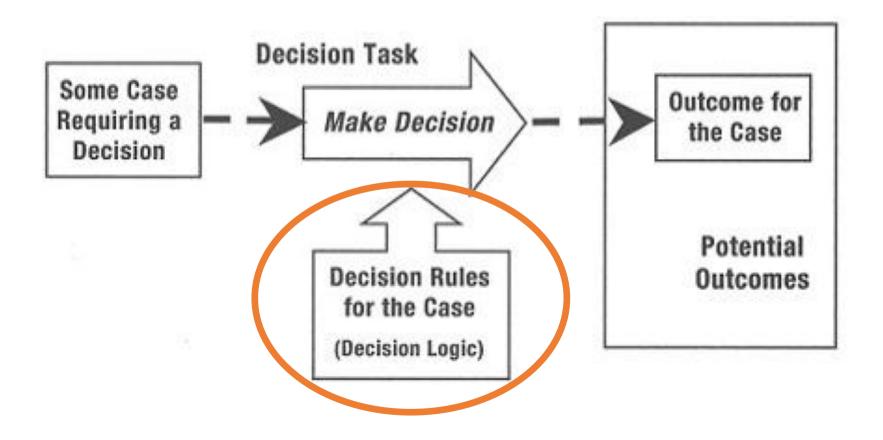


Decision Modelling

Barbara Re

Decision Logic and Decision Task



Modeling Decision Logic

- There are two well-known modeling notations for Decision Logic
 - The Decision Model
 - Based on a book from Barbara von Halle and Larry Goldberg
 - Decision Model and Notation DMN
 - A new standard from OMG



Decision Model and Notation (DMN)

Decision Modeling

Two Different Perspectives

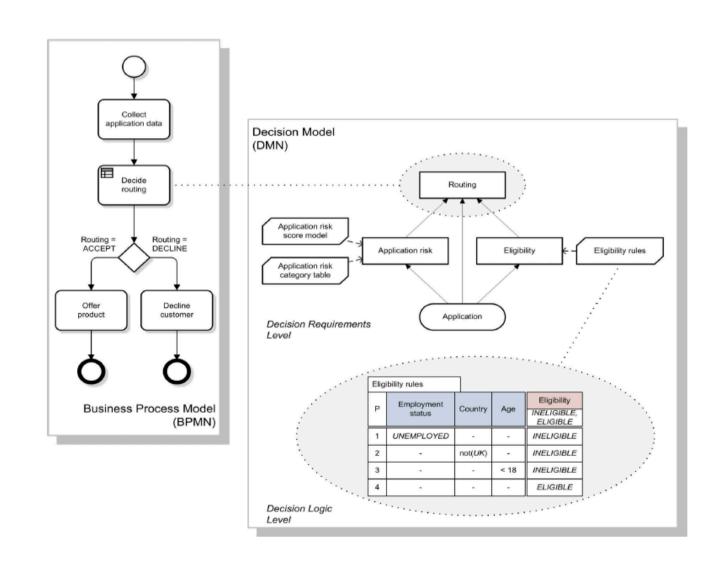
- Decision-making is addressed from two different perspectives by existing modeling standards:
 - Business process models (e.g., **BPMN**) can describe the coordination of decision-making within business processes by defining specific tasks or activities within which the decision-making takes place
 - Decision logic (e.g., PRR, PMML) can define the specific logic used to make individual decisions, for example as business rules, decision tables, or executable analytic models.

Decision Requirements Diagram

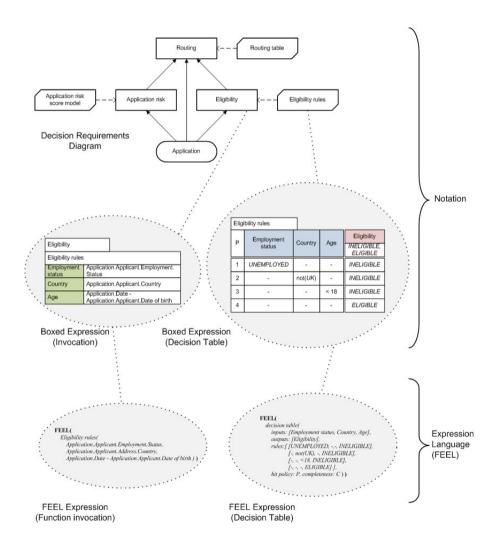
DMN will provide a third perspective – **the Decision Requirements Diagram** – forming a bridge between business process models and decision logic models:

- <u>Business process models</u> will define tasks within business processes where decision-making is required to occur
- <u>Decision Requirements Diagrams</u> will define the decisions to be made in those tasks, their interrelationships, and their requirements for decision logic
- <u>Decision logic</u> will define the required decisions in sufficient detail to allow validation and/or automation

Aspects of Modelling



Decision Model and Notation (DMN)

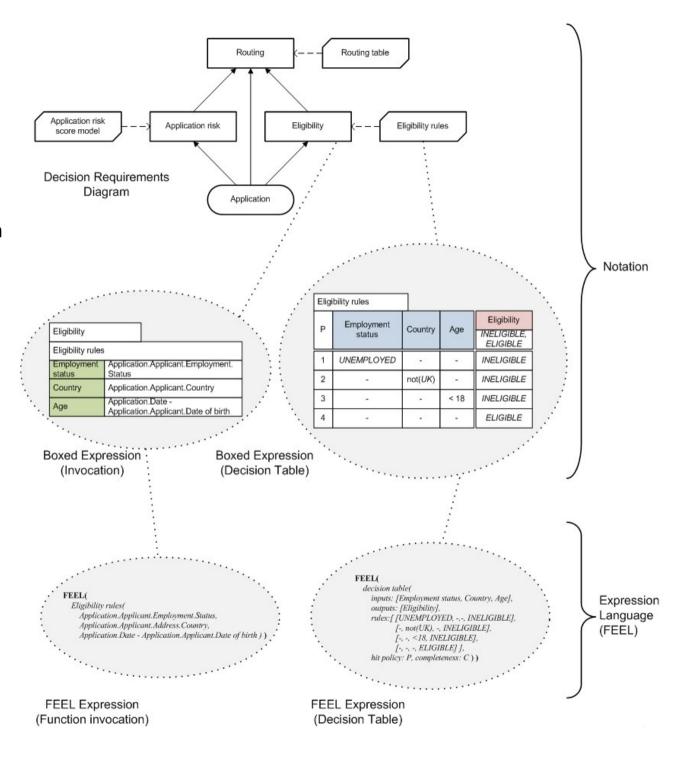


- The Decision Model and Notation is a new standard from the OMG
- It is currently published in its version 1.0
- Purpose of DMN: provide the constructs that are needed to model decision, so that organizational decision-making can be
 - readily depicted in diagrams
 - accurately defined by business analysts
 - (optionaly) automated

It defines the concept of a Decision Requirements Graph (DRG) comprising a set of elements and their connection rules, and a corresponding notation: the Decision Requirements Diagram (DRD)

It defines Decision Logic via Value expression and/or decision table

It provides a language called FEEL for defining and assembling decision tables, calculations, if/then/else logic, simple data structures, and externally defined logic from Java and PMML into executable expressions with formally defined semantic

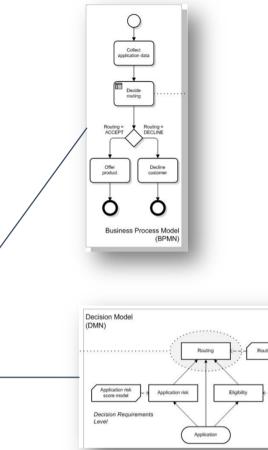


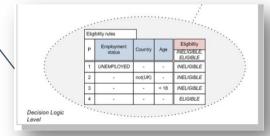
Scope and Uses of DMN

- Decision modeling is carried out by business analysts in order to understand and define the decisions used in a business or organization.
- Such decisions are typically operational decisions made in day-to-day business processes, rather than the strategic decision-making for which fewer rules and representations exist.
- Three uses of **DMN** can be discerned in this context:
 - For modeling human decision-making
 - For modeling the requirements for automated decision-making
 - For implementing automated decision-making

Main Concepts of DMN

Business Process More details **Decision Requirements Decision Logic**



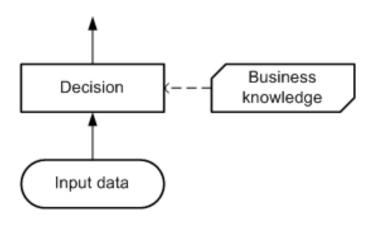


(Coenen 2013)

Decision Modeling

Basic Concepts – Decision Requirements Level

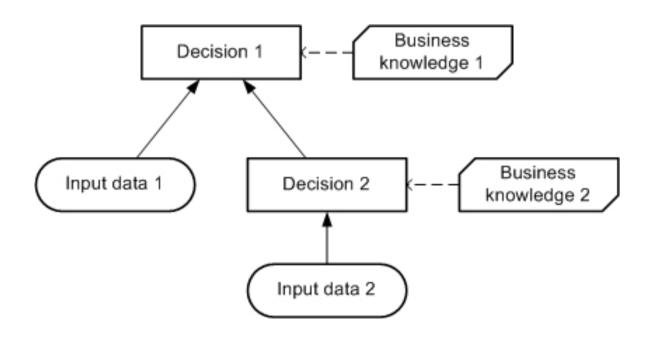
- A decision is the act of determining an output value (the chosen option), from a number of input values, using logic defining how the output is determined from the inputs
- **Decision logic** may include one or more **business knowledge models** which encapsulate business know-how
- A decision may require multiple business knowledge models, and a business knowledge model may require multiple other business knowledge models



Decision Modeling

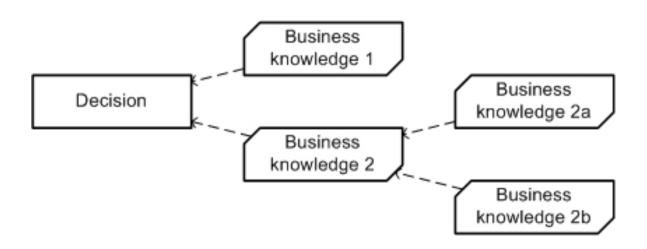
Basic Concepts – Decision Requirements Level

- Decisions can be decomposed into sub-decisions. Top level decisions can be thought
 of as selecting an answer from a range of possible answers. Lower level decisions
 often will simply provide input to other decisions
- Decisions may therefore be connected in a network called a **Decision Requirements Graph (DRG)**, which may be drawn as a **Decision Requirements Diagram (DRD)**



Basic Concepts – Decision Requirements Level

 A decision may require multiple business knowledge models, and a business knowledge model may require multiple other business knowledge models

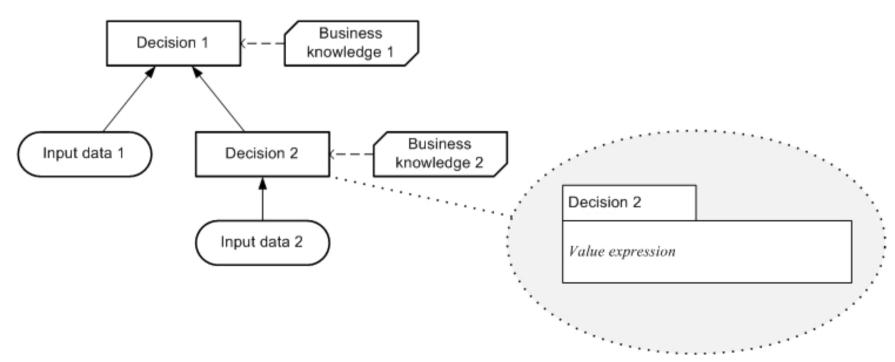


Basic Concepts – Decision Logic Level

- Using decision logic, the same components described at decision requirements level may be specified in greater detail, to capture :
 - a complete set of business rules and calculations
 - (if desired) to allow the decision-making to be fully automated

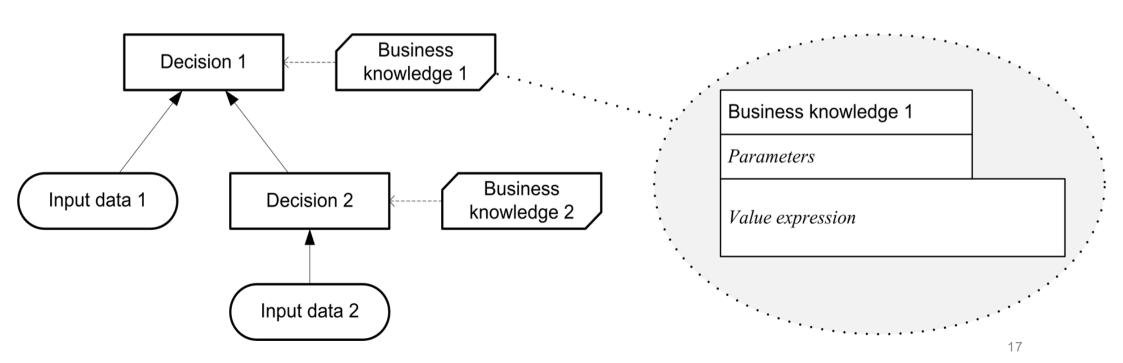
Decision and corresponding value expression

- At the decision logic level, every decision in a DRG is defined using a value expression which specifies how the decision's output is determined from its inputs
- The decision is considered to be the evaluation of the expression
- The value expression may be notated using a boxed expression



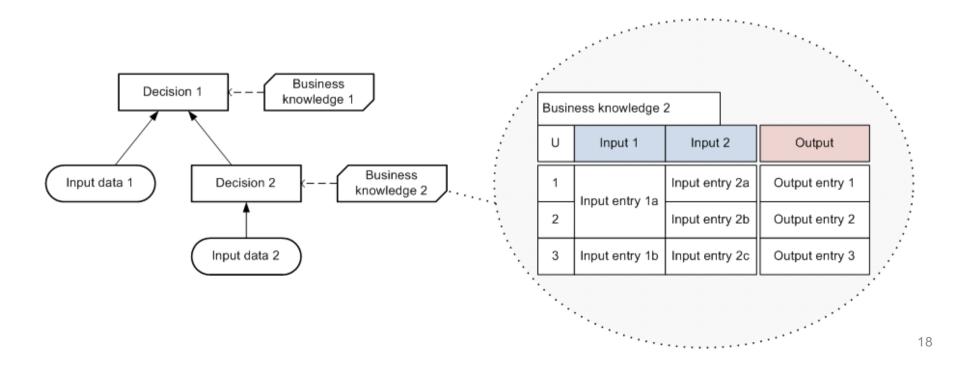
Business knowledge model and corresponding value expression

- At the decision logic level, a business knowledge model is defined using a value expression that specifies how an output is determined from a set of inputs
- Value expressions may be encapsulated as functions, which may be invoked from decisions' value expressions



Business knowledge model and corresponding decision table

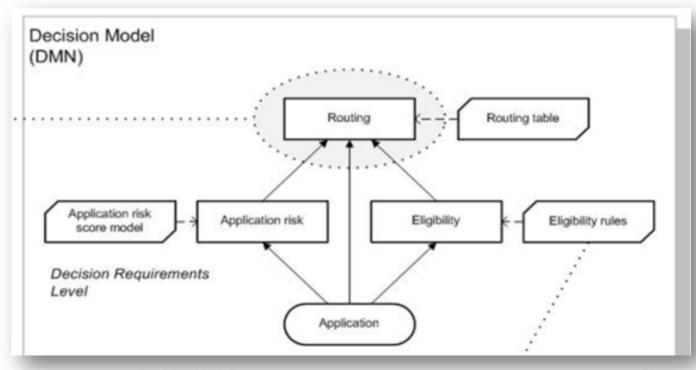
- A business knowledge model may contain any decision logic which is capable of being represented as a function
- This will allow the import of many existing decision logic modeling standards (e.g., for business rules and analytic models) into DMN
- An important format of business knowledge, specifically supported in **DMN**, is the **Decision Table**
- Such a business knowledge model may be notated using a **Decision Table**



Main concepts – Decision Requirements Level

- Business concepts only
- Business decisions
- Areas of business knowledge
- Sources of business knowledge

Decision Requirements



(Coenen 2013)

Decision Modeling

DRD Elements

Decision

The determination of an output from a number of inputs, using decision logic, which may reference one or more Business Knowledge Models

Business Knowledge Model

A function encapsulating knowledge, such as a decision table

Input Data

Information used as an input to one or more decisions. Provides the parameters for a Business Knowledge Model

Knowledge Source

Has authority for a Business Knowledge Model or Decision

Constructs of a Decision Requirements Model

Construct	DMN Notation	Description
ELEMENTS		
Decision	Decision	The act of determining an output from a number of inputs, using decision logic which may reference one or more business knowledge models.
Business Knowledge Model	Business knowledge	A function encapsulating business knowledge, in the form of business rules, decision table or analytic model. Some of the tool may not support this element. In such case the decision logic is directly linked to the Decision rather than the business knowledge model.
Knowledge Source	Knowledge source	The authority for a business knowledge model or decision.
Input Data	Input data	Information used as an input by one or more decisions. It also denotes the parameters of a Business Knowledge Model.
REQUIREMENTS		
Information Requirement	-	Information - input data or decision output - required for a decision.
Knowledge Requirement		The invocation of a business knowledge model.
Authority Requirement		Showing the knowledge source of an element or the dependency of a knowledge source on input data.

Decision

Decision

- A decision is the act of determining an output value (the chosen option), from a number of input values, using logic defining how the output is determined from the inputs
- Two properties should be captured for every decision:
 - Question: A natural language statement that represents the decision in the form of a question. This should be specific and detailed.
 - Allowed Answers: A natural language description of the possible answers to this question.
- For action-oriented decisions, the allowed answers represent the responses that the process must handle when the decision model is invoked by a business rule task

Business Knowledge Models

Business Knowledge

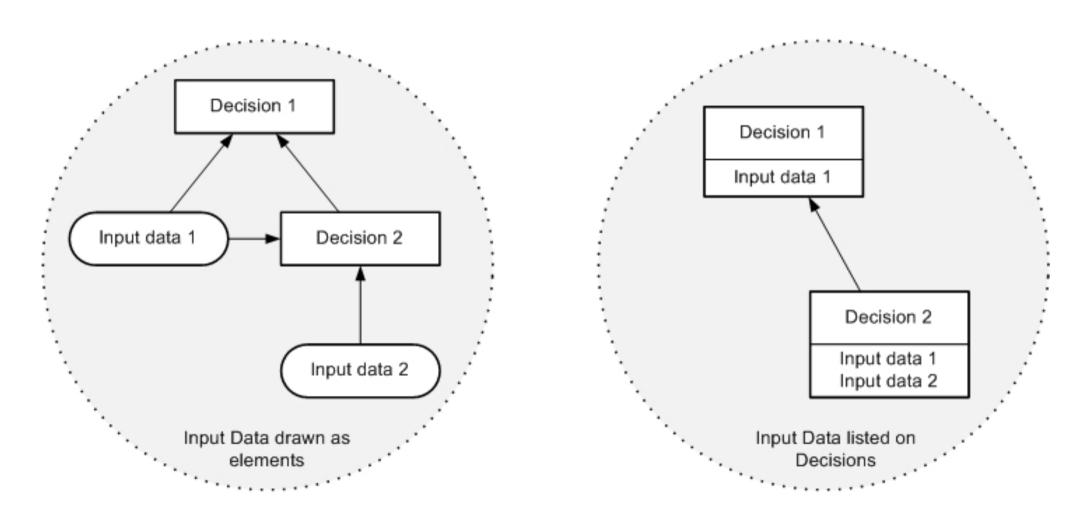
- Business knowledge models represent functions that encapsulate reusable decision making logic. The logic they encapsulate might be a set of business rules, a decision tree, a decision table, or an analytic model.
- The specifics of knowledge representation involved need not be displayed on the diagram but could be.
- The decision logic that can be specified in a business knowledge model can also be linked directly to a decision, but encapsulating it in a business knowledge model allows it to be reused, parameterized and displayed on a Decision Requirements Diagram

Input Data

Input Data

- Decisions require inputs, and many of these are input data, which is data that is input to the decision making from outside the decision context.
- Input data elements typically represent business entities that are being used in the decision making, such as Policy or Customer. However, sometimes they can represent any information element at any level of detail.
- Each input data element can be described in terms of a hierarchical information model that specifies exactly what information elements comprise the input data.

Decision with the Listed Input Data option



Knowledge Source

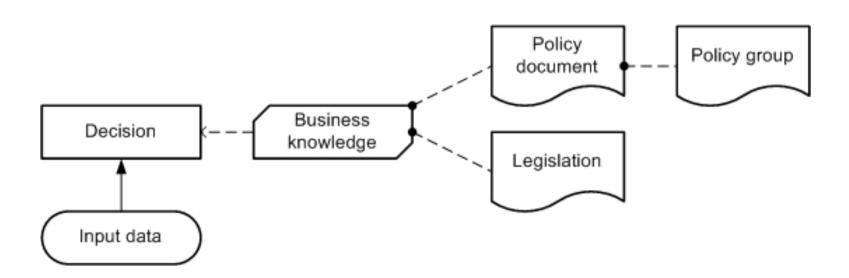
Knowledge Source

- Knowledge sources represent the source of know-how for making a decision
- This could be:
 - **Regulations or policies** about how a decision must be made, best practices or expertise on how it should be made
 - Analytic knowledge on how it might be made more accurate

Decision Modeling

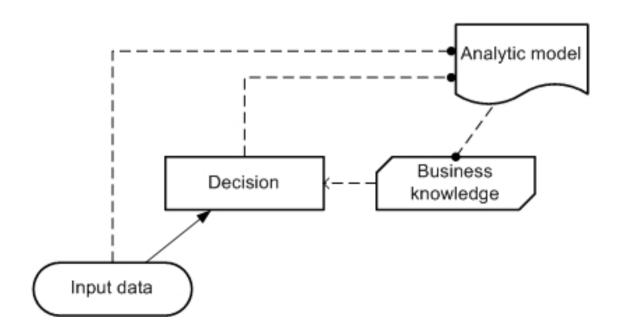
Knowledge Sources representing authorities

 Knowledge sources are the authorities for a decision and typically refer to some external document or source that contains detailed guidance

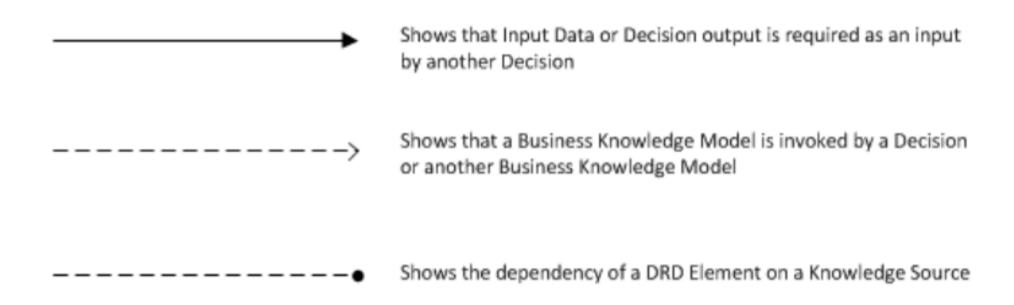


Knowledge source representing predictive analytics

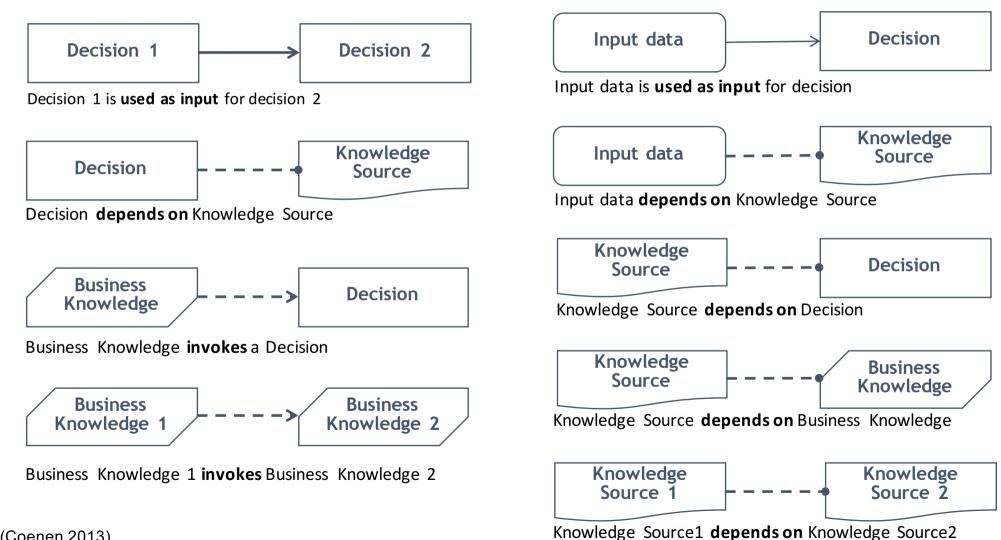
 They may be drawn from Input Data and Decisions to Knowledge Sources, where, in conjunction with use (a), they represent the derivation of Business Knowledge Models from instances of Input Data and Decision results, using analytics



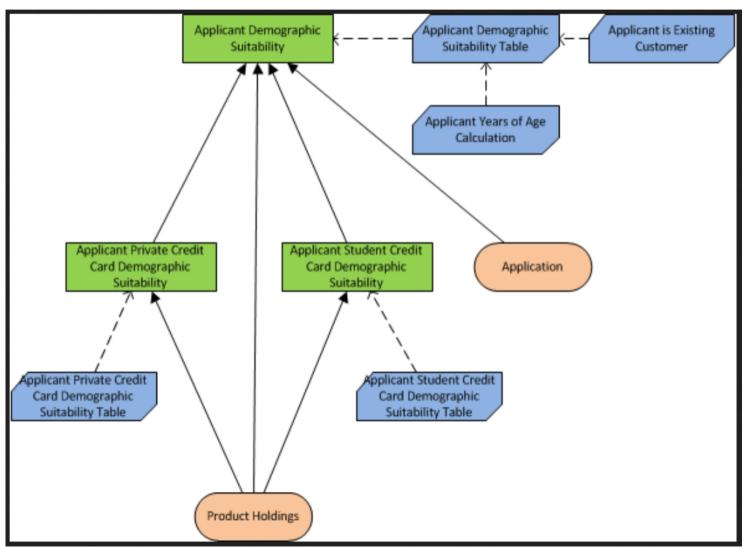
DRD Requirements



Elements and Allowed Relationships of the Requirements Graph



(Coenen 2013)

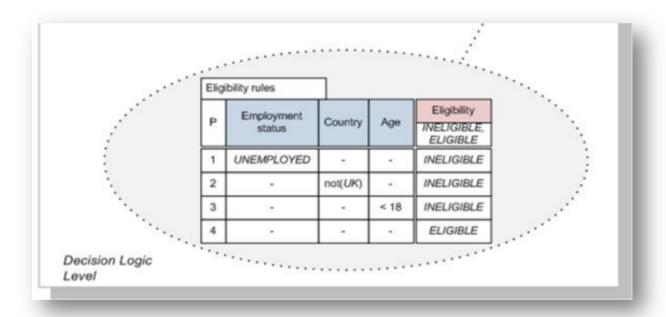


Decision Modeling

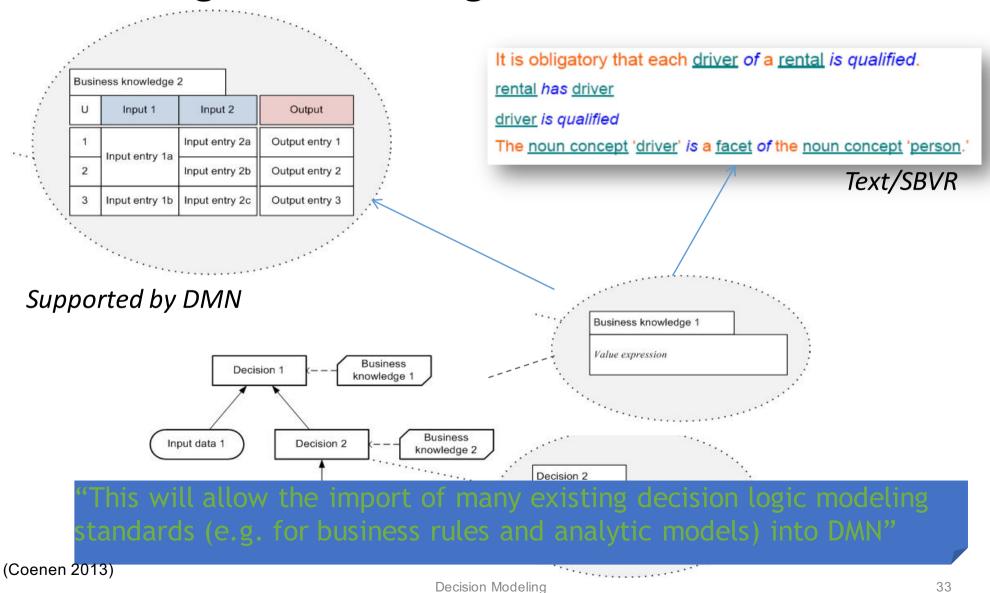
Main concepts – Decision Logic

- Greater detail
- Business rules
- Calculations
- Automated
- Display

Decision Logic



Modeling Decision Logic

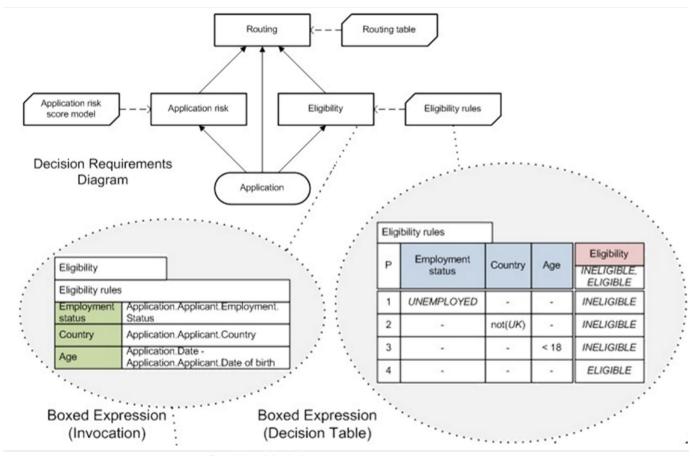




"I'm here because my boss said we should use more decisions tables for our project. What types of decision tables do you sell?"

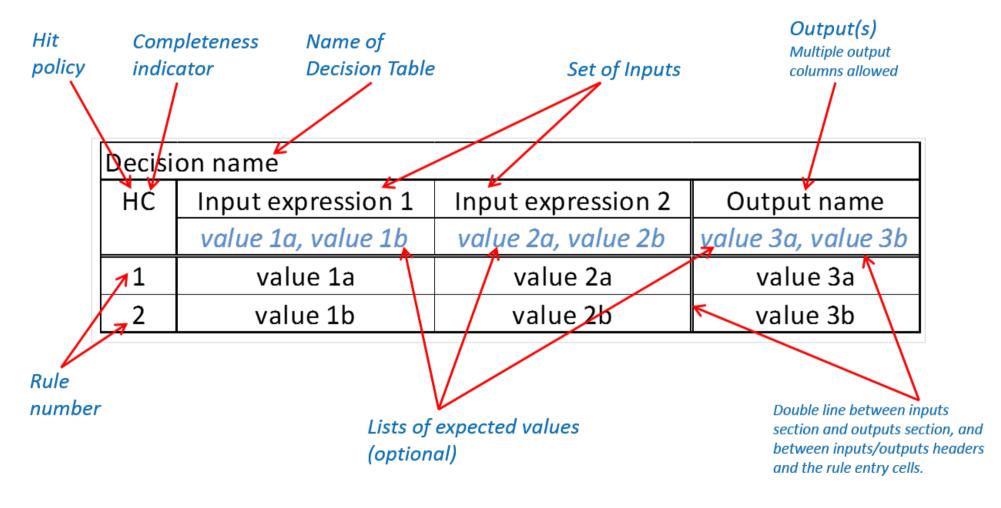
Boxed Expression

The notation for decision logic is **boxed expressions** which decompose the decision logic model into small pieces that are associated with elements of Decision Requirements Diagram

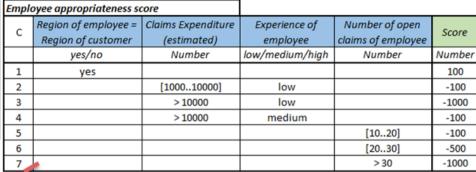


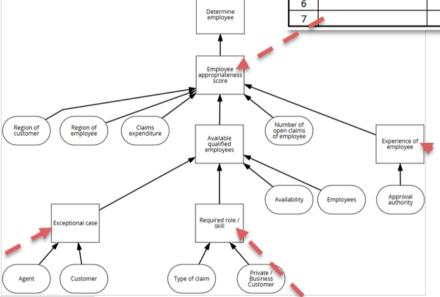
Decision Modeling

Structure of a Decision Table in DMN









Exper	ience of Employee	
	Approval Authority	Experience
1	< 1000	low
2	[100010000]	medium
3	>10000	high

Ехсер	tional Cas	e		
	Agent Id Customer Frame Contract Id		Required Role	Special Employee
			Special Customer	
1	4711		Task Force Berlin	
			Special Customer	
2		0815	Task Force Berlin	
3		camunda		Mr. Important
4				

Requi	ired Skill / Role			
	Type of Claim	Private/Business Customer?	Required Role	Required Skill
1	Third Party Liability	Private	Service Center	
				Business Law
2	Third Party Liability	Business	Service Center	Qualification
3	Accident	Private	Service Center	
			Business Accident	
4	Accident	Business	Team	
5				

Hit Policies (1)

- The hit policy specifies what the result of the decision table is, if there are multiple matches for a given set of inputs.
- The hit policy indication is mandatory and is summarized using a single character in a particular decision table cell.

Single Hit Policies:

Hit Policy	Description
Unique	This is the default policy. All rules are exclusive and only a single rule is matched.
Any	Multiple matching rules, all matching rules with the same output. Any of these outputs can be used.
Priority	Multiple matching rules with different outputs. Returns the matching rule with the highest output priority which is specified in an ordered list of values, e.g. the list of expected output values.
First	Multiple matching rules with different outputs. First hit by rule order is returned. Once there is a hit, the evaluation stops (and ignore the rest of the rules). The matching has a dependency on the order of the rules. The last rule is often the catch-remainder rule. This type of policy is hard to validate manually and must be used with care.

Hit Policies (2)

Multiple Hits Policies for Single Output

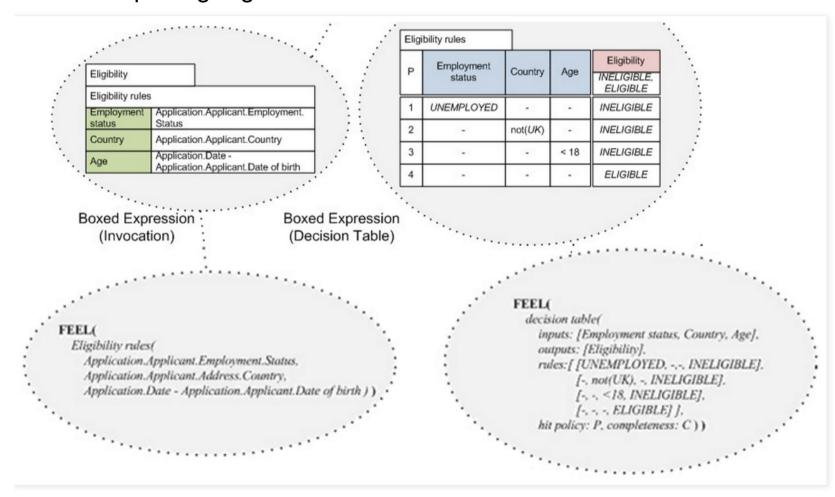
Hit Policy	Description
No order	Returns all hits in a unique list in arbitrary order.
Output order	Returns all hits in decreasing priority order. Output priorities are specified in an ordered list of values.
Rule order	Returns all hits in rule order, i.e. dependency on the order of the rules.

Aggregation for Multiple Hits Policy

Aggregation	Description
Collect	The result of the decision table is the list of all the outputs, ordered or unordered per the hit policy.
Sum	The result of the decision table is the sum of all the outputs.
Min	The result of the decision table is the smallest value of all the outputs.
Max	The result of the decision table is the largest value of all the outputs.
Count	The result of the decision table is the number of outputs.
Average	The result of the decision table is the average value of all the outputs, defined as the sum divided by the count.

FEEL = Friendly Enough Expression Language

FEEL is a script language for decision tables



Orientation of Rules in a DMN Decision Table

Rules as Rows:

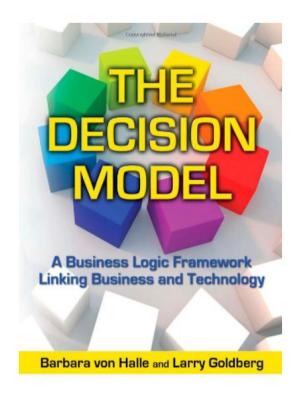
table	name			
HC	input expression 1	input expression 2	Output name	
	value 1a, value 1b	value 2a, value 2b	value 1a, value 1b	
1	input ontry 1a	input entry 2a		
2	input entry 1a	input entry 2b	output entry 1b	
3	input entry 1b	-	output entry 1a	

Rules as Columns:

table name					
input expression 1	value 1a, value 1b	input e	input entry 1a		
input expression 2	value 2a, value 2b	input entry 2a	input entry 2b	•	
Output name	value 1a, value 1b	output entry 1a	output entry 1b	output entry 1a	
HC		1	2	3	

Rules as Crosstabs:

table name			
		input ex	pression 1
Output n	ame	input entry 1a	input entry 1b
input	input entry 2a	output entry 1a	output entry 1a
expression 2	input entry 2b	output entry 1b	output entry 1a



The Decision Model



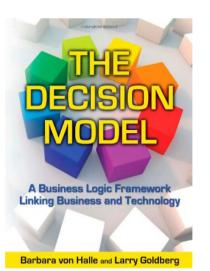
Von Halle, B., & Goldberg, L. (2010). *The Decision Model: A Business Logic Framework Linking Business and Technology*. CRC Press Auerbach Publications.

The Decision Model

- The Decision Model was developed by Barbara von Halle and Larry Goldberg (2010)
- Objective:
 - a rigorous, repeatable, and technology-independent model of busine simple to create, interpret, modify, and automate



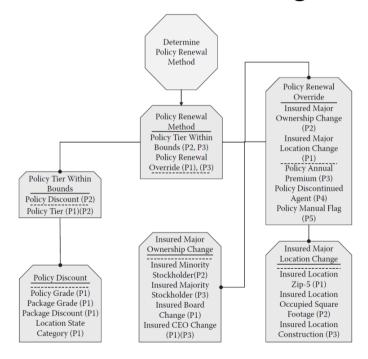
- The Decision Model is a template for perceiving, organizing, and managing the business logic behind a business decision.
- It is a declarative representation of decision logic
 - specifies the conditions on which a decision is made
 - does *not specific* how the conditions are tested, in particular it does not specify the order in which conditions are tested



Decision Model Elements

A Decision Model has two different kinds of diagrams:

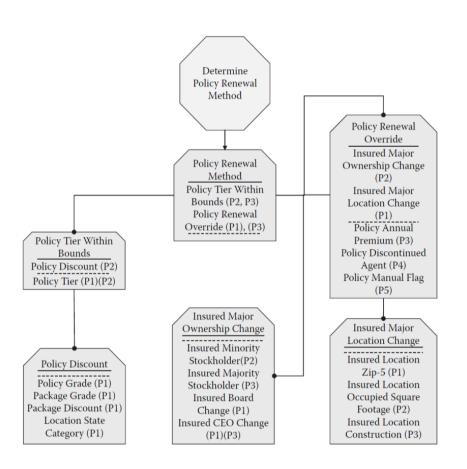
Decision Model Diagram



Rule Family Table

		С	Conc	lusion									
Stude	dent Business Status		Person Student Loans		Business								eous essment
ls	Yes			Is not	Is not Current customer		Medium Risk						
		ls	Yes	Is not	Is not Current customer		High Risk						
ls	Yes			Is Current customer		Is	Low Risk						
		ls	Yes	ls			Medium Risk						

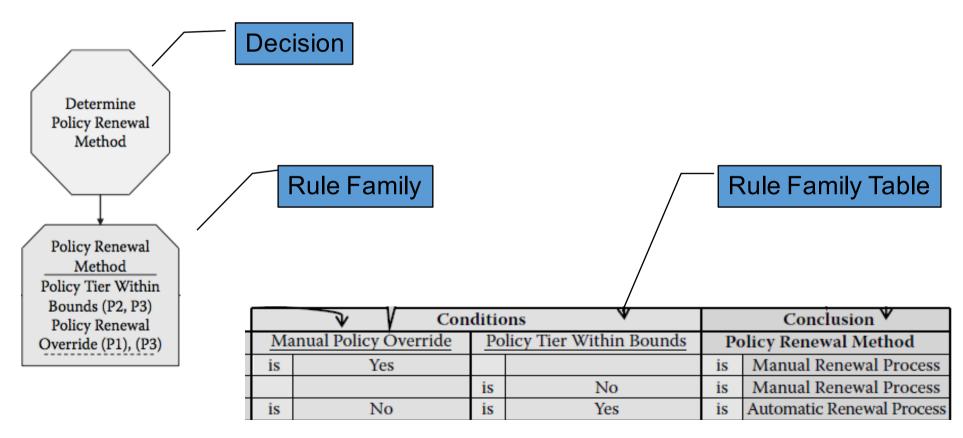
Decision Model Diagrams



- The root of a Decision Model diagram (its start) is an octagonal shape that represents the entire business decision
 - It is this shape that relates to tasks within business process models.
- The other nodes in the Decision Model diagram represent Rule Families

Decision Model Diagram

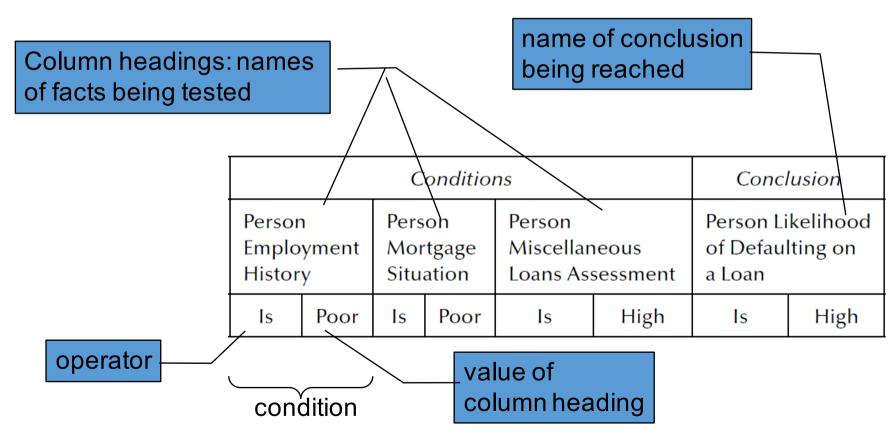
The Decision Model Diagram represents Rule Family Tables.



(von Halle & Goldberg 2010, p. 29)

Rule Family: Basic Element of the Decision Model

 Rule Family is a two-dimensional table relating conditions to one—and only one—corresponding conclusion.

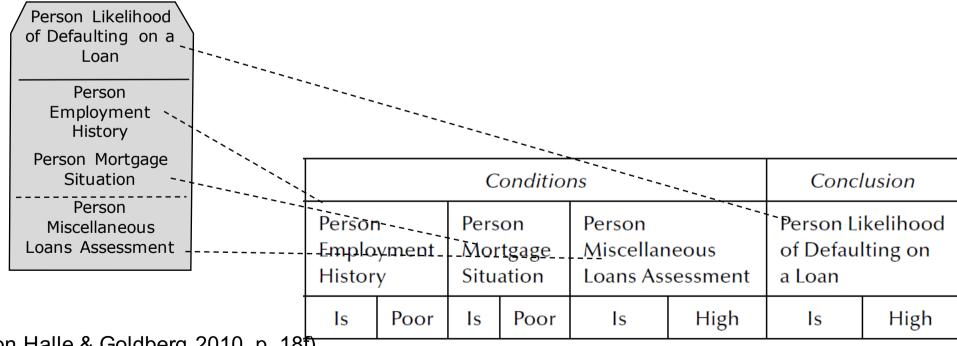


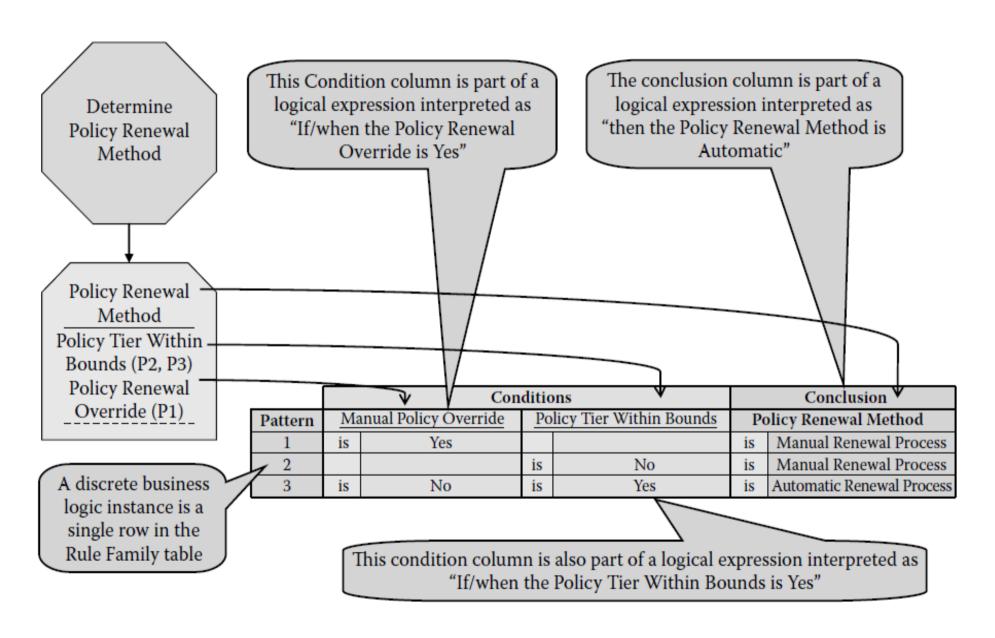
Rule Family Tables are Decision Tables

- A Rule Family table is a kind of decision table
 - In a Rule Family Table each row represents a rule
 - In a decision table each column represents a rule
- A Decision Model is a structured collection of decision tables
- There are some specialties:
 - A Rule Family must only have one conclusion column
 - Inferential relationships between Rule Family are made explicit in a Decision Model diagram

Rule Family: Basic Element of the Decision Model

- A Rule Family node has three parts:
 - The name is the conclusion of the Rule Family
 - Inferred conditions: There are Rule Families with these names
 - Basic conditions: There are no Rules Families with theses names





Translating a Rule Family into Natural

natural to a business audience

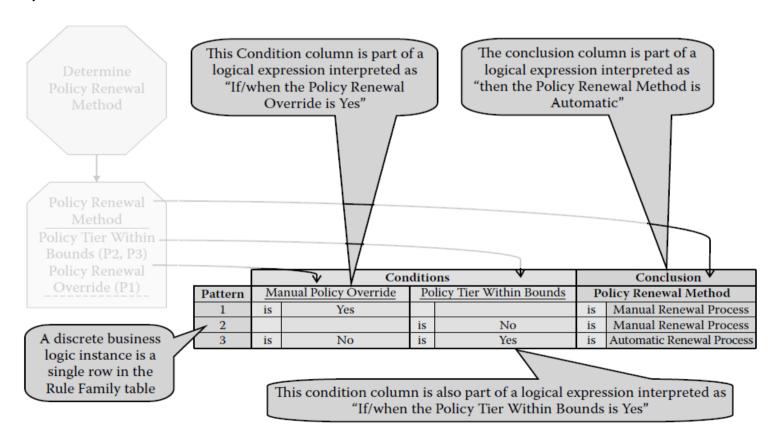
			Conc	lusion				
Rule Pattern	Person Employment History		Person Mortgage Situation		Person Miscellaneous Loans Assessment		Person Likelihood of Defaulting on a Loan	
1	ls	Poor	Is	Poor	Is	High	Is	High

Possible Conversions

- ♦ If/when Person Employment History is Poor and Person Mortgage Situation is Poor and Person Miscellaneous Loans Assessment is High, then the Person Likelihood of Defaulting on a Loan is High.
- ♦ A Person with Poor Employment History and Poor Mortgage Situation and High Miscellaneous Loans Assessment has a High Likelihood of Defaulting on a Loan.
- It is obligatory that the Person Likelihood of Defaulting on a Loan is High if the Person Employment History is Poor and the Person Mortgage Situation is Poor and the Person Miscellaneous Loans Assessment is High

A Rule Family represents all Rules for one Conclusion

The Decision Model has only one Rule Family for each type of conclusion column, i.e. all rules for a conclusion are in one table.



(von Halle & Goldberg 2010, p. 29)

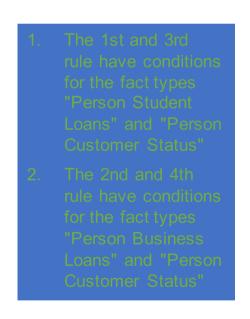
Decision Modeling

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Rule Pattern

- A set of Rule Family rows with a common set of populated condition cells is called a Rule Pattern.
- The following Rule Family represents two rule patterns

			С	Conc	lusion			
Rule Pattern	Person Student Loans		Person Business Loans		Person Customer Status		Person Miscellan Loans Ass	
1	ls	Yes			Is not	Current customer	Is	Medium Risk
2			ls	Yes	Is not	Current customer	Is	High Risk
1	ls	Yes			ls	Current customer	Is	Low Risk
2			ls	Yes	ls	Current customer	Is	Medium Risk



Two dependend Rule Families

- Conditions of one rule family can depend on another rule family
- Example: Person Employment History in the first rule family depends on

Person Years at Current employer &

Person Number of Jobs in Past Five Years

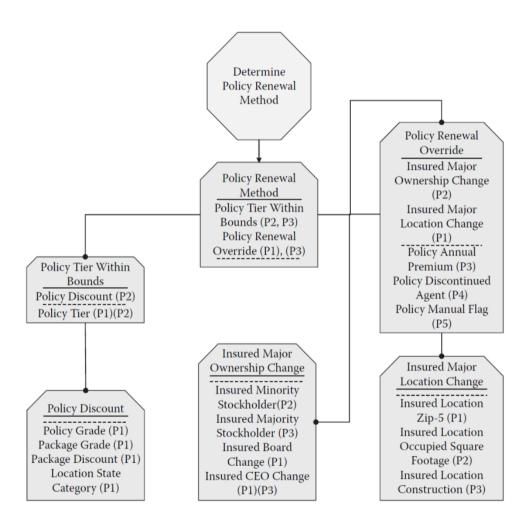
	Conditions							Conclusion		
Rule Pattern	Person Employment History		Mortgage Miscel Situation Loans		Person Miscella Loans Assessn	aneous Outs Cred		side dit	Person Likelihood of Defaulting on a Loan	
1	Is	Poor	Is	Poor	Is	High	?	?	Is	High

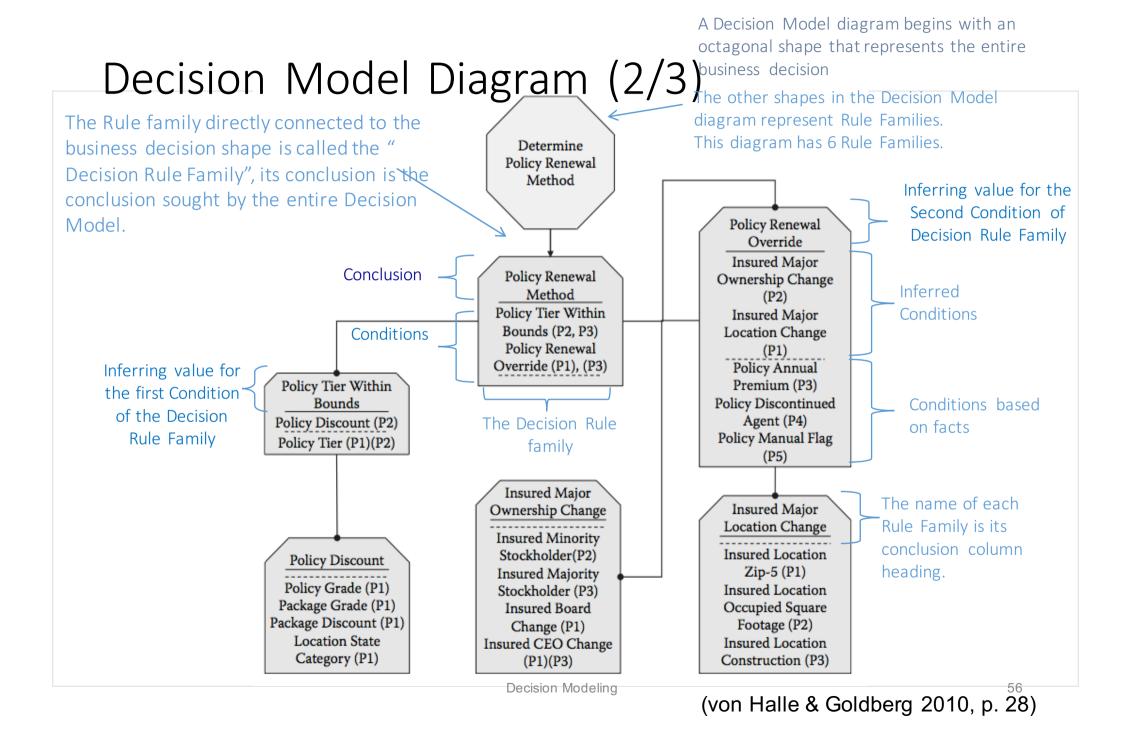
Person Likelihood of Defaulting on a Loan Person Employment History	
Person Mortage Situation Person Miscellaneous Loans Assessement Person Outside Credit Rating	Person Employment History Person Years of Current Employer Person Number of Jobs in Past Five Years

	Conditions					Conclusion	
Rule Pattern	Person Ye Current E		Person Number of Jobs in Past Five Years		Person Employment History		

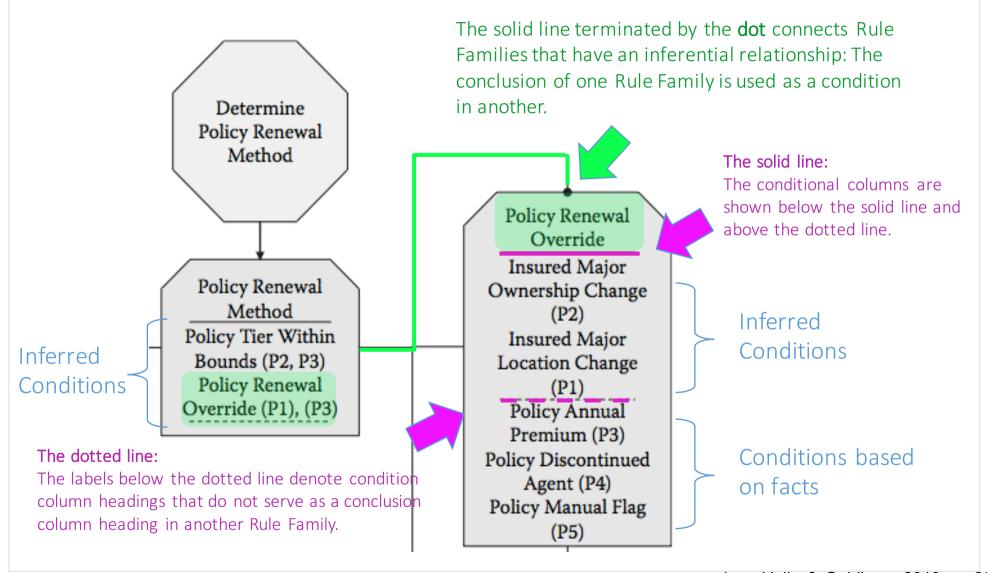
(von Halle & Goldberg 2010, p. 23)

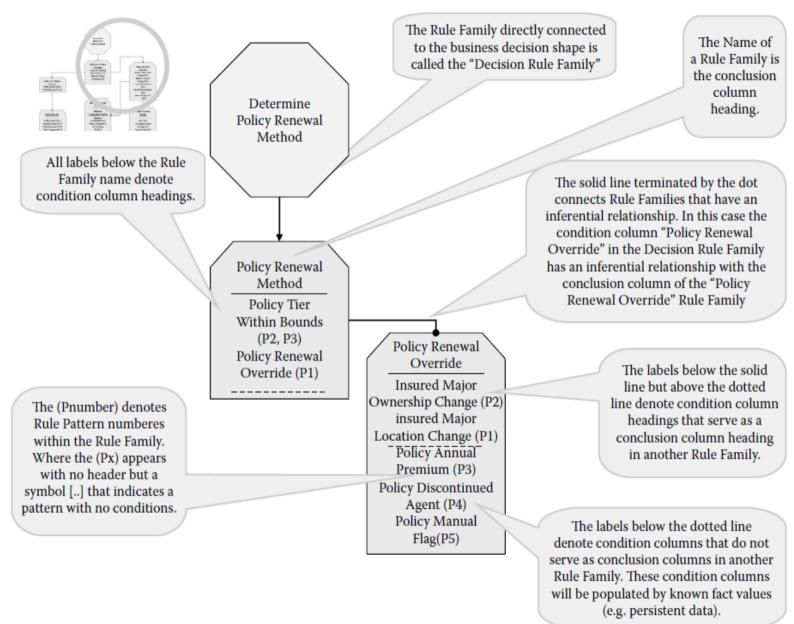
Decision Model Diagram (1/3)





The Decision Model Diagram (3/3)





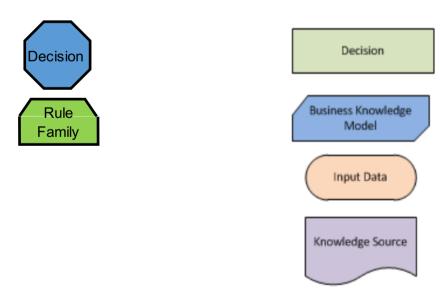
(von Halle & Goldberg 2010, p. 28)

Decision Modeling

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The Decision Model vs. DMN: Diagrams

- On the graphical level, the Decision Model Diagram is a subset of DMN's Decision Requirements Diagram
 - Decision is in both diagrams
 - Rule Family corresponds to Business Knowledge Model
- DMN is more expressive; compared to the Decision Model Diagram contains Input data and Knowledge Sources



The Decision Model vs. DMN: Decision Tables

- Decision Model and DMN use decision tables to represent the decision logic.
- The main structural differences are down to the split cell versus single cell convention for the operator and operand.
- The semantics of decision tables in DMN is more expressive: It can return multiple values and can specify, how multiple values are aggregated

Source: http://blog.maxconsilium.com/2014/09/introduction-to-decision-model-notation.html

Decision Tables in DMN and TDM

DMN Decision Table

Studer	nt Course Eligibility Table			
Α	Student Total Courses	Course Total Students	Student Course	
	Enrolled Count	Currently Subscribed	Eligibility	
			Eligible, Ineligible	
1	<= 4	< Course Subscription Threshold	"Eligible"	
2	>4	-	"Ineligible"	
3	-	>= Course Subscription Threshold	"Ineligible"	

Key Features

Single-hit decision table (returns a single value)

Hit-Policy: Any (signified by the 'A' in the top-left corner)

Possible domain values are provided optionally underneath the name of the expression No specific order of reading

TDM Rule Family View

		Conditions					Conclusion	
Row ID	Rule	Student Total Courses		Course Total Students Currently		Student Course		
	Pattern	Enrolled Count		Subscribed		Eligibility		
1	1	is less than or	4	is less than	Course Subscription	İS	Eligible	
		equal to			Threshold			
2	2	is greater than	4			İS	Ineligible	
3	3			is greater than or	Course Subscription	is	Ineligible	
				equal to	Threshold			

Key Features

Conclusion Fact Type: Regular (returns a single value)

A RFV has no concept of a hit-policy per se; any row can always be hit

The Rule Pattern denotes the pattern of cells populated. There are three different patterns in this RFV No specific order of reading

The operator is spelled out in words - this is not mandatory, but is designed to be more business-friendly

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