Imperial College London

DEPARTMENT OF ELECTRICAL AND ELECTRONIC ENGINEERING

ELEC40006: Electronics Design Project

Circuit Simulator Technical Report

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Contents

1	Ove	view of the report 3
2	Pro 2.1 2.2 2.3	ect Specification4Design Problem4Program Requirements4Design Criteria5
3	Tea 3.1 3.2 3.3 3.4 3.5	Management 6 Project timeline overview 6 Feam Gnatt chart 7 3.2.1 Important Notes: 7 Management approach 8 Feam responsibilities breakdown 9 Project meeting minutes 10
4	Pre 4.1 4.2 4.3	minary Designs Object Orientated Programming
5	Pro 5.1 5.2 5.3 5.4 5.5 5.6	ram Design 15 Top level view of the program 15 Components files 16 str handler.hpp file 16 node.hpp file 16 circuit.hpp 17 simulate.hpp 18 5.6.1 Non-linear components 18 5.6.2 Simulation flowchart 20
6	Tes	ng 21
7	Crit 7.1 7.2	cal Analysis OOP design
8	Opt 8.1 8.2 8.3	misations 24 Sparse Matrices

9	\mathbf{Add}	ling on	1	26									
	9.1	Graph	ics User Interface	. 26									
	9.2	Comp	onents supports	. 26									
		9.2.1	Diode										
		9.2.2	Voltage controlled voltage sources - VCVS	. 29									
	9.2.3 Voltage controlled current sources - VCCS 9.2.4 Current controlled voltage sources - CCVS												
		9.2.5	Current controlled current sources - CCCS	. 31									
10	Refl	ection	us	32									
	10.1	Xin W	Vang	. 32									
			on Cann										
			Rehman										
11	App	endix		33									
			n Roles	. 33									
			Chart										
12	Refe	erences	${f s}$	35									

1 Overview of the report

Report layout loosely follows the stages of the Software Developement Cycle.

Section 2 detailed the design problem presented and the program requirements at are necessary for a preliminary design to be established.

Section 3 provideed a summary of the program development timeline and the details related to project management, format of meeting minutes used to how the responsibilities are distributed among the project team.

Section 4 discussed the preliminary designs the team had produced and the rationale behind some design choices the team had implemented.

Section 5 gave a comprehensive overview of the program design, the functions and flowcharts used during program development.

Section 6 investigated the design constraints of the program, the accuracy of the results had produced and the speed of execution as the circuit size varied.

Section 7 discussed the major unforeseen problems encountered by the team over the course of the project and how the team attempted to mitigate that problem.

Section 8 discussed the possible improvements noted by the team that could mitigate concerns encountered by the team.

Section 9 detailed the possible features that can be added on to the existing program and the required modifications to the program to add the mentioned features.

Section 10 contained the reflections written by each teammate towards the end of the project.

2 Project Specification

2.1 Design Problem

Develop a program that is able to read in a file describing a circuit specified by the user, perform transient simulation on that circuit and output the calculated voltages at each instance in time into a specific file format.

2.2 Program Requirements

The main program requirements are listed as follows:

- Program must support basic circuit components listed as follows ¹:
 - Resistors
 - Ideal Capacitors
 - Ideal Inductors
- Parser to be designed to take in a input file of SPICE netlist format.
 - Basic syntax checks to be performed.
- The output file must be in Comma Separated Value (.CSV) format.
 - Columns of output file represent nodes in the circuit.
 - Rows of output file represent an instance in the simulation.

 $^{^{1}\}mathrm{Advanced}$ component can be supported provided basic components are already implemented.

2.3 Design Criteria

The team had identified several factors from the list given in the Product Design Specification 2 document.

- Maintenance: One of the most important factors the team identified. As the development timescale is constrained and the features required is open-ended, so it is important we ensure the design can incorporate new features efficiently and cost-effectively if the client wishes to add new features.
- Documentation: For a non-intuitive program, proper documentation is required for client and future programmers to make modifications should the client wish.
- Performance: No strict performance guidelines are given by the client but the execution speed should still be reasonable.
- Time scale: 6 weeks with a definite deadline. It is important to balance proper team management techniques and creating a program that meets client standards.
- Testing: Numerous test programs have been created to test various aspects of the program to ensure accurate results have been produced. The results produced have been verified with LTSpice, a well established circuit simulation program.
- Patents: SPICE engine is a public domain software so we could possibily utilise the engine.
- Ergonomics: A Graphics User Interface (GUI) is not specified by the client and could possibly make the program much easier to use.

3 Team Management

3.1 Project timeline overview

TIMELINE 1: Final Project Timeline

12 May - Team formed.

14 May - 1st team meeting Tech Specifications published.

15 May - Research and design of preliminary designs.

16 May - First version of project management guidelines established.

20 May - 2nd team meeting.

21 May - Final version of project management guidelines established.

29 May - Final program design agreed on.

3 June - 3rd team meeting.

4 June - Final program design implemented.

6 June - Technical Specification published.

Documentation and minor improvements on codebase is a constant process throughout this process.

3.2 Team Gnatt chart

The team Gnatt Chart is created by using the GnattProject software. It was not the most visually appealing software but, for its free features, it met the requirements of the team.

The Gnatt Project was mainly modified by Xin Wang upon requests by teammates or after meetings. Please refer to the Appendix: Gnatt Chart for detailed break down of the team's Gnatt Chart.

3.2.1 Important Notes:

- Activities like ensuring standardised coding comments and formatting which was monitored by Xin Wang was a constant ongoing activity in the background.
- A team meeting occurred after each stage of the Gnatt Chart was finished (Indicated by a change in colour).
- On the 5th June of 2020, Xin Wang received a notification for a repatriation flight and, in the following team meeting, the team agreed on redistributing Xin Wang's responsibilities and for him to finish the existing Technical Report.

3.3 Management approach

The project team, with research on different forms of project management, decided on using a Waterfall project management approach. The phases are listed as follows:

- System and Software Requirements.
- Analysis.
- Design.
- Coding.
- Testing.

This method is selected mainly since the project is short, requirements are clear and the team is not constantly required to report to the client at the early stages of the software development to ensure client statisfaction.

The Waterfall methodology prioritises proper documentation throughout the whole development process. This is important to the team as the team project requires a Project Report to be submitted and, due to the ongoing remote lab orals and family-related obligations during quarantine, allows a team member to be quickly caught up should a member step out of the team for a while.

The disadvantage of the Waterfall methodology lies mainly in that no working software is produced until late in the cycle so there is a level of risk and uncertainty with not being able to meet the deadline, especially in the current state of the world ³. The project team later realised the methodology is not exactly suitable for the Object Orientated Approach that the team eventually settled on. As the integration is done at the end, there is a possibility that any errors in the program is not caught during integration.

 $^{^3}$ Any unforseen circumstances are listed in team meeting minutes summarised the following sections.

3.4 Team responsibilities breakdown

The responsibilities of each team member is discussed during the 1st meeting and formalised in the 2nd meeting. The respective roles are partly determined by the Belbin questionnaire provided by Mrs. Perea 4

The main responsibilities of each team member is listed as follows:

• Adam Rehman

- Plant
 - * Research program.
 - * Coding the program.
 - * Testing program.

• Brandon Cann

- Monitor Evaluator
 - * Ensure documentation managed by Xin Wang and coding managed by Adam is in sync.
 - * Contributes to program aspects that is falling behind.
 - * Ensure project requirements are met.

• Xin Wang

- Implementer
 - * Creating and managing the team Project Report and various other documentations.
 - * Meeting minute keeper.
 - * Ensuring code written is up to a standard format with proper comments.
 - * Manages repository base.

⁴Belbin questionnaire forms are found in Appendix: Belbin Roles.

3.5 Project meeting minutes

The meeting minutes follow a standard template that is attached under Appendix: Meeting Minutes.

There is no standard protocol for calling team meetings, team meeting are called usually when there is a problem that is applicable to all team members. Usually, there is informal communication across various channels from WhatsApp to Discord.

Over the course of the development cycle, there has been three formal meetings and the main reasons and conclusions are listed below.

• Meeting 1

- Reason:

- * Project team meeting each other. Not every team member knows each other.
- * Discuss the Circuit Simulator briefing.

- Conclusions:

* Xin Wang was assigned as documentation manager and tasked with formalising the Project Requirement.

• Meeting 2

- Reason:

- * With a draft of the project management guidelines, team discussed the team dynamics.
- * Discussed general direction of our program design.

- Conclusion:

- * Agreed that practicing proper team management is just as important as showing practical skills in coding.
- * Final team management guidelines are agreed and tasked to Xin Wang to formalise in documentation.

• Meeting 3

- Reason:

- * Program basic requirements are nearly fulfilled.
- \ast Meeting to discuss future program design direction.
- * Xin Wang has a notification by South African Embassy of a Repartiation flight.

- Conclusion:

- * Plans set to divide up Xin's responsibilities among the other two team members.
- \ast Documentation finalised and notes written by Xin passed to team members.

4 Preliminary Designs

Our initial program design relied on the project briefing provided by Dr.Stott. Parsing a input file into a data structure is a standard procedure. The main point of discussion is related to how the program solves for unknown voltages.

The main design choices taken by the team has been set out below.

4.1 Object Orientated Programming

As the number of circuit components that we need to support is open ended besides the mandatory basic components according to the Project Breifing, the team was concerned on the expandability of the program.

The OOP approach allows the program design to be rapidly and cost-effectively altered to accommodate new features such as additional circuit components or analysis techniques [4] that the client might request later on in the program's lifecycle. This approach saves the programmer and the client cost and time in program maintainability.

The disadvantage to that approach is that it has shown to be slower than other preliminary programs designed without OOP to an average of 5% to 10% slower depending on other optimisations in the program.

It is the team's view that execution speed was not the highest priority and the ability to expand was also important. The design is detailed in the next section.

4.2 Modified Nodal Analysis

Modified Nodal Analysis (MNA) is an extension of normal Nodal Analysis. When the team start researching similar programs like PSPICE and LT-Spice, MNA was mentioned numerous times [1] and its benefits was clearly seen when we tried to write a program that implemented normal Nodal Analysis. A problem the team encountered was trying to represent the current-dependent circuit elements like inductors efficiently.

As stated earlier, a primary concern of the team lies in the scalability of the program. By using MNA, just like other commercial programs, the team is confident that the analysis component of the program will not be a bottleneck to future developments of the program.

THe advantage of MNA is in its standard procedures. The standardised algorithm for solving nodal equations allowed the team to modularise the solving aspect of the program. This meant not constantly have to make changes to one of the most important parts of the program, instead just ensuring the component is in the compatible format to be entered into the MNA algorithm.

The MNA algorithm consists of three matrices to form the matrix relation: Ax = b [1]:

• A is consists of four submatrices which includes the admittance matrix. The program treats matrix A as a whole matrix instead of separating it into four small matrices and combining at the end.

$$A = \begin{bmatrix} G & B \\ C & D \end{bmatrix}$$

• x represents the unknown node voltages and current of the voltage sources.

$$x = \begin{bmatrix} v \\ i_v \end{bmatrix}$$

• b contains the values of voltage sources and current sources in the circuit.

$$b = \begin{bmatrix} i \\ e \end{bmatrix}$$

The admittance matrix is created during the initialisation of the simulation. Non-linear elements are converted into suitable formats at each instance in time during a transient simulation. The resulting parameters are 'stamped' into the matrix at each instance. Only 'stamping' the changing values instead of creating a new system of matrices saves valuable execution time during program execution. The matrix inversion is handled by the Eigen library, the library supports various types of inversion with difference accuracy and speed and this is discussed in the Optimisation sector.

4.3 Eigen Matrix Library

In terms of matrix operations, the team decided to use a third-party program to handle the matrix-related operations. The primary concern with choosing a third-party program was how seamless the program integrates into our program. The team does not know whether the client would be comfortable installing an unknown third-party program on their system besides the program that the client specifically requested for.

There are third-party programs that require installation such as Armadillo and some has a large file size such as the Boost Library which is close to 1GB. Based on the concerns laid out, the team looked for a program that has a reasonable size, does not require installation in order to be used. The third-party program chosen was Eigen. It is a file that has a reasonable size and only requires that the Eigen is located in the same directory and the execution scripts we provided is used. A copy of Eigen is included in the program files so client's ease of usage.

5 Program Design

5.1 Top level view of the program

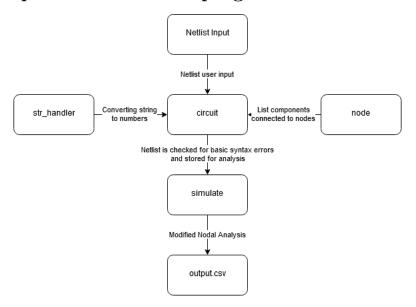


Figure 1: General flowchart of program

circuit.hpp file forms the central section of the program, handling the input of the file and storing it in a form that allows the simulate file to perform Transient Analysis on it and outputs the file in the format (.CSV) specified by the client.

The theoretical information and program design for each of the main files are discussed in the following sections.

5.2 Components files

Due to the OOP design methodology, each component and its necessary functions are described in its own respective file. The file *edge.hpp* is the base from which all other circuit components are derived from the **components** folder.

5.3 str handler.hpp file

The str handler file manages all string-related functions.

The main function is the is the *tokenisier* function which takes in an input sentence and separates it into individual words that can be processed, converted into the required formats for processing and stored.

During conversions, checks are performed at various stages. In the product briefing, there was no mention of error handling requirements but the team viewed that defensive programming was required and any errors encountered will be displayed to the user.

5.4 node.hpp file

A circuit can be expressed as a Network Graph, containing branches and edges. The *node.hpp* file expresses a node in the circuit and allows nodal equations to be created.

This function is not necessary in the final design since the program skips creating nodal equations and directly inputs entries into the matrix before solving it.

5.5 circuit.hpp

As mentioned previously, *circuit.hpp* manages all aspects of the program from reading in the user input, checking basic syntax errors during user entry to ensuring the simulation is successful. Numerous checks are performed over the course of the simulation and any errors encountered will instantly result in the simulation ending.

The flow chart of *circuit.hpp* is shown as below:

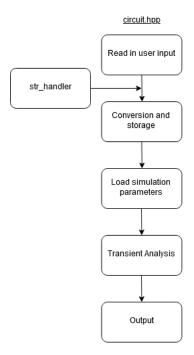


Figure 2: Circuit flow chart

$5.6 \quad simulate.hpp$

This section of the program was where the team has spent most of the time and also where the team saw many possible optimisations which will be discussed in later sections. This section handles matrix entry and controls the transient simulation.

But using the MNA technique, basic components such as voltage sources, current sources and resistors are simple and can be directly entered into the matrices for solving. However, components such as inductors and capacitors which are non-linear devices has required further processing in order to support those components. At each instance in time, non-linear components need to be approximated into corresponding companion models. With the program using MNA, all non-linear components are converted into a current source and resistor to allow efficient entry into the matrix.

5.6.1 Non-linear components

In the process of approximating non-linear components, integration is required and there are three different methods of integration each with its own corresponding equations defining current and resistance of the companion model. Each type of integration offers different degree of accuracy which is explored under the Optimisation section.

Capacitors are defined with the following differential equation:

$$I = C \times \frac{dv}{dt}$$

Inductors are defined with the following differential equation:

$$V = L \times \frac{di}{dt}$$

Method	Parameters
Forward Euler: $I=i_n$	$egin{array}{lcl} V_{eq} &=& v_n + rac{\Delta t}{C} i_n \ R &=& 0 \end{array}$
Backward Euler: $I=i_{n+1}$	$egin{array}{lcl} V_{eq} &=& v_n \ R &=& rac{\Delta t}{C} \end{array}$
Trapezoidal: $I = (i_n + i_{n+1})/2$	$egin{array}{lcl} V_{eq} &=& v_n + rac{\Delta t}{2C}i_n \ R &=& rac{\Delta t}{2C} \end{array}$

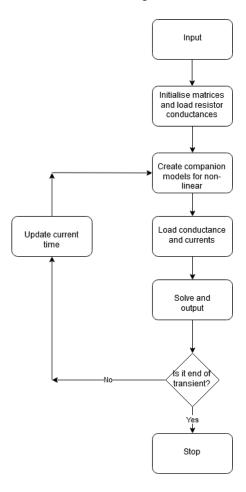
Figure 3: Capacitor companion model parameters for different types of integration [2]

Method	Parameters
Forward Euler: $V=v_n$	$egin{array}{lll} I_{eq} &=& i_n + rac{\Delta t}{L} v_n \ g &=& 0 \end{array}$
Backward Euler: $V=v_{n+1}$	$egin{array}{lll} I_{eq} &=& i_n \ g &=& rac{\Delta t}{L} \end{array}$
Trapezoidal: $V = (v_n + v_{n+1})/2$	$egin{array}{lll} I_{eq} &=& i_n + rac{\Delta t}{2L} v_n \ &g &=& rac{\Delta t}{2L} \end{array}$

Figure 4: Inductor companion model parameters for different types of integration [2]

5.6.2 Simulation flowchart

The listed simulation flowchart has not accounted for approximating components like Diodes which need Newton-Raphson iteration.



6 Testing

It should be noted that majority of the testing is done on Linux Ubuntu 16.04.1 LTS which runs on a virtual machine in Windows 10, some testing have been completed on a Windows 10 machine. As such, the listed execution times are the average of 10 execution times.

Numerous functions are imbedded into the program itself to aide the benchmarking process and can be used to aide in debugging.

7 Critical Analysis

Throughout the process of program development, the team encountered two unforeseen circumstances that set the team back and required some adjustments on the timeline.

7.1 OOP design

It was felt strongly by the team that OOP design was required by the program. However, how the modules of the program were arranged was a topic that was argued and constantly revised.

To this problem, the team researched articles that investigated how circuit simulators could be implemented from the OOP perspective and, also, the team drew inspirations from the technical documentations of more established circuit simulation programs like SPICE3 and PSpice.

7.2 Repatriation Flight

On the 4th of June 2020, Xin Wang received a notification of a possible repatriation flight for South African citizens. As the exact time of the flight is not known yet and there was no guarantee that the quarantine site would have WIFI, it was very likely that Xin Wang could not be reached once arriving at South Africa. There was many unknown variables and the responsibilities that Xin Wang handled was very critical in this final stage of the program.

In the final team meeting, the team was briefed by Xin Wang of the state of the reports and what was still outstanding. As it was the weekend, the team could not reach the professors in charge of the project so the team had to make the decisions and mitigate the possible effects of Xin's absence. The meeting conclusions are summarised as below:

- Xin Wang to complete what can be completed on the report (Some data such as Testing has been completed yet)
- Xin Wang, once report is completed, shall handover the responsibilities to the remaining two teammates.
- Xin Wang will document any ideas he has yet to implement such as a guide to the demo video talking points.
- Tasks that the two teammates still have to complete:

- Advanced component support
- Demo video
- Testing results and report

The team understood that in the workplace, there would be unforeseen circumstances that affected the team's workflow. It is important that the client's basic requirements are still met albeit some of the more advanced features would not be able to be completed but will still be documented under section: Adding On for the client to see and consider implementing.

Xin Wang will constantly keep the team brief on whether he can lend any help in preparing the program for submission. However in order to minimise unknown variables, the team planned with the possibility of Xin Wang not being able to communicate and the remaining team will have to handle report submission and video demonstration.

8 Optimisations

8.1 Sparse Matrices

Various circuit simulation engines like SPICE uses sparse matrices and it was mentioned [4] during our research stage but the current program used dense matrices. The primary concern was stability of the program as the team did not have any experience with Sparse Matrices but the Eigen Library is able to implement sparse matrices.

With the current supported circuit components, using dense matrices does not affect the program speed significantly. But as the circuit size gets bigger and more complicated components like operational amplifiers is supported, the matrices would get bigger. The memory used and the processing power used would increase proportionally.

Sparse matrices solves that problem as numerous entries of the matrices is zero and does not affect the results. The benefit is reduced memory usage and much faster program execution times which is a bottleneck in the current design. Due to the OOP program design, it can be quickly implemented but extensive testing would be needed.

8.2 Integration method

There are numerous different types of integration but the three most common forms of integration are as follows:

- Forward Euler
- Backward Euler
- Trapezoid

Out of the three, Trapezoid is the most accurate form of integration but the most processor intensive form of integration listed. The report has listed the three forms of integration and its respectively defined parameters.

But Euler's methods are only accurate to the first degree while other methods such as the Runge-Kutta method is much more accurate. This method would rely on creating a specialised function that exclusively handles it and would add to the processing time but, with the implementation of sparse matrices, the team believes it would still result in a faster program.

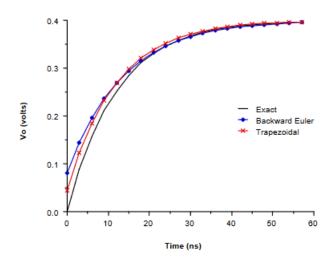


Figure 5: Accuracy comparison of different integration methods [5]

8.3 Inversion method

The Eigen library supports numerous types of equation solver functions. The default type that the Eigen documentation supports is the ColPivHousehold-erQR method but, using it, resulted in a consistent execution time of 50% longer. Instead, the team did not use the equation solver functions. The team used the inversion function on matrix A and multiplied it directly to matrix b.

The team believes that there is be more efficient third-party algorithms that can help make the program more efficient. For example, the Boost Library contains numerous functions that can entirely eliminate the need for the *str handler.hpp* file and, as it is a extensively supported library, it would be more efficient to use it. But it would require client consultations to ensure the client understands and is comfortable with a larger program size.

9 Adding on

9.1 Graphics User Interface

The current user interface is very limited, it consists of only a basic interface created in with bash script. The output file, though in .CSV format, required the user to use third-party programs like MatLab to plot the graph. If the user used the third-party program, GNUPLOT, it is possible to integrate graph plotting feature directly into the existing script.

Alternatively, a more user intuitive interface can be created in the future. Given the limited programming capability of the team, a third-party program to support the development of the User Interface was thought best by the team. Through research, the team has identified several possible programs that can be used:

- Qt
- wxWidgets
- *gtkmm*

The team's primary research was centered on the Qt program. Qt is a open source program and it is relatively easy given its complete feature set, using that program would minimise development cost and the interface features would not be limited.

Furthermore, with the C++ programming language used to create the program and the compatibility of Qt with C++, the team feels confident Qt would be the program used by the team to implemented the Graphical User Interface.

9.2 Components supports

9.2.1 Diode

For non-linear components like the Diode, a function would need to be created that will be able to approximate the component into a compatible model for our program. The diode is defined by the following relation

$$i(v) = I_s(e^{(\frac{v}{V_t})} - 1)$$

By using the Newton-Raphson method, the non-linear equation is linearised

to the following equation[2]

$$i_{lin} = (i(v_n) - gv_n) + gv$$

The equation can then be used to derive the following companion model:

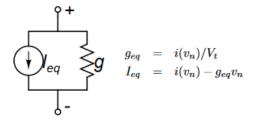


Figure 6: Companion model of the diode and its defining parameters [2]

As the Newton-Raphson iteration method requires the calculations to converge to a solution, in the event that it does not converge and max repetitions have been reached, the program could implement a Convergence Helper such as *gMin stepping* or *source stepping* and, it there is no more convergence helpers left then the program will output an error to the user. The process of Newton-Raphson has many possible optimisations to improve the convergence such as improving the model used and the algorithm of the existing model.

The basic convergence parameters that would govern whether convergence has been met will be defined as:

- RELTOL: Tolerance of voltages and currents.
- VNTOL: Tolerance of nodal voltages.
- ABSTOL: Tolerance of branch current.
- ITL: Max number of iterations allowed.

The existing program flow chart would have to be modified to accommodate the Newton-Raphson iteration method.

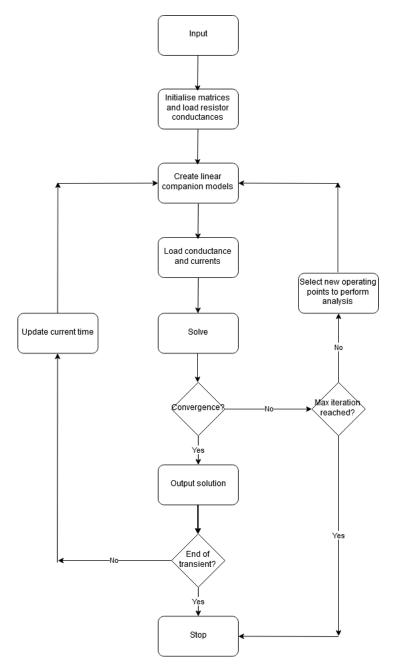


Figure 7: Program Flowchart incorporating Newton-Raphson method

9.2.2 Voltage controlled voltage sources - VCVS

VCVS are defined in the netlist in the following format:



Figure 8: Netlist format describing a VCVS [1]

The output voltage of a VCVS is defined by the following equation:

$$V_{out} = Value \times (V_{NC+} - V_{NC-})$$

where V_{NC+} and V_{NC-} are the controlling nodes. Due to the MNA method used by the program, supporting VCVS is easily done by modifying the existing system of matrices and solving for unknowns.

$$\begin{bmatrix} \cdot & \cdot & \cdot & \cdot & 0 \\ \cdot & \cdot & \cdot & \cdot & -1 \\ \cdot & \cdot & \cdot & \cdot & -1 \\ \cdot & \cdot & \cdot & \cdot & 1 \\ \cdot & \cdot & \cdot & \cdot & 0 \\ G & -1 & 1 & -G & 0 \end{bmatrix} \cdot \begin{bmatrix} V_1 \\ V_2 \\ V_3 \\ V_4 \\ I_{out} \end{bmatrix} = \begin{bmatrix} 0 \\ 0 \\ 0 \\ 0 \end{bmatrix}$$
 (a) Circuit symbol of a VCVS (b) MNA matrix entry

Figure 9: MNA matrix for a VCVS [3]

9.2.3 Voltage controlled current sources - VCCS

VCCS are defined in the netlist in the following format:



Figure 10: Netlist format describing a VCCS [1]

VCCS output is considered as a current source hence only introduce one more unknown into the MNA matrix. It could be defined as the following:

Figure 11: MNA matrix for a VCCS [3]

9.2.4 Current controlled voltage sources - CCVS

CCVS are defined in the netlist in the following format:



Figure 12: Netlist format describing a CCVS [1]

The controlling variable is current through one of the voltage sources listed as the controlling element in the netlist. As MNA also calculates the current through the voltage sources, it will be relatively simple to extract that current value and find the output of the CCVS. CCVS creates two more unknown variables. It could be defined as the following:

Figure 13: MNA matrix for a CCVS [3]

9.2.5 Current controlled current sources - CCCS

CCCS are defined in the netlist in the following format:



Figure 14: Netlist format describing a CCCS [1]

Like the CCVS, this component is controlled by the current through the listed voltage source. It is handled similarly like the CCVS. CCCS creates one more unknown variable.

$$\begin{bmatrix} \cdot & \cdot & \cdot & \cdot & \frac{1}{G} \\ \cdot & \cdot & \cdot & \cdot & \frac{1}{G} \\ \cdot & \cdot & \cdot & \cdot & 1 \\ \cdot & \cdot & \cdot & \cdot & -1 \\ \cdot & \cdot & \cdot & \cdot & -\frac{1}{G} \\ 1 & 0 & 0 & -1 & 0 \end{bmatrix} \cdot \begin{bmatrix} V_1 \\ V_2 \\ V_3 \\ V_4 \\ I_{out} \end{bmatrix} = \begin{bmatrix} 0 \\ 0 \\ 0 \\ 0 \\ 0 \end{bmatrix}$$
 (a) Circuit symbol of a CCCS (b) MNA matrix entry

Figure 15: MNA matrix for a CCCS [3]

10 Reflections

10.1 Xin Wang

The project has made me realise that engineering is not only about the practical aspects that many see engineering as. Engineering requires as much work, if not more, in planning and documentation than actually implementing the ideas.

Through serving as the person in charge of documentation and project management, I have gained an appreciation for the work that goes on the background and the role has challenged me to gain new skills such as learning how to write Latex documents and researching how a project team can be efficiently managed.

I was initially worried that I would not be able to understand the program designs and be relegated to just being a minute keeper but, actually, my role required me researching the theory required to implement the program designs and it made realise that each role in the team is equally as important and it is important that the team communication effectively and be able to work together. As it is our first time handling a project like this, time was wasted with trail and error to work out a suitable team dynamic and, with COVID-19, we had to manage this is a remote working environment. It was frustrating but the skills gained are unquestionable.

Due to the aforementioned repatriation flight, the project had an element of family obligations in it which made it all the more realistic for me. The workplace is not just about working and sometimes family emergencies require you to balance the two sides of your life. It is my view that, though the program might not have been realised to its full potential, the teamwork and management lessons I learnt made it all worth it and it has inspired me to read more about project management to allow me to contribute more the next time I work in a team.

10.2 Brandon Cann

10.3 Adam Rehman

11 Appendix

11.1 Belbin Roles

Question	IMP		со		SH		PL		RI		ME		TW		CF	
1	g		d	2	f		С	3	а	Q	h	σ	b	0	е	3
2	а	Ō	b	0	е	0	g	4	С	O	d	3	f	0	h	2
3	h	0	а	0	С	٥	d	4	f	3	g	0	е	0	b	N
4	d	\mathcal{O}	h	O	b	Ō	е	G	g	0	С	10	а	۵	f	0
5	b	5	f	٥	d	0	h	5	е	()	а	Õ	С	۵	g	0
6	f	0	С	0	g	0	а	5	h	Ó	е	5	b	۵	d	0
7	е	Ó	g	0	а	0	f	()	d	0	b	D	h	0	С	D
TOTAL		Ğ		3		O		24		3		8		G		9

Figure 16: Belbin Roles of Adam Rehman

Question	Question IMP		SH	PL	RI	ME	тw	CF	
1	g	d 💍	f ()	° O	a 🔾	h 3	b 4	e 2	
2	a 3	ь	e 💍	g 💍	° O	^d 2	f 5	h 6	
3	h	a 2	c	d 🔼	f 💍	g 4	e 1	р	
4	d ()	h 💍	ь 💍	e ()	g 4	° 2	a 3	f	
5	Ь	f Q	d 🔾	h 🗇	e 🔾	a 3	° 3	g Z	
6	f 2	° 2	g 🔾	a	h D	e (b)	d 3	
7	e 4	g _3	a 🔿	f (d ()	b	h 2	°,	
TOTAL	12	7		Ī	4	16	20	9	

Figure 17: Belbin Roles of Brandon Cann

Question	IMP	со	SH	PL	RI	ME	TW	CF	
1	g	g S	f	С	a	h 2	b 2	e 2	
2	a 2	b	e 3	g	С	d 4	f	h	
3	h 4	а	c 3	d	f	g <u>2</u>	е	b	
4	d 3	h	b	е	g 2	С	a 2	f 3	
5	b 3	f	d 2	h	e <u>3</u>	а	С	g 2	
6	f 4	c 3	g 1	a 2	h	е	b	d	
7	e 4	g	а	f 2	d	b 2	h	c 2	
TOTAL	20	6	0	5	5	1.1	4	9	

Figure 18: Belbin Roles of Xin Wang

11.2 Gnatt Chart

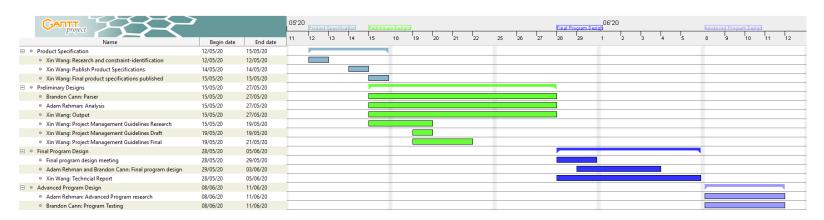


Figure 19: Gnatt Chart of Team Project

12 References

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