

Contents

Part I SE-Principles

1 Systems Thinking	3
1.1 Purpose and Terminology	3
1.1.1 Systems Thinking as a Part of the Systems Engineering Concept	3
1.1.2 Basic Terms and Characteristics of Systems	3
1.2 Approaches to System View	11
1.2.1 System Models as a Basis for Systems Thinking	12
1.2.2 The Environment-Oriented View	12
1.2.3 Effect-Oriented View (Input/Output View)	13
1.2.4 Structure-Oriented View	13
1.2.5 Aids for Illustrating Relations or Structures	14
1.2.6 Aspects of the Systems View	15
1.2.7 Application of System-Hierarchical Thinking	16
1.2.8 Final Comments	17
1.3 Agility of Systems	18
1.3.1 The Concept	18
1.3.2 Three Examples of Agile Systems	19
1.4 System Dynamics	21
1.5 Summary	23
1.6 Self-Check of Knowledge and Understanding: Systems Thinking	25
Literature	25
2 Process Models: Systems Engineering and Others	27
2.1 Components of the Systems Engineering Process Model	27
2.1.1 The Principle “From the General to the Detail” (Top-Down)	28
2.1.2 The Principle of Variant Creation	31
2.1.3 The Principle of Structuring into Project Phases as a Macro-logic	35

2.1.4	The Problem-Solving Cycle as a Micro-logic	43
2.1.5	Relations Between the Individual Components of the Process Model	54
2.2	Other Process Models	56
2.2.1	Plan-Driven Models	56
2.2.2	Agile Process Models	72
2.2.3	When Are Plan-Driven and Agile Methods Appropriate?	78
2.2.4	Keeping Options Open as an Approach in Support of Agility	83
2.2.5	Real Options Approach	85
2.3	Outlook for the Future of Developing Products and Systems	91
2.4	Summary and Rounding Off	94
2.5	Self-Check of Knowledge and Understanding: The Process Model.	96
	Literature.	97

Part II The Problem-Solving Process

3	Systems Design	101
3.1	On the Application of Systems Thinking.	102
3.1.1	Discourse on the Formation of Elements and Relationships.	102
3.1.2	Problem Area and Solution System	104
3.1.3	Application of Systems Thinking to the Structuring and Analysis of the Problem Area	105
3.1.4	Demarcation (Boundary) of the Problem Area	105
3.1.5	Systems Thinking and Solution System	106
3.1.6	System-Oriented Thinking and Teamwork	109
3.1.7	Systems Thinking and Project Management	109
3.2	On Implementing the Systems Engineering Process Model	110
3.2.1	Implementing the Process Principle “From the General to the Detail”	110
3.2.2	Implementing the Principle of “Variant Creation”	110
3.2.3	Application of the “Phase Model”	111
3.2.4	Implementation Aspects of the “Problem-Solving Cycle”	122
3.3	Model-Based Systems Engineering.	132
3.4	Self-Check of Knowledge and Understanding: Systems Design	134
	Literature.	135
4	Project Management.	137
4.1	Terminology and Overview	137
4.1.1	What Is a Project?	138
4.1.2	What Is Project Management?	139

4.1.3	The "Iron Triangle" of Project Management	140
4.1.4	The Tasks of Project Management.	140
4.2	The Functional Dimension of Project Management	141
4.2.1	Start-Up Work	141
4.2.2	Operational Work (Keep Running)	142
4.2.3	Project Conclusion (Finalizing, Completing Projects)	142
4.2.4	Project Marketing.	142
4.3	Institutional Project Management	143
4.3.1	Participating Committees/Bodies.	143
4.3.2	Forms of Project Organization.	144
4.4	Instrumental Project Management.	149
4.5	Personnel Aspect of Project Management	150
4.5.1	Project Manager Requirements	150
4.5.2	Successful Teamwork	150
4.6	Characteristics of Successful Project Management.	151
4.7	Agile Project Management?.	151
4.8	Self-Check of Knowledge and Understanding: Project Management	153
	Literature.	154

Part III Systems Design as Systems Architecting and Concept Development

5	Systems Architecting.	157
5.1	Examples of Architecture Variants of Systems	158
5.2	Relationship of Function and Form to Architecture	159
5.3	Task and Meaning of Systems Architecting.	160
5.4	Characteristics of Good Architectures	162
5.5	Architecture and Innovation.	164
5.6	The Role of Systems Architects.	166
5.7	Self-Check of Knowledge and Understanding: Systems Architecture	167
	Literature.	168
6	Concept Development.	169
6.1	Situation Analysis	169
6.1.1	Purpose and Terminology	170
6.1.2	Guidelines and Principles for the Analysis of Situations	172
6.1.3	Different Approaches in a Situation Analysis	173
6.1.4	Boundaries of the Problem Area, Solution Area, and Area of Intervention	180
6.1.5	Identifying Boundary Conditions and Limitations of Design Freedom.	182
6.1.6	Openness Toward Objectives, Neutrality Toward Solutions and Transparency	183

6.1.7	Techniques for Situation Analysis	183
6.1.8	Procedural Steps in a Situation Analysis	187
6.1.9	The Varying Significance of Situation Analysis in the Phase Sequence	189
6.1.10	Summary	190
6.1.11	Self-Check for Knowledge and Understanding: Situation Analysis	192
6.2	Formulation of Objectives	193
6.2.1	Purpose and Terminology	193
6.2.2	The Formulation of Objectives at Different System Levels	195
6.2.3	Mental Approaches, Principles, and Guidelines for an Action-Oriented Formulation of Objectives	195
6.2.4	Methods for Formulating Objectives	207
6.2.5	The Process of Formulating Objectives	207
6.2.6	Restrictions	208
6.2.7	Summary	209
6.2.8	Self-Check for Knowledge and Understanding: Formulation of Objectives	210
6.3	Search for Solutions: Synthesis/Analysis	210
6.3.1	Purpose and Terminology	210
6.3.2	Synthesis of Solutions	211
6.3.3	Strategies for Finding Solutions (Synthesis)	217
6.3.4	Analysis of Solutions	224
6.3.5	Methods and Tools for Synthesis/Analysis	228
6.3.6	The Procedure of Synthesis/Analysis	228
6.3.7	Summary of the Search for Solutions	232
6.3.8	Self-Check for Knowledge and Understanding: Search for Solutions: Synthesis/Analysis	234
6.4	Evaluation and Decision	234
6.4.1	Purpose, Terms, Fundamentals	235
6.4.2	Evaluation Methods	240
6.4.3	Process of Evaluation	245
6.4.4	On Objectivity in Evaluation Processes	257
6.4.5	Preparing a Decision: The Economic Feasibility Calculation as a Supplement	258
6.4.6	Documentation of the Evaluation Step	259
6.4.7	Decision	259
6.4.8	Summary and Rounding Off	260
6.4.9	Self-Check for Knowledge and Understanding: Evaluation and Decision	261
6.5	Special Cases and Situational Interpretation	261
6.5.1	Modification of a "Living Object"	262
6.5.2	Improvement (Melioration) Projects	262
6.5.3	Initiatives of Limited Scope	264

- 6.5.4 Initiatives of Unusually Large Scope 265
- 6.5.5 Programs 265
- 6.5.6 Staggered Implementation 266
- 6.5.7 Relative Inexperience of Participants Because
of Pioneering Situations. 267
- 6.5.8 Entering Disorganized Problem-Solving Processes. 268
- 6.5.9 Shut-Downs and Terminations. 269
- 6.5.10 Self-Check for Knowledge and Understanding:
Special Cases and Situational Interpretation 269
- Literature. 269

Part IV Case Studies

- 7 The Systems Engineering Basics in Our Systems Engineering**
 - Concept** 275
 - 7.1 Basic 1: Application of the Systems Approach 275
 - 7.2 Basic 2: Application of a Recognizable and Accepted
Process Model 276
 - 7.3 Basic 3: Application of Methods and Techniques 278
 - 7.4 Self-Check of Knowledge and Understanding:
Systems Engineering Basics of our Concept. 279
- 8 Case Study 1: Private House Building: Additional Domicile** 281
 - 8.1 Initial Situation. 281
 - 8.2 Preliminary Study 282
 - 8.3 Main Study. 284
 - 8.4 Detailed Studies 287
 - 8.5 System Building and Implementation 288
 - 8.6 Concluding Remarks 289
 - 8.7 Self-Check of Knowledge and Understanding:
Additional Domicile. 290
- 9 Case Study 2: Airport Planning**. 291
 - 9.1 Self-Check of Knowledge and Understanding:
Case Airport Planning 318
- 10 Case Study 3: Smart City and Science Tower, Graz** 319
 - 10.1 What Is a Smart City? 319
 - 10.2 Initial Situation in Graz 320
 - 10.3 Why Smart City Graz?. 321
 - 10.4 Vision for Urban Development of the Smart
City Graz 2050. 322
 - 10.5 Objectives and Means for Smart Urban
Development Until 2030 324
 - 10.6 The Project Area "Smart City Graz Waagner Biro". 325
 - 10.7 Masterplan Smart City Graz Waagner Biro. 327
 - 10.8 Architectural and Design Competitions. 328

10.9	Flagship Project Science Tower	328
10.10	References to the Systems Engineering Methodology	333
Part V SE for Practice		
11	Seven Basic Recommendations	341
11.1	Self-Check of Knowledge and Understanding: Seven Basic Recommendations	343
12	Typical Weak Areas in Projects (Stumbling Blocks)	345
12.1	Self-Check of Knowledge and Understanding: Typical Weak Areas in Projects (Stumbling Blocks)	345
13	Activities Checklists	347
13.1	Preliminary Study: Activities Checklist	347
13.2	Main Study: Activities Checklist	352
13.3	Detailed Studies: Activities Checklists	354
13.4	System Building/implementation: Activities Checklist	355
13.5	System Introduction: Activities Checklist	357
13.6	Project Completion: Activities Checklist	358
14	Characteristics of Successful Project Management	359
14.1	Self-Check of Knowledge and Understanding: Characteristics of Successful Project Management	364
Part VI Methods and Tools (M&T)		
15	Survey of Methods and Tools	367
15.1	Self-Check of Knowledge and Understanding: Survey of Methods and Tools	370
16	Encyclopedia/Glossary	371
16.1	Self-Check of Knowledge and Understanding: Encyclopedia/Glossary	416
Self-Check of Knowledge and Understanding		417
Bibliography		437
Index		451