so we may rectify in any future reprint.

Except as permitted under U.S. Copyright Law, no part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying, microfilming, and recording, or in any information storage or retrieval system, without written permission from the publishers.

For permission to photocopy or use material electronically from this work, please access www.copyright.com (<http://www.copyright.com>) or contact the Copyright Clearance Center, Inc. (CCC), 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400. CCC is a not-for-profit organization that provides licenses and registration for a variety of users. For organizations that have been granted a photocopy license by the CCC, a separate system of payment has been arranged.

Trademark Notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Library of Congress Cataloging-in-Publication Data

Systems evaluation : methods, models, and applications / Sifeng Liu ... [et al].
p. cm. -- (Systems evaluation, prediction, and decision-making series)
Includes bibliographical references and index.
ISBN 978-1-4200-8846-5 (hbk. : alk. paper)
1. System analysis. 2. Decision making. I. Liu, Sifeng.

QA402.S975 2012
003--dc23

2011039594

Visit the Taylor & Francis Web site at
<http://www.taylorandfrancis.com>
and the CRC Press Web site at
<http://www.crcpress.com>

Systems Evaluation

Methods, Models, and Applications

Systems Evaluation, Prediction, and Decision-Making Series

Series Editor

Yi Lin, PhD

*Professor of Systems Science and Economics
School of Economics and Management
Nanjing University of Aeronautics and Astronautics*

Editorial Board

Dr. Antonio Caselles, *University of Valencia, Spain*

Dr. Lei Guo, *Chinese Academy of Sciences, China*

Dr. Tadeusz Kaczorek, *Bialystok Technical University, Poland*

Dr. Salvatore Santoli, *International Nanobiological Testbed Ltd., Italy*

Dr. Vladimir Tsurkov, *Russian Academy of Sciences, Russia*

Dr. Robert Vallee, *Organisation of Cybernetics and Systems, France*

Dr. Dongyun Yi, *National University of Defense Technology, China*

Dr. Elias Zafiris, *University of Athens, Greece*

Systems Evaluation: Methods, Models, and Applications

Sifeng Liu, Naiming Xie, Chaoqing Yuan, and Zhigeng Fang

Nanjing University of Aeronautics & Astronautics

ISBN: 978-1-4200-8846-5

Measurement Data Modeling and Parameter Estimation

Zhengming Wang, Dongyun Yi, Xiaojun Duan, Jing Yao, Defeng Gu

National University of Defense Technology, Changsha, PR of China

ISBN: 978-1-4398-5378-8

Optimization of Regional Industrial Structures and Applications

Yaoguo Dang, Sifeng Liu, and Yuhong Wang, Nanjing University of Aeronautics and Astronautics

ISBN: 978-1-4200-8747-5

Hybrid Rough Sets and Applications in Uncertain Decision-Making

Lirong Jian, Sifeng Liu, and Yi Lin, Nanjing University of Aeronautics and Astronautics

ISBN: 978-1-4200-8748-2

Irregularities and Prediction of Major Disasters

Yi Lin, Nanjing University of Aeronautics and Astronautics

ISBN: 978-1-4200-8745-1

Theory and Approaches of Unascertained Group Decision-Making

Jianjun Zhu, Nanjing University of Aeronautics and Astronautics

ISBN: 978-1-4200-8750-5

Theory of Science and Technology Transfer and Applications

Sifeng Liu, Zhigeng Fang, Hongxing Shi, and Benhai Guo,

Nanjing University of Aeronautics and Astronautics

ISBN: 978-1-4200-8741-3

Grey Game Theory and Its Applications in Economic Decision-Making

Zhigeng Fang, Nanjing University of Aeronautics and Astronautics

ISBN: 978-1-4200-8739-0

Preface

Evaluation is a practical activity by which people judge the value of an object or process. The need for socioeconomic development and scientific decision making led to a wide range of evaluation activities such as engineering project evaluation, science project evaluation, industrial development assessment, environmental assessment, evaluation of university subject construction, enterprise competitiveness assessment, personnel quality evaluation related to technology and economic development evaluation, and even evaluation of comprehensive national strength and government policies. Evaluation is related to all aspects of production and life.

This book outlines various systems evaluation methods and models. The evolution of systems evaluation is presented in a clear, logical way, starting with qualitative assessment and proceeding to a description of the process and methods to building an index system of evaluation, and again with some common evaluation methods and models of comparative evaluation methods, the logical framework approach, analytic hierarchy process (AHP), and data envelopment analysis (DEA) methods. Several new evaluation models of grey systems including the general grey incidence model, grey incidence models based on similarity and closeness, grey cluster evaluation based on triangular whitenization functions, and multi-attribute grey target decision models are introduced. Empirical studies based on reality are introduced and cover evaluation of road-bridge construction projects, the efficiency evaluation of science and technology activities, assessment of energy saving in China, and the evaluation and selection of international cooperation projects.

This book is unique in its emphasis on the practical applications of systems evaluation methods and models. The methods and models are introduced briefly and we attempt to explain intricate concepts in an easily understandable way. In addition, practical examples illustrate the practical application, analysis, and computation of systems evaluation methods and models.

Chapters 1 and 2 are written by Sifeng Liu, Chapter 3 by Zhigeng Fang, Chapters 4 and 6 by Naiming Xie, and Chapter 5 by Chaoqing Yuan. Lirong Jian, Hongzhuan Chen, Jeffrey Forrest, Yaoguo Dang, Hecheng Wu, Chuanmin Mi, Shawei He, Yong Liu, Yaping Li, Zhaowen Shi, Jianfei Xiao, Lifang He, Ying Cao,

Liang Yu, Yuqiang Guo, Xiao Tang, Mei Wang, Tong Yin, Hongchang Ren, Pengtao Lin, Dufang Fan, Fei Wang and Xin Jin participated in related studies. Professor Sifeng Liu took charge of the draft summarization and the final approval.

This book is intended to serve as a textbook for postgraduates and senior undergraduate students specializing in economics and management and as a reference text for those engaged in management, scientific research, engineering technology, and other disciplines.

Any errors or omissions that may be pointed out by readers will be appreciated.

Acknowledgments

The relevant research for this book was supported by the National Natural Science Foundation of China (90924022, 70971064, 70901041, and 70701017), the Social Science Foundation of China (10zd&014 and 08AJY024), the Soft Science Foundation of China (2008GXS5D115), the Foundation for Doctoral Programs (200802870020 and 20093218120032), and the Foundation for Humanities and Social Sciences of the Ministry of Education (08JA630039). The authors also acknowledge the support of the Science Foundation of Jiangsu Province (Y0553-091), the Foundation for Key Research in Philosophy and Social Science of the Colleges and Universities of Jiangsu Province, and the Foundation for National Outstanding Teaching Group of China (10td128).

The authors consulted several experts, studied the research of many scholars, and received a great deal of help from Professor Jeffrey Forrest. We wish to thank them all.

Introduction

This book outlines systems evaluation methods and models. The qualitative assessment methods of nominal group technique, brainstorming, and Delphi are presented. The methods for building an evaluation index system, common evaluation methods and models of comparative evaluation, the logical framework approach, the analytic hierarchy process (AHP), and data envelopment analysis (DEA) for evaluating relative efficiency are presented as well. Several new grey systems evaluation models including the generalized grey incidence model, models based on different visual angles of similarity and/or closeness, cluster evaluation models based on end point and center point triangular whitenization functions, and multi-attribute target decision models are introduced. We cover empirical studies based on reality including postevaluation of road-bridge construction projects, efficiency evaluations of scientific and technological activities, the evaluation of energy saving efforts in China, and the evaluation and selection of international cooperation projects for Jiangsu Province.

This book is unique in its emphasis on the practical application of systems evaluation methods and models. We attempt to explain intricate concepts in an easily understandable way utilize step-by-step explanations of methods and models. The book is suitable as a text for postgraduates and senior undergraduate students specializing in economics and management. It is also intended as a reference for those interested in the methods and technology of complex assessments.

Authors

Sifeng Liu earned a B.S. in mathematics in 1981 from Henan University, an M.S. in economics in 1986, and a Ph.D. in systems engineering in 1998 from Huazhong University of Science and Technology, both in China. He served as a visiting professor at Slippery Rock University in Pennsylvania, De Montfort University in England, and Sydney University in Australia. At present, he is the director of the Institute for Grey Systems Studies and the dean of the College of Economics and Management at Nanjing University of Aeronautics and Astronautics (NUAA) and a distinguished professor, academic leader, and doctor tutor in management science and systems engineering. His research focuses on grey systems theory, systems evaluation, and prediction modeling. He has published over 200 research papers and 19 books.

Over the years, Dr. Liu received 18 provincial and national prizes for his outstanding achievements in scientific research and he was named a distinguished professor and an expert who made significant contributions to China. In 2002, he was recognized by the World Organization of Systems and Cybernetics. He is a member of the Evaluation Committee and the Teaching Direct Committee for Management Science and Engineering of the National Science Foundation of China (NSFC). Additionally, he currently serves as chair of the TC of IEEE SMC on Grey Systems, president of the Grey Systems Society of China (GSSC), vice president of the Chinese Society for Optimization, Overall Planning and Economic Mathematics (CSOOPM), cochair of the Beijing and Nanjing chapters of IEEE SMC, vice president of the Econometrics and Management Science Society of Jiangsu Province (EMSSJS), and vice president of the Systems Engineering Society of Jiangsu Province (SESJS). He is the editor of *Grey Systems: Theory and Application* (Emerald, UK) and serves on the editorial boards of several professional journals including the *Journal of Grey Systems*, *Scientific Inquiry*, *Chinese Journal of Management Science*, *Systems Theory and Applications*, *Systems Science and Comprehensive Studies in Agriculture*, and the *Journal of Nanjing University of Aeronautics and Astronautics*. Dr. Liu was named a National Excellent Teacher in 1995, an Expert Enjoying Government's Special Allowance in 2000, a National Expert in 1998, and an Outstanding Managerial Person of China in 2005.

Naiming Xie earned a B.S. in 2003, M.S. in 2006, and Ph.D. in 2008 in grey systems theory at Nanjing University of Aeronautics and Astronautics in China. His research interests include grey systems theory and management science. He is an associate professor of the College of Economics and Management at the university. He also serves as the secretary-general of the Grey System Society of China (GSSC) and published 2 books and more than 20 papers.

Chaoqing Yuan earned a B.S. in 2000, M.S. in 2004, and Ph.D. in 2010 in economics and management science from the Nanjing University of Aeronautics and Astronautics in China. He is an associate professor in the College of Economics and Management at the university and is a member of the Grey System Society of China (GSSC). His main research interests are technological innovation management and energy policy. He has published 11 papers.

Zhigeng Fang earned a master's in management science from Xi'an Science and Engineering University in 1996 and a Ph.D. in management science and engineering from the Nanjing University of Aeronautics and Astronautics in 2006. He is a professor and the deputy director of the Institute for Grey Systems Studies and also assistant dean of the College of Economics at the Nanjing University of Aeronautics and Astronautics. He is a vice president of Grey Systems Society of China (GSSC), director of the Chinese Society of Optimization, Overall Planning and Economic Mathematics, executive director of the Complex Systems Research Committee, and deputy director of Jiangsu Postevaluation Research Center, and a member of the Services Science Global and IEEE Intelligent Transportation Systems Council. Fang's main research interests are project management, post-project evaluation, and grey systems. He completed 26 academic and research projects for national, provincial, and municipal departments and published over 80 research papers and books. He has received several provincial and national prizes for his outstanding achievements in scientific research and applications.

Contents

Preface.....	xiii
Acknowledgments	xv
Introduction.....	xvii
Authors.....	xix
1 Common System Evaluation Methods and Models.....	1
1.1 Introduction	1
1.2 Qualitative Evaluation.....	3
1.2.1 A Summary on Qualitative Evaluation	3
1.2.2 Nominal Group Technique	5
1.2.3 Brainstorming	5
1.2.4 Delphi	8
1.2.4.1 Features	9
1.2.4.2 Methods Derived from Delphi	9
1.2.4.3 Preparing Questionnaires	12
1.2.4.4 Evaluation Process	15
1.2.4.5 Delphi Principles to Observe	15
1.3 Index System for Evaluation	17
1.3.1 Determining Structure of Index System	19
1.3.2 Statistical Analysis of Indicator Information.....	20
1.3.3 Determining Values of Indicators	21
1.3.3.1 Quantified Indicators	21
1.3.3.2 Normalization	22
1.3.4 Determining Indicator Weights.....	23
1.3.4.1 Least Squares Method	23
1.3.4.2 Eigenvector Method	23
1.3.4.3 Other Weighting Methods	24

1.4	Comparative Evaluation and Logical Framework Approach	24
1.4.1	Comparison Method for Main Indicators.....	25
1.4.1.1	Method 1.....	25
1.4.1.2	Method 2.....	25
1.4.2	Logical Framework Approach.....	26
1.4.2.1	Basic Concept.....	26
1.4.2.2	Goal Levels.....	27
1.4.2.3	Vertical Logic of Causality	28
1.4.2.4	Horizontal Logic	29
1.4.2.5	Verifying Indicators.....	29
1.4.2.6	Verification Method	30
1.4.2.7	Logical Framework Approach Used in Postevaluation.....	30
1.5	Analytic Hierarchy Process.....	32
1.5.1	Hierarchical Structuring.....	32
1.5.2	Constructing Judgment Matrix	33
1.5.3	Single Level Ordering and Consistency Check	34
1.5.4	Hierarchy Total Ordering and Consistency Check	36
1.6	DEA Relative Efficiency Evaluation.....	39
1.6.1	DEA Efficiency Evaluation Index and C ² R Model.....	39
1.6.1.1	DEA Efficiency Evaluation Index	39
1.6.1.2	C ² R Design	40
1.6.2	DEA Validity Judgment	42
1.6.3	Improving DEA Validity	43
1.7	Chapter Summary	44
2	Grey System Evaluation Models	45
2.1	Introduction	45
2.2	Generalized Grey Incidences Model	46
2.2.1	Absolute Grey Incidence Model.....	46
2.2.2	Relative Grey Incidence Model.....	50
2.2.3	Synthetic Grey Incidence Model.....	52
2.3	Grey Incidence Models Based on Similarity and Nearness	53
2.4	Grey Evaluation Using Triangular Whitenization Functions.....	54
2.4.1	Triangular Whitenization Function of Moderate Measure.....	55
2.4.2	Evaluation Model Using End-Point Triangular Whitenization Functions	56
2.4.3	Evaluation Model Using Center-Point Triangular Whitenization Functions.....	57
2.5	Multiattribute Grey Target Decision Model	58
2.5.1	Basic Concepts	58
2.5.2	Construction of Matrix of Uniform Effect Measures.....	60

2.5.3	Construction of Matrix of Synthetic Effect Measures	63
2.5.4	Steps of Multiattribute Grey Target Assessment Algorithm	64
3	Postevaluation of Road–Bridge Construction: Case Study of Lianxu Highway in China.....	67
3.1	Introduction	67
3.1.1	Postevaluation	67
3.1.1.1	Comparison of Feasibility Evaluation and Preevaluation	68
3.1.1.2	Comparison with Midevaluation	68
3.1.1.3	Comparison of Acceptance and Audit	69
3.1.2	Lianxu Highway Project.....	69
3.1.2.1	Overview of Project	69
3.1.2.2	Design Parameters.....	71
3.2	Process Evaluation	71
3.2.1	Preliminary Work and Evaluation	71
3.2.2	Process Design	72
3.2.2.1	Blueprint Design and General Information	72
3.2.2.2	Preparation of Tender Documents.....	73
3.2.2.3	Project Implementation and Start of Construction	73
3.2.2.4	Main Technical Indicators and Evaluation of Changes.....	73
3.2.3	Implementation and Evaluation of Investment	73
3.2.3.1	Investment Changes	73
3.2.3.2	Analysis of Investment Changes	76
3.2.3.3	Financing Options.....	77
3.2.3.4	Analysis of Financing Costs.....	77
3.2.4	Operating Conditions and Evaluation	77
3.2.4.1	Forecast and Evaluation of Traffic	77
3.2.4.2	Analysis of Vehicle Speed.....	79
3.2.4.3	Evaluation of Structural Changes in Traffic.....	79
3.2.4.4	Evaluation of Traffic Safety Management.....	79
3.2.5	Evaluation of Management, Support, and Service Facilities	80
3.2.5.1	Management.....	80
3.2.5.2	Support and Service Facilities.....	81
3.3	Traffic Forecasting.....	81
3.3.1	Basis	81
3.3.2	Forecasting	82
3.3.2.1	Based on Trend of High-Speed Flow to Forecast	82

	3.3.2.2	Based on Regional Transportation System High-Speed Flow to Forecast.....	82
	3.3.2.3	Forecasting Impacts of Ports on Highway Traffic.....	82
	3.3.2.4	Forecasting Impacts of New Roads.....	82
3.4		Financial and Economic Evaluation	84
	3.4.1	Financial Evaluation	84
	3.4.1.1	Main Parameters	84
	3.4.1.2	Revenue and Costs	85
	3.4.1.3	Financial Evaluation	85
	3.4.2	Economic Evaluation	89
	3.4.3	Comparisons of Feasibility Study and Postevaluation	90
	3.4.3.1	Comparison of Financial Benefits	90
	3.4.3.2	Comparative Analysis of Economic Benefits	92
3.5		Assessment of Environmental and Social Impacts	93
	3.5.1	Environmental Impacts	93
	3.5.1.1	Evaluation of Environmental Management	93
	3.5.1.2	Implementation of Environmental Protection Measures	94
	3.5.1.3	Conclusions of Survey	94
	3.5.2	Social Impacts	94
	3.5.2.1	Division of Area of Coverage	94
	3.5.2.2	Economic Development Correlation of Highway and Line Side Areas	94
	3.5.3	Economic Development	95
	3.5.4	Macroeconomic Impact Analysis	96
	3.5.4.1	Impact on Total Economy	96
	3.5.4.2	Effects on Economic Structure	97
	3.5.4.3	Effects on Environment and Society	97
	3.5.4.4	Local Compatibility Analysis.....	97
3.6		Sustainability Evaluation of Project Objective	97
	3.6.1	Effects of External Conditions.....	97
	3.6.1.1	Socioeconomic Development.....	97
	3.6.1.2	Highway Network Development	97
	3.6.1.3	Transportation Development.....	97
	3.6.1.4	Management System.....	97
	3.6.1.5	Policies and Regulations	98
	3.6.1.6	Supporting Facilities.....	98
	3.6.2	Effects of Internal Conditions.....	98
	3.6.2.1	Operating Mechanism.....	98
	3.6.2.2	Internal Management	98
	3.6.2.3	Service Status.....	98

3.6.2.4	Impacts of Highway Tolls.....	98
3.6.2.5	Impacts of Operation Conditions.....	98
3.6.2.6	Impacts of Construction Quality.....	98
3.6.3	Comprehensive Evaluation of Sustainability.....	99
3.6.3.1	Evaluation Index.....	99
3.6.3.2	Determination of Index Weight	99
3.6.3.3	Conclusion	99
3.6.4	Means for Realizing Sustainability	99
3.7	Problems and Recommendations.....	100
3.7.1	Problems.....	100
3.7.1.1	Defective Analysis of Effects on Transfer, Induced Traffic Volume, and Gap between Forecast and Actual Value	100
3.7.1.2	Inadequate Design Based on Engineering Survey of Local Roads: Increased Design Costs and Impacts on Progress	100
3.7.1.3	Inadequate Funding Programs and Municipal Matching Requirements	101
3.7.1.4	Unreasonable Standards for Service Facilities: Wastes of Resources	102
3.7.1.5	Preliminary Test Section.....	102
3.7.1.6	Inadequate Environmental Protection and Pollution	102
3.7.1.7	Land Waste Caused by Defective Selection Programs for Local Roads.....	103
3.7.2	Recommendations.....	103
4	Efficiency Evaluations of Scientific and Technological Activities	105
4.1	Introduction	105
4.2	Allocation Structure and Use Efficiency Analysis of Research Expenditures.....	106
4.2.1	Allocation of Funds for Science and Technology in China.....	106
4.2.2	Conclusions and Recommendations	113
4.2.2.1	Conclusions and Problems.....	113
4.2.2.2	Considerations and Recommendations.....	114
4.3	Efficiency Evaluation of University Scientific and Technological Activities Based on DEA Model	115
4.3.1	Index Selection	115
4.3.2	Evaluation	116
4.3.3	Evaluation of Use of University Research Funds by Region.....	118

4.4	Evaluation of Regional Scientific and Technological Strength: Jiangsu Province	118
4.4.1	Evaluation of Scientific and Technological Strength of China Provinces	121
4.4.1.1	Devising Evaluation Index System.....	121
4.4.1.2	Explanations of Indices.....	121
4.4.1.3	Concrete Values of Evaluation Indices for Scientific and Technological Strength of Provinces	123
4.4.1.4	Grey Clustering Evaluation of Scientific and Technological Strength of China Provinces	124
4.4.2	Evaluation of Scientific and Technological Strengths of Prefecture-Level Cities in Jiangsu Province.....	133
4.4.2.1	Designing Evaluation Index System.....	133
4.4.2.2	Explanations of Indices.....	133
4.4.2.3	Concrete Values of Evaluation Indices.....	135
4.4.2.4	Grey Clustering Evaluation	136
5	Evaluation of Energy Saving in China	141
5.1	Introduction	141
5.2	Energy-Saving Effects of Technological Progress	142
5.2.1	Extended Cobb–Douglas Production Function.....	142
5.2.2	Data.....	144
5.2.3	Empirical Research.....	148
5.2.4	Conclusion	151
5.3	Energy-Saving Effect of Industrial Restructuring.....	151
5.3.1	Decomposition of Energy Intensity	152
5.3.2	Changes of Energy Intensity Caused by Industrial Structure	153
5.3.3	Grey Linear Programming Model for Analyzing Industrial Restructuring Impact on Energy Saving.....	154
5.3.4	Industrial Restructuring.....	158
5.3.5	Conclusion	172
5.4	Energy-Saving Effect of Development and Use of Nonfossil Energy	173
5.4.1	Energy Consumption Structure.....	174
5.4.2	Energy Consumption Structure Forecasting.....	175
5.4.3	Conclusion	176
5.5	Evaluation of Energy Policy.....	176
5.5.1	Model.....	179
5.5.1.1	With and without Antitheses.....	179
5.5.1.2	Linear Regression	180