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Janusz Kacprzyk, Polish Academy of Sciences, Warsaw, Poland

e-mail: kacprzyk@ibspan.waw.pl

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Chi-Bin Cheng · Hsu-Shih Shih E. Stanley Lee

# Fuzzy and Multi-Level Decision Making: Soft Computing Approaches

Second Edition



Chi-Bin Cheng Department of Information Management Tamkang University New Taipei City, Taiwan

Hsu-Shih Shih Department of Management Sciences Tamkang University New Taipei City, Taiwan E. Stanley Lee
Department of Industrial
and Manufacturing Systems
Engineering
Kansas State University
Manhattan, KS, USA

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### **Preface**

Decision making under a hierarchical structure is commonly found in the real world, yet the optimization of such decisions is typically difficult due to the highly inter-dependent nature among the decisions by the decision-makers at different levels of the hierarchical organization. Problems in such a domain are referred to as multi-level decision making. The basic concept of multi-level decision making is that an upper-level decision-maker sets his or her goal and/or decision and then asks each subordinate level of the organization for their decisions. The decisions of the lower levels are then submitted and modified by the upper level with consideration of the overall benefits of the organization. This mutually interactive process is continued until reaching a solution, which is satisfactory to all the decision-makers. Apparently, the degree of interaction and the degree of satisfaction depend on the management style of the upper level. This decision-making process is extremely useful to the hierarchy decentralized organizations that are pervasive in various industries.

To solve the multi-level decision making, the problems are typically modeled by multi-level programming, which contains a set of nested optimization problems over a single feasible region and the control of the decision variables is partitioned among the levels where one decision variable may impact the objective of several levels. There have been many traditional approaches proposed for solving the multi-level programming problems, such as the decomposition principle, goal programming, multi-objective programming, and game theory. However, almost all of these traditional approaches cannot meet the common features, the interactive nature in particular, of the decision process of a multi-level decentralized organization. By contrast, soft computing approaches use a collection of algorithms to find inexact solutions to computationally difficult tasks for which conventional methods do not yet provide low cost and time-feasible solutions. Approaches in this category such as fuzzy logic can facilitate the implementation of interactive decision making among levels.

vi Preface

The principal constituents of soft computing are fuzzy logic, artificial neural networks, meta-heuristics, etc. In order to increase the computational efficiency of the basic multi-level programming algorithms, fuzzy set theory that suggests a completely different philosophy of exploring the typical fuzziness, vagueness, or the not-well-defined nature of a large decentralized hierarchy organization has been applied to solve the problems. The resulting fuzzy interactive sequential approach appears to be a useful and efficient one. The advantages of the fuzzy approaches are that not only the computational requirements are reduced tremendously, but the representation of the system is also more realistic.

A particular type of artificial neural networks, recurrent neural networks such as Hopfield network, with their dynamic learning capability appears to be a suitable tool to cope with the dynamic nature of multi-level programming problems. Hybrid neural network approaches that combine neural networks with meta-heuristics have also be proposed to solve the bi-level programming problems. Meta-heuristics are a high-level problem-independent algorithmic framework that provides a set of guidelines or strategies to develop heuristic optimization algorithms. Typical meta-heuristics, such as genetic algorithms, simulated annealing, and swarm particle optimization, are widely used to solve discrete or nonlinear optimization problems. Meta-heuristic algorithms do not use gradient information and thus are less likely to be trapped in a local optimum. Their structures also enable the implementation of parallel search of the solution space and thus are able to improve the efficiency of the solution procedure.

This book can be divided approximately into five subjects. The first subject, including Chaps. 1 and 2, summarizes the solution approaches of multi-level programming and introduces the classical approaches for solving the problems. The emphasis is on the numerical solution aspects, and no theoretical treatment is included.

The second subject, which includes Chaps. 3–6, presents knowledge representation and fuzzy decision making. For the frequent use of linguistic expressions in the interactions between the various levels of management in a hierarchy organization, emphasis is placed on linguistic representation by the use of fuzzy concepts. The major content of this part is reproduced from our previous book, entitled *Fuzzy and Multi-level Decision Making: An Interactive Computational Approach*, published by Springer.

The third subject (Chap. 7) presents the use of auction mechanism in solving the bi-level programming problems, where the managers make resources allocation decisions in a heterogeneous and distributed fashion. The fourth subject (Chap. 8) summarizes the three popular meta-heuristics, genetic algorithm, particle swarm optimization, and tabu search, and their applications to solving the multi-level programming problems. The final subject (Chap. 9) introduces the use of Hopfield networks in solving optimization problems and their application to bi-level programming problems.

Several examples and algorithms are adopted from the original publications as acknowledged in the text. In particular, we are grateful for the following permissions from the copyright owners: Elsevier, Fig. 6.1, Figs. 7.1–7.4, Tables 7.1–7.5,

Preface vii

Example 7.1, Figs. 9.1–9.5, Table 9.1, Examples 9.1 and 9.2; and Inderscience, Sect. 8.2.

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New Taipei City, Taiwan New Taipei City, Taiwan Manhattan, USA Chi-Bin Cheng Hsu-Shih Shih E. Stanley Lee

## **Contents**

1	Intr	Introduction					
	1.1	Decision Making in Hierarchical Systems: Multi-ploy Versus					
		Interac	ctive Decisions	4			
	1.2	Bi-lev	el and Multi-level Programming	5 7			
	1.3	Charac	cteristics of Duo-ploy Systems				
	1.4		cteristics of Duo-ploy Systems with Multiple Followers	9			
	1.5	Computing for Multiple Level Programming	10				
		1.5.1	Fuzzy Interactive Decision-Making	10			
		1.5.2	The Use of Neural Networks to Solve Multiple Level				
			Programming Problems	11			
		1.5.3	Meta-heuristic Algorithms for Multiple Level				
			Programming	12			
		1.5.4	The Use of Auction Mechanisms for Multiple Level				
			Programming	12			
2	Linear Bi-level Programming						
	2.1		· Bi-level Programming Problems	15			
	2.2		ne Point Search	19			
		2.2.1	kth-Best Algorithm	19			
		2.2.2	Grid Search Algorithm	22			
	2.3	Transf	formation Approach	26			
		2.3.1	Mixed-Integer Approach	26			
		2.3.2	Complementary Pivot Algorithm	28			
		2.3.3	Branch-and-Bound Algorithm	35			
		2.3.4	Penalty-Function Approach	46			
	2.4	Other	Multi-level Programming Algorithms	51			
		2.4.1	Linear Bi-level Distributed Programming	51			
		2.4.2	Linear Three-Level Programming Problem	57			
	2.5	Discus	ssions	72			

x Contents

3	Poss	sibility Theory and Fuzzy Optimization	73			
	3.1	Possibility Theory	73			
		3.1.1 Possibility Distribution	74			
		3.1.2 Possibility Measure	76			
		3.1.3 Possibility Measure Based on Fuzzy Set				
		with Fuzzy Subset	77			
		3.1.4 Possibility Versus Probability	79			
	3.2	Knowledge Representation	80			
		3.2.1 Linguistic Variable	81			
	3.3	Fuzzy Decision Making	83			
		3.3.1 Fuzzy Linear Programming	83			
		3.3.2 Fuzzy Approach to Multiple-Objective Programming	86			
4	Fuzzy Interactive Multi-level Decision Making					
	4.1	Fuzzy Bi-Level Interactive Decision Making	90			
	4.2	Fuzzy Bi-Level Interactive Decision Making				
		with Multi-followers	98			
	4.3	Fuzzy Multi-level Interactive Decision Making	101			
	4.4	Fuzzy Multi-level Interactive Decision Making				
		with Multi-followers	106			
	4.5	Discussions	110			
5	Agg	aggregation of Fuzzy Systems in Multi-level Decisions				
	5.1	Compensation in Bi-level Decisions				
	5.2	Compensation in Multiple-Level Problems				
	5.3	Bi-level Decentralized Problem with Equally				
		Important Objectives	121			
	5.4	Bi-level Decentralized Problem with Unequally				
		Important Objectives	123			
	5.5	Multiple-Level Decentralized Problem	126			
	5.6	Fuzzy Multi-level Problem	127			
	5.7	Discussions	129			
6	Multi-level Optimization by Fuzzy Dynamic Programming					
	6.1	Fuzzy Multi-objective Dynamic Programming	132			
		6.1.1 Multi-objective Knapsack Problems	132			
		6.1.2 Fuzzy Multi-objective Dynamic Programming	133			
	6.2	Fuzzy Multi-level Dynamic Programming	136			
	6.3	Discussions	145			
7	Auction Mechanisms for Solving Multi-level Programming					
	7.1	Auction Mechanism	147			
		7.1.1 Four Basic Auction Types	148			
		7.1.2 Reverse Auction	148			
		7.1.3 Combinatorial Auction	150			

Contents xi

	7.2	Auction Mechanism for Bi-level Decentralized Programming	151
	7.3	Multi-sourcing by BLDP with Reverse Auction	152
		7.3.1 Bi-level Decentralized Formulation	153
		7.3.2 Problem Transformation by Max-Min	
		Decision Approach	157
		7.3.3 Solution Procedure Based on Reverse Auction	158
		7.3.4 Winner Determination Problem for Reverse Auction	158
		7.3.5 Bid Formulation Problem for Reverse Auction	160
		7.3.6 Reverse Auction Algorithm	162
	7.4	Discussions	169
8	Met	aheuristics for Multi-level Optimization	171
	8.1	Metaheuristics	172
		8.1.1 Genetic Algorithm	172
		8.1.2 Particle Swarm Optimization	174
		8.1.3 Tabu Search	175
	8.2	Bi-level Optimization Problem Solved by Genetic Algorithm	176
	8.3	Bi-level Optimization Problem Solved by Particle Swarm	
		Optimization	180
	8.4	Bi-level Optimization Problem Solved by Tabu Search	185
	8.5	Discussions	187
9	Neu	ral Networks for Solving Multi-level Programming	189
	9.1	Definition of Lyapunov Function	190
	9.2	Hopfield Neural Networks for Optimization	191
		9.2.1 Discrete and Continuous Hopfield Networks	193
		9.2.2 Methods of Hopfield Networks	195
	9.3	Hopfield Neural Networks for Multi-level Programming	199
	9.4	Hybrid Neural Network Approach for Multi-level	
		Programming	204
		9.4.1 Neural Network with Tabu Search	204
		9.4.2 Boltzmann Machine with GA	205
	9.5	Discussions	209
R <sub>e</sub>	feren	290	211