Operation Research

Module 1

1.1 Origin of Operations Research

The term Operations Research (OR) was first coined by MC Closky and Trefthen in 1940 in a small town, Bowdsey of UK. The main origin of OR was during the second world war – The military commands of UK and USA engaged several inter-disciplinary teams of scientists to undertake scientific research into strategic and tactical military operations.

Their mission was to formulate specific proposals and to arrive at the decision on optimal utilization of scarce military resources and also to implement the decisions effectively. In simple words, it was to uncover the methods that can yield greatest results with little efforts. Thus it had gained popularity and was called "An art of winning the war without actually fighting it"

The name Operations Research (OR) was invented because the team was dealing with research on military operations. The encouraging results obtained by British OR teams motivated US military management to start with similar activities. The work of OR team was given various names in US: Operational Analysis, Operations Evaluation, Operations Research, System Analysis, System Research, Systems Evaluation and so on.

The first method in this direction was simplex method of linear programming developed in 1947 by G.B Dantzig, USA. Since then, new techniques and applications have been developed to yield high profit from least costs.

Now OR activities has become universally applicable to any area such as transportation, hospital management, agriculture, libraries, city planning, financial institutions, construction management and so forth. In India many of the industries like Delhi cloth mills, Indian Airlines, Indian Railway, etc are making use of OR activity.

1.2 Concept and Definition of OR

Operations research signifies research on operations. It is the organized application of modern science, mathematics and computer techniques to complex military, government, business or industrial problems arising in the direction and management of large systems of men, material, money and machines. The purpose is to provide the management with explicit quantitative understanding and assessment of complex situations to have sound basics for arriving at best decisions.
Operations research seeks the optimum state in all conditions and thus provides optimum solution to organizational problems.

Definition: OR is a scientific methodology – analytical, experimental and quantitative – which by assessing the overall implications of various alternative courses of action in a management system provides an improved basis for management decisions.

1.3 Characteristics of OR (Features)

The essential characteristics of OR are

1. **Inter-disciplinary team approach** – The optimum solution is found by a team of scientists selected from various disciplines.
2. **Wholistic approach to the system** – OR takes into account all significant factors and finds the best optimum solution to the total organization.
3. **Imperfectness of solutions** – Improves the quality of solution.
4. **Use of scientific research** – Uses scientific research to reach optimum solution.
5. **To optimize the total output** – It tries to optimize by maximizing the profit and minimizing the loss.

1.4 Applications of OR

Some areas of applications are

- Finance, Budgeting and Investment
  - Cash flow analysis , investment portfolios
  - Credit polices, account procedures
- Purchasing, Procurement and Exploration
  - Rules for buying, supplies
  - Quantities and timing of purchase
  - Replacement policies
- Production management
  - Physical distribution
  - Facilities planning
  - Manufacturing
  - Maintenance and project scheduling
- Marketing
  - Product selection, timing
  - Number of salesman, advertising
- Personnel management
  - Selection of suitable personnel on minimum salary
  - Mixes of age and skills
- Research and development
  - Project selection
  - Determination of area of research and development
  - Reliability and alternative design

1.5 Phases of OR

OR study generally involves the following major phases

1. Defining the problem and gathering data
2. Formulating a mathematical model
3. Deriving solutions from the model
4. Testing the model and its solutions

5. Preparing to apply the model
6. Implementation

Defining the problem and gathering data

- The first task is to study the relevant system and develop a well-defined statement of the problem. This includes determining appropriate objectives, constraints, interrelationships and alternative course of action.
- The OR team normally works in an **advisory capacity**. The team performs a detailed technical analysis of the problem and then presents recommendations to the management.
- Ascertaining the appropriate **objectives** is very important aspect of problem definition.
  Some of the objectives include maintaining stable price, profits, increasing the share in market, improving work morale etc.
- OR team typically spends huge amount of time in gathering relevant data.
  - To gain accurate understanding of problem
  - To provide input for next phase.
- OR teams uses Data mining methods to search large databases for interesting patterns that may lead to useful decisions.

Formulating a mathematical model

This phase is to reformulate the problem in terms of mathematical symbols and expressions. The mathematical model of a business problem is described as the system of equations and related mathematical expressions. Thus

1. **Decision variables** ($x_1, x_2 \ldots x_n$) – 'n' related quantifiable decisions to be made.
2. **Objective function** – measure of performance (profit) expressed as mathematical function of decision variables. For example $P=3x_1 +5x_2 + \ldots + 4x_n$
3. **Constraints** – any restriction on values that can be assigned to decision variables in terms of inequalities or equations. For example $x_1 +2x_2 \geq 20$
4. **Parameters** – the constant in the constraints (right hand side values)

The advantages of using mathematical models are

- Describe the problem more concisely
- Makes overall structure of problem comprehensible
- Helps to reveal important cause-and-effect relationships
- Indicates clearly what additional data are relevant for analysis
- Forms a bridge to use mathematical technique in computers to analyze

Deriving solutions from the model

This phase is to develop a procedure for deriving solutions to the problem. A common theme is to search for an optimal or best solution. The main goal of OR team is to obtain an optimal solution which minimizes the cost and time and maximizes the profit.

Herbert Simon says that "Satisficing is more prevalent than optimizing in actual practice". Where satisficing = satisfactory + optimizing

Samuel Eilon says that "Optimizing is the science of the ultimate; Satisficing is the art of the feasible".

To obtain the solution, the OR team uses

- **Heuristic procedure** (designed procedure that does not guarantee an optimal solution) is used to find a good suboptimal solution.
- **Metaheuristics** provides both general structure and strategy guidelines for designing a specific heuristic procedure to fit a particular kind of problem.
- **Post-Optimality analysis** is the analysis done after finding an optimal solution. It is also referred as **what-if analysis**. It involves conducting **sensitivity analysis** to determine which parameters of the model are most critical in determining the solution.

Testing the model

After deriving the solution, it is tested as a whole for errors if any. The process of testing and improving a model to increase its validity is commonly referred as **Model validation**. The OR group doing this review should preferably include at least one individual who did not participate in the formulation of model to reveal mistakes.

A systematic approach to test the model is to use **Retrospective test**. This test uses historical data to reconstruct the past and then determine the model and the resulting solution. Comparing the effectiveness of this hypothetical performance with what actually happened, indicates whether the model tends to yield a significant improvement over current practice.

Preparing to apply the model

After the completion of testing phase, the next step is to install a well-documented system for applying the model. This system will include the model, solution procedure and operating procedures for implementation.

The system usually is computer-based. **Databases** and **Management Information System** may provide up-to-date input for the model. An interactive computer based system called **Decision Support System** is installed to help the manager to use data and models to support their decision making as needed. A **managerial report** interprets output of the model and its implications for applications.

Implementation

The last phase of an OR study is to implement the system as prescribed by the management. The success of this phase depends on the support of both top management and operating management.

The implementation phase involves several steps

1. OR team provides a detailed explanation to the operating management
2. If the solution is satisfied, then operating management will provide the explanation to the personnel, the new course of action.
3. The OR team monitors the functioning of the new system
4. Feedback is obtained
5. Documentation

2.1 Introduction to Linear Programming

A linear form is meant a mathematical expression of the type $a_1x_1 + a_2x_2 + \ldots + a_nx_n$, where a_1, a_2, …, a_n are constants and x_1, $x_2 \ldots x_n$ are variables. The term Programming refers to the process of determining a particular program or plan of action. So Linear Programming (LP) is one of the most important optimization (maximization / minimization) techniques developed in the field of Operations Research (OR).

The methods applied for solving a linear programming problem are basically simple problems; a solution can be obtained by a set of simultaneous equations. However a unique solution for a set of simultaneous equations in n-variables (x_1, $x_2 \ldots x_n$), at least one of them is non-zero, can be obtained if there are exactly *n* relations. When the number of relations is greater than or less than *n*, a unique solution does not exist but a number of trial solutions can be found.

In various practical situations, the problems are seen in which the number of relations is not equal to the number of the number of variables and many of the relations are in the form of inequalities ($\leq$ or $\geq$) to maximize or minimize a linear function of the variables subject to such conditions. Such problems are known as Linear Programming Problem (LPP).

Definition – The general LPP calls for optimizing (maximizing / minimizing) a linear function of variables called the '**Objective function**' subject to a set of linear equations and / or inequalities called the '**Constraints**' or '**Restrictions**'.

2.2 General form of LPP

We formulate a mathematical model for general problem of allocating resources to activities. In particular, this model is to select the values for x_1, $x_2 \ldots x_n$ so as to maximize or minimize

$$Z = c_1x_1 + c_2x_2 + \ldots\ldots\ldots\ldots + c_nx_n$$

subject to restrictions

$$a_{11}x_1 + a_{12}x_2 + \ldots\ldots\ldots + a_1nx_n \ (\leq \text{ or } \geq)\ b_1$$
$$a_{21}x_1 + a_{22}x_2 + \ldots\ldots\ldots + a_2nx_n \ (\leq \text{ or } \geq)\ b_2$$
.
.
.
$$a_{m1}x_1 + a_{m2}x_2 + \ldots\ldots\ldots + a_{mn}x_n \ (\leq \text{ or } \geq)\ b_m$$

and

$$x_1 \geq 0,\ x_2 \geq 0, \ldots, x_n \geq$$

Where
Z = value of overall measure of performance x_j =
level of activity (for j = 1, 2, ..., n)
c_j = increase in Z that would result from each unit increase in level of activity j
b_i = amount of resource i that is available for allocation to activities (for i = 1,2, …, m)
a_{ij} = amount of resource i consumed by each unit of activity j

Resource	Resource usage per unit of activity	Amount of resource available
	Activity	
	1 2 …………………….. n	
1	a_{11} a_{12} …………………….a_{1n}	b_1
2	a_{21} a_{22} …………………….a_{2n}	b_2
.	.	.
.	.	.
.	.	.
m	a_{m1} a_{m2} …………………….a_{mn}	b_m
Contribution to Z per unit of activity	c_1 c_2 ………………………..c_n	

Data needed for LP model

- The level of activities x_1, x_2……..x_n are called **decision variables**.
- The values of the c_j, b_i, a_{ij} (for i=1, 2 … m and j=1, 2 … n) are the **input constants** for the model. They are called as **parameters** of the model.
- The function being maximized or minimized $Z = c_1x_1 + c_2x_2 + …. + c_nx_n$ is called **objective function**.
- The restrictions are normally called as **constraints**. The constraint $a_{i1}x_1 + a_{i2}x_2 … a_{in}x_n$ are sometimes called as **functional constraint** (L.H.S constraint). $x_j \geq 0$ restrictions are called **non-negativity constraint**.

2.3 Assumptions in LPP

a) Proportionality
b) Additivity
c) Multiplicativity
d) Divisibility
e) Deterministic

2.4 Applications of Linear Programming

1. Personnel Assignment Problem
2. Transportation Problem
3. Efficiency on Operation of system of Dams
4. Optimum Estimation of Executive Compensation
5. Agriculture Applications
6. Military Applications

7. Production Management
8. Marketing Management
9. Manpower Management10. Physical distribution

2.5 Advantages of Linear Programming Techniques

1. It helps us in making the optimum utilization of productive resources.
2. The quality of decisions may also be improved by linear programming techniques.
3. Provides practically solutions.
4. In production processes, high lighting of bottlenecks is the most significant advantage of this technique.

2.6 Formulation of LP Problems

Example 1
A firm manufactures two types of products A and B and sells them at a profit of Rs. 2 on type A and Rs. 3 on type B. Each product is processed on two machines G and H. Type A requires 1 minute of processing time on G and 2 minutes on H; type B requires 1 minute on G and 1 minute on H. The machine G is available for not more than 6 hours 40 minutes while machine H is available for 10 hours during any working day. Formulate the problem as a linear programming problem.

Solution
Let

x_1 be the number of products of type A
x_2 be the number of products of type B

After understanding the problem, the given information can be systematically arranged in the form of the following table.

	Type of products (minutes)		
Machine	Type A (x_1 units)	Type B (x_2 units)	Available time (mins)
G	1	1	400
H	2	1	600
Profit per unit	Rs. 2	Rs. 3	

Since the profit on type A is Rs. 2 per product, 2 x_1 will be the profit on selling x_1 units of type A. similarly, $3x_2$ will be the profit on selling x_2 units of type B. Therefore, total profit on selling x_1 units of A and x_2 units of type B is given by

Maximize $Z = 2x_1 + 3x_2$ (**objective function**)

Since machine G takes 1 minute time on type A and 1 minute time on type B, the total number of minutes required on machine G is given by $x_1 + x_2$.

Similarly, the total number of minutes required on machine H is given by $2x_1 + 3x_2$.

But, machine G is not available for more than 6 hours 40 minutes (400 minutes). Therefore,

$x_1 + x_2 \leq 400$ (**first constraint**)

Also, the machine H is available for 10 hours (600 minutes) only, therefore,

$2x_1 + 3x_2 \leq 600$ (**second constraint**)

Since it is not possible to produce negative quantities

$x_1 \geq 0$ and $x_2 \geq 0$ (**non-negative restrictions**)

Hence

Maximize $Z = 2x_1 + 3x_2$

Subject to restrictions

$x_1 + x_2 \leq 400$

$2x_1 + 3x_2 \leq 600$

and non-negativity constraints

$x_1 \geq 0$, $x_2 \geq 0$

Example 2

A company produces two products A and B which possess raw materials 400 quintals and 450 labour hours. It is known that 1 unit of product A requires 5 quintals of raw materials and 10 man hours and yields a profit of Rs 45. Product B requires 20 quintals of raw materials, 15 man hours and yields a profit of Rs 80. Formulate the LPP.

Solution

Let

x_1 be the number of units of product A

x_2 be the number of units of product B

	Product A	Product B	Availability
Raw materials	5	20	400
Man hours	10	15	450
Profit	Rs 45	Rs 80	

Hence

Maximize $Z = 45x_1 + 80x_2$

Subject to

$5x_1 + 20x_2 \leq 400$

$10x_1 + 15x_2 \leq 450$

$x_1 \geq 0$, $x_2 \geq 0$

Example 3

A firm manufactures 3 products A, B and C. The profits are Rs. 3, Rs. 2 and Rs. 4 respectively. The firm has 2 machines and below is given the required processing time in minutes for each machine on each product.

	Products		
Machine	A	B	C

X	4	3	5
Y	2	2	4

Machine X and Y have 2000 and 2500 machine minutes. The firm must manufacture 100 A's, 200 B's and 50 C's type, but not more than 150 A's.

Solution

Let

x_1 be the number of units of product A

x_2 be the number of units of product B

x_3 be the number of units of product C

	Products			
Machine	A	B	C	Availability
X	4	3	5	2000
Y	2	2	4	2500
Profit	3	2	4	

Max $Z = 3x_1 + 2x_2 + 4x_3$

Subject to

$4x_1 + 3x_2 + 5x_3 \leq 2000$

$2x_1 + 2x_2 + 4x_3 \leq 2500$

$100 \leq x_1 \leq 150$

$x_2 \geq 200$

$x_3 \geq 50$

Example 4

A company owns 2 oil mills A and B which have different production capacities for low, high and medium grade oil. The company enters into a contract to supply oil to a firm every week with 12, 8, 24 barrels of each grade respectively. It costs the company Rs 1000 and Rs 800 per day to run the mills A and B. On a day A produces 6, 2, 4 barrels of each grade and B produces 2, 2, 12 barrels of each grade. Formulate an LPP to determine number of days per week each mill will be operated in order to meet the contract economically.

Solution

Let

x_1 be the no. of days a week the mill A has to work

x_2 be the no. of days per week the mill B has to work

Grade	A	B	Minimum requirement
Low	6	2	12
High	2	2	8
Medium	4	12	24
Cost per day	Rs 1000	Rs 800	

Minimize $Z = 1000x_1 + 800 x_2$
Subject to
$6x_1 + 2x_2 \geq 12$
$2x_1 + 2x_2 \geq 8$
$4x_1 + 12x_2 \geq 24$
$x_1 \geq 0$, $x_2 \geq 0$

Example 5

A company has 3 operational departments weaving, processing and packing with the capacity to produce 3 different types of clothes that are suiting, shirting and woolen yielding with the profit of Rs. 2, Rs. 4 and Rs. 3 per meters respectively. 1m suiting requires 3mins in weaving 2 mins in processing and 1 min in packing. Similarly 1m of shirting requires 4 mins in weaving 1 min in processing and 3 mins in packing while 1m of woolen requires 3 mins in each department. In a week total run time of each department is 60, 40 and 80 hours for weaving, processing and packing department respectively. Formulate a LPP to find the product to maximize the profit.

Solution

Let

x_1 be the number of units of suiting
x_2 be the number of units of shirting
x_3 be the number of units of woolen

	Suiting	Shirting	Woolen	Available time
Weaving	3	4	3	60
Processing	2	1	3	40
Packing	1	3	3	80
Profit	2	4	3	

Maximize $Z = 2x_1 + 4x_2 + 3x_3$
Subject to
$3x_1 + 4x_2 + 3x_3 \leq 60$
$2x_1 + 1x_2 + 3x_3 \leq 40$
$x_1 + 3x_2 + 3x_3 \leq 80$
$x_1 \geq 0$, $x_2 \geq 0$, $x_3 \geq 0$

Example 6

ABC Company produces both interior and exterior paints from 2 raw materials m1 and m2. The following table produces basic data of problem.

	Exterior paint	Interior paint	Availability
M1	6	4	24
M2	1	2	6
Profit per ton	5	4	

A market survey indicates that daily demand for interior paint cannot exceed that for exterior paint by more than 1 ton. Also maximum daily demand for interior paint is 2 tons. Formulate

LPP to determine the best product mix of interior and exterior paints that maximizes the daily total profit.

Solution

Let

x_1 be the number of units of exterior paint

x_2 be the number of units of interior paint

Maximize $Z = 5x_1 + 4x_2$

Subject to

$6x_1 + 4x_2 \leq 24$

$x_1 + 2x_2 \leq 6$

$x_2 - x_1 \leq 1$

$x_2 \leq 2$

$x_1 \geq 0, x_2 \geq 0$

b) The maximum daily demand for exterior paint is atmost 2.5 tons

$x_1 \leq 2.5$

c) Daily demand for interior paint is atleast 2 tons

$x_2 \geq 2$

d) Daily demand for interior paint is exactly 1 ton higher than that for exterior paint.

$x_2 > x_1 + 1$

Example 7

A company produces 2 types of hats. Each hat of the I type requires twice as much as labour time as the II type. The company can produce a total of 500 hats a day. The market limits daily sales of I and II types to 150 and 250 hats. Assuming that the profit per hat are Rs.8 for type A and Rs. 5 for type B. Formulate a LPP models in order to determine the number of hats to be produced of each type so as to maximize the profit.

Solution

Let x_1 be the number of hats produced by type A

Let x_2 be the number of hats produced by type B

Maximize $Z = 8x_1 + 5x_2$

Subject to

$2x_1 + x_2 \leq 500$ (labour time)

$x_1 \leq 150$

$x_2 \leq 250$

$x_1 \geq 0, x_2 \geq 0$

Example 8

A manufacturer produces 3 models (I, II and III) of a certain product. He uses 2 raw materials A and B of which 4000 and 6000 units respectively are available. The raw materials per unit of 3 models are given below.

Raw materials	I	II	III
A	2	3	5

B	4	2	7

The labour time for each unit of model I is twice that of model II and thrice that of model III. The entire labour force of factory can produce an equivalent of 2500 units of model I. A model survey indicates that the minimum demand of 3 models is 500, 500 and 375 units respectively. However the ratio of number of units produced must be equal to 3:2:5. Assume that profits per unit of model are 60, 40 and 100 respectively. Formulate a LPP.

Solution

Let

x_1 be the number of units of model I

x_2 be the number of units of model II

x_3 be the number of units of model III

Raw materials	I	II	III	Availability
A	2	3	5	4000
B	4	2	7	6000
Profit	60	40	100	

$x_1 + 1/2x_2 + 1/3x_3 \leq 2500$ [Labour time]

$x_1 \geq 500$, $x_2 \geq 500$, $x_3 \geq 375$ [Minimum demand]

The given ratio is $x_1: x_2: x_3 = 3: 2: 5$

$x_1 / 3 = x_2 / 2 = x_3 / 5 = k$

$x_1 = 3k; x_2 = 2k; x_3 = 5k$

$x_2 = 2k \rightarrow k = x_2 / 2$

Therefore $x_1 = 3 x_2 / 2 \rightarrow 2 x_1 = 3 x_2$

Similarly $2 x_3 = 5 x_2$

Maximize $Z= 60x_1 + 40x_2 + 100x_3$

Subject to $2x_1 + 3x_2 + 5x_3 \leq 4000$

$4x_1 + 2x_2 + 7x_3 \leq 6000$

$x_1 + 1/2x_2 + 1/3x_3 \leq 2500$

$2 x_1 = 3 x_2$

$2 x_3 = 5 x_2$

and $x_1 \geq 500$, $x_2 \geq 500$, $x_3 \geq 375$

3.1 <u>Graphical Solution Procedure</u>

The graphical solution procedure

1. Consider each inequality constraint as equation.
2. Plot each equation on the graph as each one will geometrically represent a straight line.
3. Shade the feasible region. Every point on the line will satisfy the equation of the line. If the inequality constraint corresponding to that line is '≤' then the region below the line lying in the first quadrant is shaded. Similarly for '≥' the region above the line is shaded. The points lying in the common region will satisfy the constraints. This common region is called **feasible region.**

4. Choose the convenient value of Z and plot the objective function line.
5. Pull the objective function line until the extreme points of feasible region.
    a. In the maximization case this line will stop far from the origin and passing through at least one corner of the feasible region.
    b. In the minimization case, this line will stop near to the origin and passing through at least one corner of the feasible region.
6. Read the co-ordinates of the extreme points selected in step 5 and find the maximum or minimum value of Z.

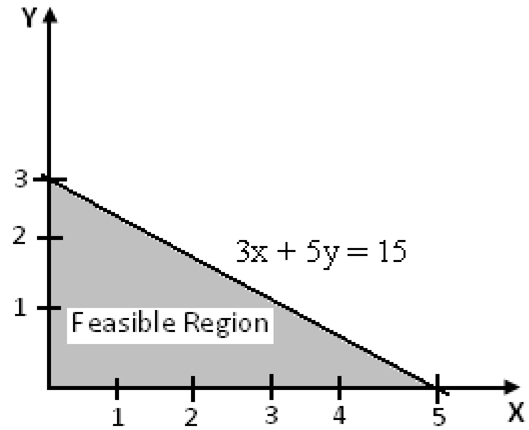
3.2 Definitions

1. **Solution** – Any specification of the values for decision variable among (x_1, x_2… x_n) is called a solution.
2. **Feasible solution** is a solution for which all constraints are satisfied.
3. **Infeasible solution** is a solution for which atleast one constraint is not satisfied.
4. **Feasible region** is a collection of all feasible solutions.
5. **Optimal solution** is a feasible solution that has the most favorable value of the objective function.
6. **Most favorable value** is the largest value if the objective function is to be maximized, whereas it is the smallest value if the objective function is to be minimized.
7. **Multiple optimal solution** – More than one solution with the same optimal value of the objective function.
8. **Unbounded solution** – If the value of the objective function can be increased or decreased indefinitely such solutions are called unbounded solution.
9. **Feasible region** – The region containing all the solutions of an inequality
10. **Corner point feasible solution** is a solution that lies at the corner of the feasible region.

3.3 Example problems

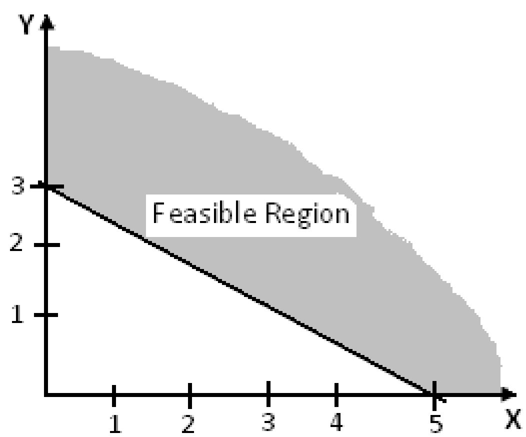
Example 1
Solve $3x + 5y < 15$ graphically

Solution
Write the given constraint in the form of equation i.e. $3x + 5y = 15$
Put x=0 then the value y=3
Put y=0 then the value x=5
Therefore the coordinates are (0, 3) and (5, 0). Thus these points are joined to form a straight line as shown in the graph.
Put x=0, y=0 in the given constraint then
0<15, the condition is true. (0, 0) is solution nearer to origin. So shade the region below the line, which is the feasible region.



Example 2
Solve 3x + 5y >15

Solution
Write the given constraint in the form of equation i.e. 3x + 5y = 15
Put x=0, then y=3
Put y=0, then x=5
So the coordinates are (0, 3) and (5, 0)
Put x =0, y =0 in the given constraint, the condition turns out to be false i.e. 0 > 15 is false.
So the region does not contain (0, 0) as solution. The feasible region lies on the outer part of the line as shown in the graph.



Example 3

Max Z = $80x_1 + 55x_2$
Subject to
$4x_1 + 2x_2 \leq 40$
$2x_1 + 4x_2 \leq 32$
$x_1 \geq 0$, $x_2 \geq 0$

Solution

The first constraint $4x_1 + 2x_2 \leq 40$, written in a form of equation
$4x_1 + 2x_2 = 40$

Put $x_1 = 0$, then $x_2 = 20$
Put $x_2 = 0$, then $x_1 = 10$

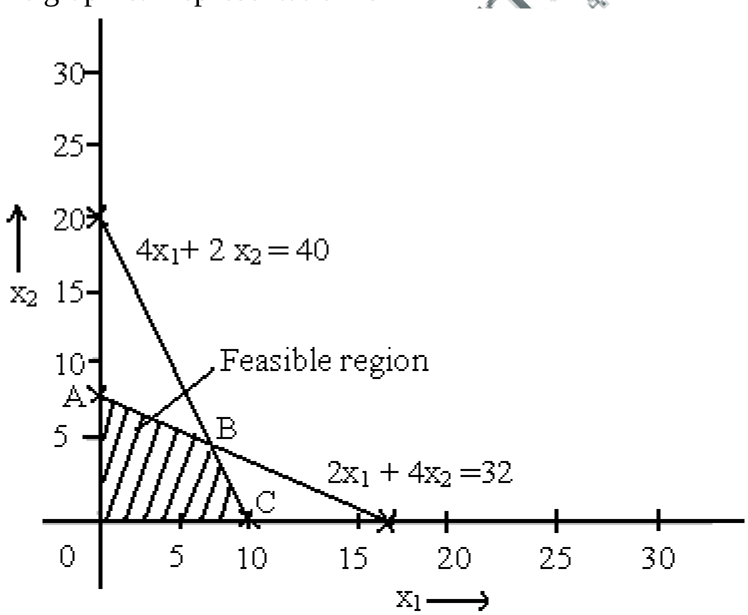
The coordinates are (0, 20) and (10, 0)

The second constraint $2x_1 + 4x_2 \leq 32$, written in a form of equation
$2x_1 + 4x_2 = 32$

Put $x_1 = 0$, then $x_2 = 8$
Put $x_2 = 0$, then $x_1 = 16$

The coordinates are (0, 8) and (16, 0)

The graphical representation is



The corner points of feasible region are A, B and C. So the coordinates for the corner points are
A (0, 8)
B (8, 4) (Solve the two equations $4x_1 + 2x_2 = 40$ and $2x_1 + 4x_2 = 32$ to get the coordinates)
C (10, 0)

We know that Max $Z = 80x_1 + 55x_2$

At A (0, 8)
$Z = 80(0) + 55(8) = 440$

At B (8, 4)
$Z = 80(8) + 55(4) = 860$

At C (10, 0)
$Z = 80(10) + 55(0) = 800$

The maximum value is obtained at the point B. Therefore Max Z = 860 and $x_1 = 8$, $x_2 = 4$

Example 4

Minimize $Z = 10x_1 + 4x_2$
Subject to

$3x_1 + 2x_2 \geq 60$
$7x_1 + 2x_2 \geq 84$
$3x_1 + 6x_2 \geq 72$
$x_1 \geq 0$, $x_2 \geq 0$

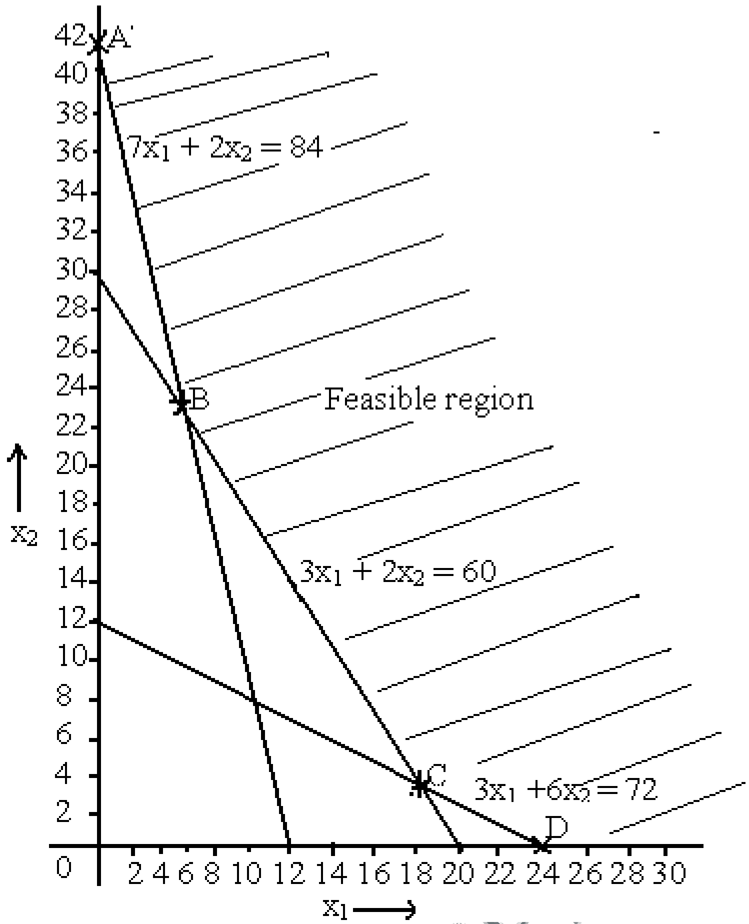
Solution

The first constraint $3x_1 + 2x_2 \geq 60$, written in a form of equation
$3x_1 + 2x_2 = 60$
Put $x_1 = 0$, then $x_2 = 30$
Put $x_2 = 0$, then $x_1 = 20$
The coordinates are (0, 30) and (20, 0)

The second constraint $7x_1 + 2x_2 \geq 84$, written in a form of equation
$7x_1 + 2x_2 = 84$
Put $x_1 = 0$, then $x_2 = 42$
Put $x_2 = 0$, then $x_1 = 12$
The coordinates are (0, 42) and (12, 0)

The third constraint $3x_1 + 6x_2 \geq 72$, written in a form of equation
$3x_1 + 6x_2 = 72$
Put $x_1 = 0$, then $x_2 = 12$
Put $x_2 = 0$, then $x_1 = 24$
The coordinates are (0, 12) and (24, 0)

The graphical representation is



The corner points of feasible region are A, B, C and D. So the coordinates for the corner points are

A (0, 42)

B (6, 21) (Solve the two equations $7x_1 + 2x_2 = 84$ and $3x_1 + 2x_2 = 60$ to get the coordinates)

C (18, 3) Solve the two equations $3x_1 + 6x_2 = 72$ and $3x_1 + 2x_2 = 60$ to get the coordinates)

D (24, 0)

We know that Min $Z = 10x_1 + 4x_2$

At A (0, 42)

Z = 10(0) + 4(42) = 168

At B (6, 21)

Z = 10(6) + 4(21) = 144

At C (18, 3)

Z = 10(18) + 4(3) = 192

At D (24, 0)
Z = 10(24) + 4(0) = 240

The minimum value is obtained at the point B. Therefore Min Z = 144 and $x_1 = 6$, $x_2 = 21$

Example 5

A manufacturer of furniture makes two products – chairs and tables. Processing of this product is done on two machines A and B. A chair requires 2 hours on machine A and 6 hours on machine B. A table requires 5 hours on machine A and no time on machine B. There are 16 hours of time per day available on machine A and 30 hours on machine B. Profit gained by the manufacturer from a chair and a table is Rs 2 and Rs 10 respectively. What should be the daily production of each of two products?

Solution

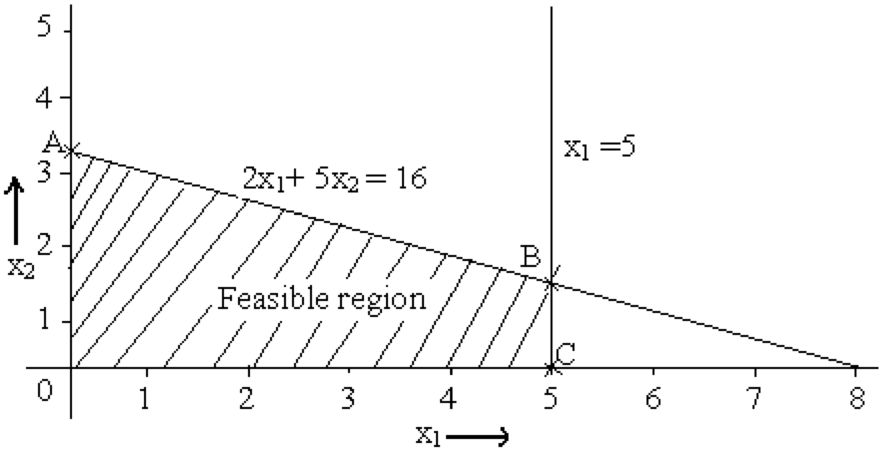
Let x_1 denotes the number of chairs
Let x_2 denotes the number of tables

	Chairs	Tables	Availability
Machine A	2	5	16
Machine B	6	0	30
Profit	Rs 2	Rs 10	

LPP
Max $Z = 2x_1 + 10x_2$
Subject to
$2x_1 + 5x_2 \leq 16$
$6x_1 + 0x_2 \leq 30$
$x_1 \geq 0$, $x_2 \geq 0$

Solving graphically
The first constraint $2x_1 + 5x_2 \leq 16$, written in a form of equation
$2x_1 + 5x_2 = 16$
Put $x_1 = 0$, then $x_2 = 16/5 = 3.2$
Put $x_2 = 0$, then $x_1 = 8$
The coordinates are (0, 3.2) and (8, 0)

The second constraint $6x_1 + 0x_2 \leq 30$, written in a form of equation
$6x_1 = 30 \rightarrow x_1 = 5$



The corner points of feasible region are A, B and C. So the coordinates for the corner points are
A (0, 3.2)
B (5, 1.2) (Solve the two equations $2x_1 + 5x_2 = 16$ and $x_1 = 5$ to get the coordinates)
C (5, 0)

We know that Max $Z = 2x_1 + 10x_2$
At A (0, 3.2)
$Z = 2(0) + 10(3.2) = 32$

At B (5, 1.2)
$Z = 2(5) + 10(1.2) = 22$

At C (5, 0)
$Z = 2(5) + 10(0) = 10$

Max $Z = 32$ and $x_1 = 0$, $x_2 = 3.2$
The manufacturer should produce approximately 3 tables and no chairs to get the max profit.

3.4 Special Cases in Graphical Method

3.4.1 Multiple Optimal Solution

Example 1
Solve by using graphical method

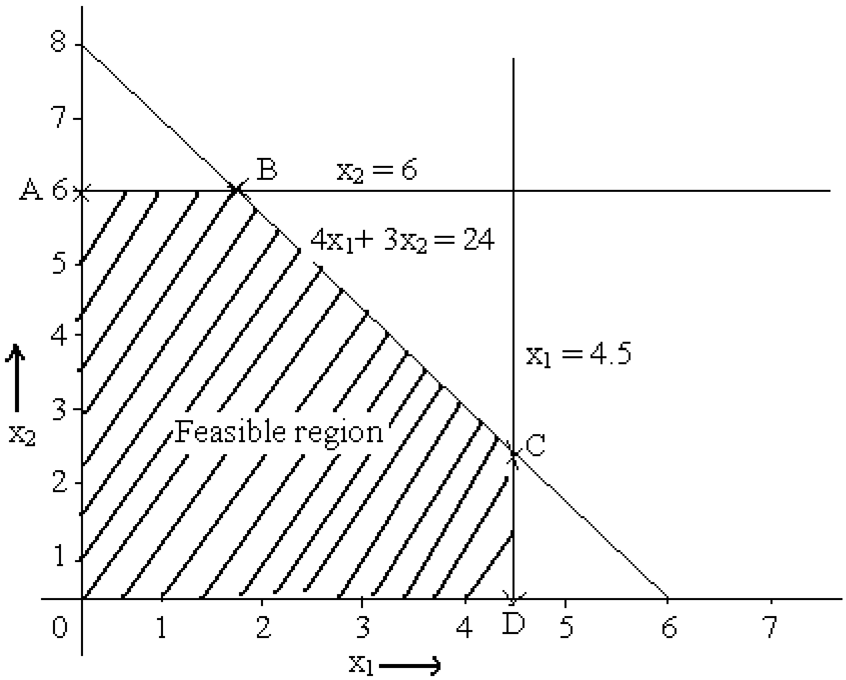
Max $Z = 4x_1 + 3x_2$
Subject to
$4x_1 + 3x_2 \leq 24$
$x_1 \leq 4.5$
$x_2 \leq 6$
$x_1 \geq 0$, $x_2 \geq 0$

Solution

The first constraint $4x_1 + 3x_2 \leq 24$, written in a form of equation
$4x_1 + 3x_2 = 24$
Put $x_1 = 0$, then $x_2 = 8$
Put $x_2 = 0$, then $x_1 = 6$
The coordinates are (0, 8) and (6, 0)

The second constraint $x_1 \leq 4.5$, written in a form of equation
$x_1 = 4.5$

The third constraint $x_2 \leq 6$, written in a form of equation
$x_2 = 6$



The corner points of feasible region are A, B, C and D. So the coordinates for the corner points are
A (0, 6)
B (1.5, 6) (Solve the two equations $4x_1 + 3x_2 = 24$ and $x_2 = 6$ to get the coordinates)
C (4.5, 2) (Solve the two equations $4x_1 + 3x_2 = 24$ and $x_1 = 4.5$ to get the coordinates)
D (4.5, 0)

We know that Max $Z = 4x_1 + 3x_2$
At A (0, 6)
$Z = 4(0) + 3(6) = 18$

At B (1.5, 6)
$Z = 4(1.5) + 3(6) = 24$

At C (4.5, 2)
$Z = 4(4.5) + 3(2) = 24$

At D (4.5, 0)
Z = 4(4.5) + 3(0) = 18

Max Z = 24, which is achieved at both B and C corner points. It can be achieved not only at B and C but every point between B and C. Hence the given problem has multiple optimal solutions.

3.4.2 No Optimal Solution

Example 1

Solve graphically

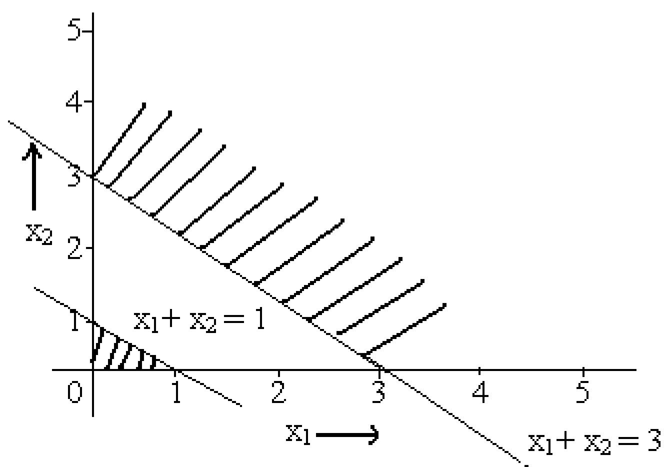
Max Z = $3x_1 + 2x_2$
Subject to

$x_1 + x_2 \leq 1$
$x_1 + x_2 \geq 3$
$x_1 \geq 0$, $x_2 \geq 0$

Solution

The first constraint $x_1 + x_2 \leq 1$, written in a form of equation
$x_1 + x_2 = 1$
Put $x_1 = 0$, then $x_2 = 1$
Put $x_2 = 0$, then $x_1 = 1$
The coordinates are (0, 1) and (1, 0)

The first constraint $x_1 + x_2 \geq 3$, written in a form of equation
$x_1 + x_2 = 3$
Put $x_1 = 0$, then $x_2 = 3$
Put $x_2 = 0$, then $x_1 = 3$
The coordinates are (0, 3) and (3, 0)



There is no common feasible region generated by two constraints together i.e. we cannot identify even a single point satisfying the constraints. Hence there is no optimal solution.

3.4.3 Unbounded Solution

Example

Solve by graphical method

Max Z = $3x_1 + 5x_2$

Subject to

$2x_1 + x_2 \geq 7$

$x_1 + x_2 \geq 6$

$x_1 + 3x_2 \geq 9$

$x_1 \geq 0$, $x_2 \geq 0$

Solution

The first constraint $2x_1 + x_2 \geq 7$, written in a form of equation

$2x_1 + x_2 = 7$

Put $x_1 = 0$, then $x_2 = 7$

Put $x_2 = 0$, then $x_1 = 3.5$

The coordinates are (0, 7) and (3.5, 0)

The second constraint $x_1 + x_2 \geq 6$, written in a form of equation

$x_1 + x_2 = 6$

Put $x_1 = 0$, then $x_2 = 6$

Put $x_2 = 0$, then $x_1 = 6$

The coordinates are (0, 6) and (6, 0)

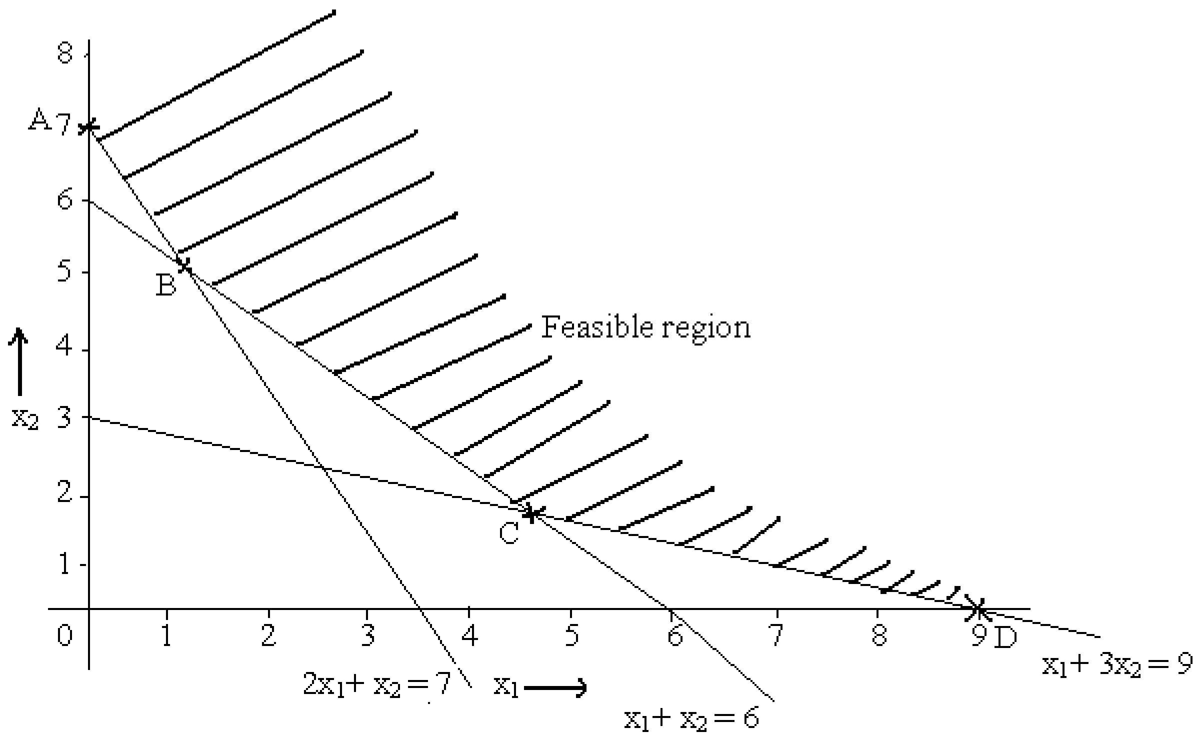
The third constraint $x_1 + 3x_2 \geq 9$, written in a form of equation

$x_1 + 3x_2 = 9$

Put $x_1 = 0$, then $x_2 = 3$

Put $x_2 = 0$, then $x_1 = 9$

The coordinates are (0, 3) and (9, 0)



The corner points of feasible region are A, B, C and D. So the coordinates for the corner points ar
e
A (0,
7)
B (1, 5) (Solve the two equations $2x_1 + x_2 = 7$ and $x_1 + x_2 = 6$ to get the coordinates)
C (4.5, 1.5) (Solve the two equations $x_1 + x_2 = 6$ and $x_1 + 3x_2 = 9$ to get the coordinates)
D (9, 0)

We know that Max $Z = 3x_1 + 5x_2$
At A (0, 7)
Z = 3(0) + 5(7) = 35

At B (1, 5)
Z = 3(1) + 5(5) = 28

At C (4.5, 1.5)
Z = 3(4.5) + 5(1.5) = 21

At D (9, 0)
Z = 3(9) + 5(0) = 27
The values of objective function at corner points are 35, 28, 21 and 27. But there exists infinite number of points in the feasible region which is unbounded. The value of objective function will be more than the value of these four corner points i.e. the maximum value of the objective function occurs at a point at ∞. Hence the given problem has unbounded solution.

Module 2

1.1 Introduction

General Linear Programming Problem (GLPP)

Maximize / Minimize $Z = c_1x_1 + c_2x_2 + c_3x_3 + \ldots\ldots\ldots\ldots + c_nx_n$

Subject to constraints

$a_{11}x_1 + a_{12}x_2 + \ldots\ldots\ldots + a_{1n}x_n$ ($\leq$ or $\geq$) b_1
$a_{21}x_1 + a_{22}x_2 + \ldots\ldots\ldots + a_{2n}x_n$ ($\leq$ or $\geq$) b_2
.
.
.
$a_{m1}x_1 + a_{m2}x_2 + \ldots\ldots\ldots + a_{mn}x_n$ ($\leq$ or $\geq$) b_m

and

$x_1 \geq 0, x_2 \geq 0, \ldots, x_n \geq 0$

Where constraints may be in the form of any inequality ($\leq$ or $\geq$) or even in the form of an equation (=) and finally satisfy the non-negativity restrictions.

1.2 Steps to convert GLPP to SLPP (Standard LPP)

Step 1 – Write the objective function in the maximization form. If the given objective function is of minimization form then multiply throughout by -1 and write Max $z' =$ Min $(-z)$

Step 2 – Convert all inequalities as equations.

- If an equality of '$\leq$' appears then by adding a variable called **Slack variable.** We can convert it to an equation. For example $x_1 + 2x_2 \leq 12$, we can write as
  $x_1 + 2x_2 + s_1 = 12$.
- If the constraint is of '$\geq$' type, we subtract a variable called **Surplus variable** and convert it to an equation. For example
  $2x_1 + x_2 \geq 15$
  $2x_1 + x_2 - s_2 = 15$

Step 3 – The right side element of each constraint should be made non-negative

$2x_1 + x_2 - s_2 = -15$

$-2x_1 - x_2 + s_2 = 15$ (That is multiplying throughout by -1)

Step 4 – All variables must have non-negative values.

For example: $x_1 + x_2 \leq 3$

$x_1 > 0$, x_2 is unrestricted in sign

Then x_2 is written as $x_2 = x_2' - x_2''$ where $x_2', x_2 0 \leq ''$

Therefore the inequality takes the form of equation as $x_1 + (x_2' - x_2'') + s_1 = 3$

Using the above steps, we can write the GLPP in the form of SLPP.

Write the Standard LPP (SLPP) of the following

Example 1

Maximize $Z = 3x_1 + x_2$

Subject to

$2x_1 + x_2 \leq 2$

$3x_1 + 4x_2 \geq 12$

and $x_1 \geq 0, x_2 \geq 0$

SLPP

Maximize $Z = 3x_1 + x_2$

Subject to

$2x_1 + x_2 + s_1 = 2$

$3x_1 + 4x_2 - s_2 = 12$

$x_1 \geq 0, x_2 \geq 0, s_1 \geq 0, s_2 \geq 0$

Example 2

Minimize $Z = 4x_1 + 2x_2$

Subject to

$3x_1 + x_2 \geq 2$

$x_1 + x_2 \geq 21$

$x_1 + 2x_2 \geq 30$

and $x_1 \geq 0, x_2 \geq 0$

SLPP

Maximize $Z4 - = {}' x_1 - 2x_2$

Subject to

$3x_1 + x_2 - s_1 = 2$

$x_1 + x_2 - s_2 = 21$

$x_1 + 2x_2 - s_3 = 30$

$x_1 \geq 0, x_2 \geq 0, s_1 \geq 0, s_2 \geq 0, s_3 \geq 0$

Example 3

Minimize $Z = x_1 + 2x_2 + 3x_3$

Subject to

$2x_1 + 3x_2 + 3x_3 \geq -4$
$3x_1 + 5x_2 + 2x_3 \leq 7$
and $x_1 \geq 0$, $x_2 \geq 0$, x_3 is unrestricted in sign

SLPP

Maximize $Z' = -x_1 - 2x_2 - 3(x_3'' - x_3')$
Subject to
$-2x_1 - 3x_2 - 3(x_3' - x_3'') + s_1 = 4$
$3x_1 + 5x_2 + 2(x_3' - x_3'') + s_2 = 7$
$x_1 \geq 0, x_2 \geq 0, x_3 0 \leq {}', \; x_3'' \geq 0, s_1 \geq 0, s_2 \geq 0$

1.3 Some Basic Definitions

Solution of LPP

Any set of variable ($x_1, x_2 \ldots x_n$) which satisfies the given constraint is called solution of LPP.

Basic solution

Is a solution obtained by setting any 'n' variable equal to zero and solving remaining 'm' variables. Such 'm' variables are called **Basic variables** and 'n' variables are called **Non-basic variables**.

Basic feasible solution

A basic solution that is feasible (all basic variables are non negative) is called basic feasible solution. There are two types of basic feasible solution.

1. **Degenerate basic feasible solution**
   If any of the basic variable of a basic feasible solution is zero than it is said to be degenerate basic feasible solution.
2. **Non-degenerate basic feasible solution**
   It is a basic feasible solution which has exactly 'm' positive x_i, where i=1, 2, … m. In other words all 'm' basic variables are positive and remaining 'n' variables are zero.

Optimum basic feasible solution

A basic feasible solution is said to be optimum if it optimizes (max / min) the objective function.

1.4 Introduction to Simplex Method

It was developed by G. Danztig in 1947. The simplex method provides an algorithm (a rule of procedure usually involving repetitive application of a prescribed operation) which is based on the fundamental theorem of linear programming.

The Simplex algorithm is an iterative procedure for solving LP problems in a finite number of steps. It consists of

- Having a trial basic feasible solution to constraint-equations
- Testing whether it is an optimal solution

- Improving the first trial solution by a set of rules and repeating the process till an optimal solution is obtained

Advantages

- Simple to solve the problems
- The solution of LPP of more than two variables can be obtained.

1.5 Computational Procedure of Simplex Method

Consider an example

Maximize $Z = 3x_1 + 2x_2$

Subject to

$x_1 + x_2 \leq 4$

$x_1 - x_2 \leq 2$

and $x_1 \geq 0, x_2 \geq 0$

Solution

Step 1 – Write the given GLPP in the form of

SLPP Maximize $Z = 3x_1 + 2x_2 + 0s_1 + 0s_2$

Subject to

$x_1 + x_2 + s_1 = 4$

$x_1 - x_2 + s_2 = 2$

$x_1 \geq 0, x_2 \geq 0, s_1 \geq 0, s_2 \geq 0$

Step 2 – Present the constraints in the matrix

form $x_1 + x_2 + s_1 = 4$

$x_1 - x_2 + s_2 = 2$

$$\begin{bmatrix} 1 & 1 & 1 & 0 \\ 1 & -1 & 0 & 1 \end{bmatrix} \begin{bmatrix} x_1 \\ x_2 \\ s_1 \\ s_2 \end{bmatrix} = \begin{bmatrix} 4 \\ 2 \end{bmatrix}$$

Step 3 – Construct the starting simplex table using the notations

		$C_j \rightarrow$	3	2	0	0	
Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	Min ratio X_B / X_k
s_1	0	4	1	1	1	0	
s_2	0	2	1	-1	0	1	
	$Z = C_B X_B$		Δ_j				

Step 4 – Calculation of Z and Δ_j and test the basic feasible solution for optimality by the rules given.

$Z = C_B X_B$

$= 0 * 4 + 0 * 2 = 0$

$\Delta_j = Z_j - C_j$
$= C_B X_j - C_j$
$\Delta_1 = C_B X_1 - C_j = 0 * 1 + 0 * 1 - 3 = -3$
$\Delta_2 = C_B X_2 - C_j = 0 * 1 + 0 * -1 - 2 = -2$
$\Delta_3 = C_B X_3 - C_j = 0 * 1 + 0 * 0 - 0 = 0$
$\Delta_4 = C_B X_4 - C_j = 0 * 0 + 0 * 1 - 0 = 0$

Procedure to test the basic feasible solution for optimality by the rules given

Rule 1 – If all $\Delta_j \geq 0$, the solution under the test will be **optimal**. Alternate optimal solution will exist if any non-basic Δ_j is also zero.

Rule 2 – If atleast one Δ_j is negative, the solution is not optimal and then proceeds to improve the solution in the next step.

Rule 3 – If corresponding to any negative Δ_j, all elements of the column X_j are negative or zero, then the solution under test will be **unbounded**.

In this problem it is observed that Δ_1 and Δ_2 are negative. Hence proceed to improve this solution

Step 5 – To improve the basic feasible solution, the vector entering the basis matrix and the vector to be removed from the basis matrix are determined.

- **Incoming vector**
  The incoming vector X_k is always selected corresponding to the most negative value of Δ_j. It is indicated by (↑).

- **Outgoing vector**
  The outgoing vector is selected corresponding to the least positive value of minimum ratio. It is indicated by (→).

Step 6 – Mark the key element or pivot element by '□'.The element at the intersection of outgoing vector and incoming vector is the pivot element.

		Cj →	3	2	0	0	
Basic Variables	C_B	X_B	X_1 (X_k)	X_2	S_1	S_2	Min ratio X_B / X_k
s_1	0	4	1	1	1	0	4 / 1 = 4
s_2	0	2	[1]	-1	0	1	2 / 1 = 2 → outgoing
	$Z = C_B X_B = 0$		↑incoming $\Delta_1 = -3$	$\Delta_2 = -2$	$\Delta_3 = 0$	$\Delta_4 = 0$	

- If the number in the marked position is other than unity, divide all the elements of that row by the key element.
- Then subtract appropriate multiples of this new row from the remaining rows, so as to obtain zeroes in the remaining position of the column X_k.

Basic Variables	C_B	X_B	X_1	X_2 (X_k)	S_1	S_2	Min ratio X_B/X_k
			$(R_1=R_1 - R_2)$				
s_1	0	2	0	[2]	1	-1	2 / 2 = 1 ⟶ outgoing
x_1	3	2	1	-1	0	1	2 / -1 = -2 (neglect in case of negative)
	Z=0*2+3*2= 6		$\Delta_1=0$	↑incoming $\Delta_2= -5$	$\Delta_3=0$	$\Delta_4=3$	

Step 7 – Now repeat step 4 through step 6 until an optimal solution is obtained.

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	Min ratio X_B/X_k
			$(R_1=R_1 / 2)$				
x_2	2	1	0	1	1/2	-1/2	
			$(R_2=R_2 + R_1)$				
x_1	3	3	1	0	1/2	1/2	
	Z = 11		$\Delta_1=0$	$\Delta_2=0$	$\Delta_3=5/2$	$\Delta_4=1/2$	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = 11, $x_1 = 3$ and $x_2 = 1$

1.6 Worked Examples

Solve by simplex method

Example 1

Maximize $Z = 80x_1 + 55x_2$

Subject to

$4x_1 + 2x_2 \leq 40$

$2x_1 + 4x_2 \leq 32$

and $x_1 \geq 0, x_2 \geq 0$

Solution

SLPP

Maximize $Z = 80x_1 + 55x_2 + 0s_1 + 0s_2$

Subject to

$4x_1 + 2x_2 + s_1 = 40$

$2x_1 + 4x_2 + s_2 = 32$

$x_1 \geq 0,\ x_2 \geq 0,\ s_1 \geq 0,\ s_2 \geq 0$

Basic Variables	C_B	X_B	X_1 (C_j → 80)	X_2 (55)	S_1 (0)	S_2 (0)	Min ratio X_B / X_k
s_1	0	40	[4]	2	1	0	40 / 4 = 10 ⟶ outgoing
s_2	0	32	2	4	0	1	32 / 2 = 16
	$Z = C_B X_B = 0$		↑incoming $\Delta_1 = -80$	$\Delta_2 = -55$	$\Delta_3 = 0$	$\Delta_4 = 0$	
x_1	80	10	$(R_1 = R_1 / 4)$ 1	1/2	1/4	0	10/1/2 = 20
s_2	0	12	$(R_2 = R_2 - 2R_1)$ 0	[3]	-1/2	1	12/3 = 4 ⟶ outgoing
	Z = 800		$\Delta_1 = 0$	↑incoming $\Delta_2 = -15$	$\Delta_3 = 40$	$\Delta_4 = 0$	
x_1	80	8	$(R_1 = R_1 - 1/2R_2)$ 1	0	1/3	-1/6	
x_2	55	4	$(R_2 = R_2 / 3)$ 0	1	-1/6	1/3	
	Z = 860		$\Delta_1 = 0$	$\Delta_2 = 0$	$\Delta_3 = 35/2$	$\Delta_4 = 5$	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = 860, $x_1 = 8$ and $x_2 = 4$

Example 2

Maximize $Z = 5x_1 + 3x_2$

Subject to

$3x_1 + 5x_2 \leq 15$

$5x_1 + 2x_2 \leq 10$

and $x_1 \geq 0,\ x_2 \geq 0$

Solution

SLPP

Maximize $Z = 5x_1 + 3x_2 + 0s_1 + 0s_2$

Subject to

$3x_1 + 5x_2 + s_1 = 15$

$5x_1 + 2x_2 + s_2 = 10$

$x_1 \geq 0,\ x_2 \geq 0,\ s_1 \geq 0,\ s_2 \geq 0$

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	Min ratio X_B / X_k
		$C_j \rightarrow$	5	3	0	0	
s_1	0	15	3	5	1	0	15 / 3 = 5
s_2	0	10	[5]	2	0	1	10 / 5 = 2 → outgoing
	$Z = C_B X_B = 0$		↑incoming $\Delta_1 = -5$	$\Delta_2 = -3$	$\Delta_3 = 0$	$\Delta_4 = 0$	
s_1	0	9	$(R_1 = R_1 - 3R_2)$ 0	[19/5]	1	-3/5	9/19/5 = 45/19 →
x_1	5	2	$(R_2 = R_2 / 5)$ 1	2/5	0	1/5	2/2/5 = 5
	Z = 10		$\Delta_1 = 0$	↑ $\Delta_2 = -1$	$\Delta_3 = 0$	$\Delta_4 = 1$	
x_2	3	45/19	$(R_1 = R_1 / 19/5)$ 0	1	5/19	-3/19	
x_1	5	20/19	$(R_2 = R_2 - 2/5\ R_1)$ 1	0	-2/19	5/19	
	Z = 235/19		$\Delta_1 = 0$	$\Delta_2 = 0$	$\Delta_3 = 5/19$	$\Delta_4 = 16/19$	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = 235/19, $x_1 = 20/19$ and $x_2 = 45/19$

Example 3

Maximize $Z = 5x_1 + 7x_2$

Subject to

$x_1 + x_2 \leq 4$

$3x_1 - 8x_2 \leq 24$

$10x_1 + 7x_2 \leq 35$

and $x_1 \geq 0, x_2 \geq 0$

Solution

SLPP

Maximize $Z = 5x_1 + 7x_2 + 0s_1 + 0s_2 + 0s_3$

Subject to

$x_1 + x_2 + s_1 = 4$

$3x_1 - 8x_2 + s_2 = 24$

$10x_1 + 7x_2 + s_3 = 35$

$x_1 \geq 0, x_2 \geq 0, s_1 \geq 0, s_2 \geq 0, s_3 \geq 0$

		$C_j \rightarrow$	5	7	0	0	0	
Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	S_3	Min ratio X_B / X_k
s_1	0	4	1	[1]	1	0	0	$4/1 = 4 \rightarrow$ outgoing
s_2	0	24	3	-8	0	1	0	–
s_3	0	35	10	7	0	0	1	$35/7 = 5$
				↑incoming				
	$Z = C_B X_B = 0$		-5	-7	0	0	0	$\leftarrow \Delta_j$
x_2	7	4	1	1	1	0	0	
			$(R_2 = R_2 + 8R_1)$					
s_2	0	56	11	0	8	1	0	
			$(R_3 = R_3 - 7R_1)$					
s_3	0	7	3	0	-7	0	1	
	$Z = 28$		2	0	7	0	0	$\leftarrow \Delta_j$

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max $Z = 28$, $x_1 = 0$ and $x_2 = 4$

Example 4

Maximize $Z = 2x - 3y + z$

Subject to

$3x + 6y + z \leq 6$

$4x + 2y + z \leq 4$

$x - y + z \leq 3$

and $x \geq 0, y \geq 0, z \geq 0$

Solution

SLPP

Maximize $Z = 2x - 3y + z + 0s_1 + 0s_2 + 0s_3$

Subject to

$3x + 6y + z + s_1 = 6$

$4x + 2y + z + s_2 = 4$

$x - y + z + s_3 = 3$

$x \geq 0,\ y \geq 0,\ z \geq 0\ s_1 \geq 0,\ s_2 \geq 0,\ s_3 \geq 0$

		$C_j \rightarrow$	2	-3	1	0	0	0	
Basic Variables	C_B	X_B	X	Y	Z	S_1	S_2	S_3	Min ratio X_B/X_k
s_1	0	6	3	6	1	1	0	0	6 / 3 = 2
s_2	0	4	[4]	2	1	0	1	0	4 / 4 =1→ outgoing
s_3	0	3	1	-1	1	0	0	1	3 / 1 = 3
	Z = 0		↑incoming -2	3	-1	0	0	0	$\leftarrow\Delta_j$
s_1	0	3	0	9/2	1/4	1	-3/4	0	3/1/4=12
x	2	1	1	1/2	1/4	0	1/4	0	1/1/4=4
s_3	0	2	0	-3/2	[3/4]	0	-1/4	1	8/3 = 2.6→
	Z = 2		0	4	↑incoming 1/2	0	1/2	0	$\leftarrow\Delta_j$
s_1	0	7/3	0	5	0	1	-2/3	-1/3	
x	2	1/3	1	1	0	0	1/3	-1/3	
z	1	8/3	0	-2	1	0	-1/3	4/3	
	Z = 10/3		0	3	0	0	1/3	2/3	$\leftarrow\Delta_j$

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained.

Therefore the solution is Max Z = 10/3, x = 1/3, y = 0 and z =

8/3

Example 5

Maximize $Z = 3x_1 + 5x_2$

Subject to

$3x_1 + 2x_2 \leq 18$

$x_1 \leq 4$

$x_2 \leq 6$

and $x_1 \geq 0, x_2 \geq 0$

Solution

SLPP

Maximize $Z = 3x_1 + 5x_2 + 0s_1 + 0s_2 + 0s_3$

Subject to

$3x_1 + 2x_2 + s_1 = 18$

$x_1 + s_2 = 4$

$x_2 + s_3 = 6$

$x_1 \geq 0, x_2 \geq 0, s_1 \geq 0, s_2 \geq 0, s_3 \geq 0$

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	S_3	Min ratio X_B / X_k
$C_j \rightarrow$			3	5	0	0	0	
s_1	0	18	3	2	1	0	0	18 / 2 = 9
s_2	0	4	1	0	0	1	0	4 / 0 = ∞ (neglect)
s_3	0	6	0	[1]	0	0	1	6 / 1 = 6→
				↑				
	Z = 0		-3	-5	0	0	0	←Δ_j
				($R_1 = R_1 - 2R_3$)				
s_1	0	6	3	0	1	0	-2	6 / 3 = 2 →
s_2	0	4	1	0	0	1	0	4 / 1 = 4
x_2	5	6	0	1	0	0	1	--
			↑					
	Z = 30		-3	0	0	0	5	←Δ_j
			($R_1 = R_1 / 3$)					
x_1	3	2	1	0	1/3	0	-2/3	
			($R_2 = R_2 - R_1$)					
s_2	0	2	0	0	-1/3	1	2/3	
x_2	5	6	0	1	0	0	1	
	Z = 36		0	0	1	0	3	←Δ_j

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = 36, $x_1 = 2$, $x_2 = 6$

Example 6

Minimize $Z = x_1 - 3x_2 + 2x_3$

Subject to

$3x_1 - x_2 + 3x_3 \leq 7$

$-2x_1 + 4x_2 \leq 12$

$-4x_1 + 3x_2 + 8x_3 \leq 10$

and $x_1 \geq 0, x_2 \geq 0, x_3 \geq 0$

Solution

SLPP

Min (-Z) = Max $Z' = -x_1 + 3x_2 - 2x_3 + 0s_1 + 0s_2 + 0s_3$

Subject to

$3x_1 - x_2 + 3x_3 + s_1 = 7$

$-2x_1 + 4x_2 + s_2 = 12$

$-4x_1 + 3x_2 + 8x_3 + s_3 = 10$

$x_1 \geq 0, x_2 \geq 0, x_3 \geq 0$ $s_1 \geq 0, s_2 \geq 0, s_3 \geq 0$

		$C_j \rightarrow$	-1	3	-2	0	0		
Basic Variables	C_B	X_B	X_1	X_2	X_3	S_1	S_2		
s_1	0	7	3	-1	3	1	0	0	-
s_2	0	12	-2	[4]	0	0	1	0	3→
s_3	0	10	-4	3	8	0	0	1	10/3
				↑					
	$Z' = 0$		1	-3	2	0	0	0	←Δ_j
			$(R_1 = R_1 + R_2)$						
s_1	0	10	[5/2]	0	3	1	1/4	0	4→
			$(R_2 = R_2 / 4)$						
x_2	3	3	-1/2	1	0	0	1/4	0	-
			$(R_3 = R_3 - 3R_2)$						
s_3	0	1	-5/2	0	8	0	-3/4	1	-
			↑						
	$Z' = 9$		-5/2	0	0	0	3/4	0	←Δ_j
			$(R_1 = R_1 / 5/2)$						
x_1	-1	4	1	0	6/5	2/5	1/10	0	
			$(R_2 = R_2 + 1/2\ R_1)$						
x_2	3	5	0	1	3/5	1/5	3/10	0	
			$(R_3 = R_3 + 5/2R_1)$						
s_3	0	11	0	1	11	1	-1/2	1	

	Z' = 11	0	0	3/5	1/5	1/5	0	←Δ_j

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Z' =11 which implies Z = -11, $x_1 = 4$, $x_2 = 5$, $x_3 = 0$

Example 7

Max Z = 2x + 5y

$x + y \leq 600$

$0 \leq x \leq 400$

$0 \leq y \leq 300$

Solution

SLPP

Max $Z = 2x + 5y + 0s_1 + 0s_2 + 0s_3$

$x + y + s_1 = 600$

$x + s_2 = 400$

$y + s_3 = 300$

$x_1 \geq 0, y \geq 0, s_1 \geq 0, s_2 \geq 0, s_3 \geq 0$

Basic Variables	C_B	X_B	X	Y	S_1	S_2	S_3	Min ratio X_B / X_k
		C_j →	2	5	0	0	0	
s_1	0	600	1	1	1	0	0	600 / 1 = 600
s_2	0	400	1	0	0	1	0	-
s_3	0	300	0	[1]	0	0	1	300 /1 = 300→
				↑				
	Z = 0		-2	-5	0	0	0	←Δ_j
				(R1 = R1 – R3)				
s_1	0	300	[1]	0	1	0	-1	300 /1 = 300→
s_2	0	400	1	0	0	1	0	400 / 1 = 400
y	5	300	0	1	0	0	1	-
			↑					
	Z = 1500		-2	0	0	0	5	←Δ_j
x	2	300	1	0	1	0	-1	
			(R2 = R2 – R1)					
s_2	0	100	0	0	-1	1	1	
y	5	300	0	1	0	0	1	

	Z = 2100	0	0	2	0	3	←Δ_j

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Z = 2100, x = 300, y = 300

2.1 Computational Procedure of Big – M Method (Charne's Penalty Method)

Step 1 – Express the problem in the standard form.

Step 2 – Add non-negative artificial variable to the left side of each of the equations corresponding to the constraints of the type '≥' or '='.

When artificial variables are added, it causes violation of the corresponding constraints. This difficulty is removed by introducing a condition which ensures that artificial variables will be zero in the final solution (provided the solution of the problem exists).

On the other hand, if the problem does not have a solution, at least one of the artificial variables will appear in the final solution with positive value. This is achieved by assigning a very **large price (per unit penalty)** to these variables in the objective function. Such large price will be designated by –M for maximization problems (+M for minimizing problem), where M > 0.

Step 3 – In the last, use the artificial variables for the starting solution and proceed with the usual simplex routine until the optimal solution is obtained.

2.2 Worked Examples

Example 1

Max $Z = -2x_1 - x_2$

Subject to

$3x_1 + x_2 = 3$

$4x_1 + 3x_2 \geq 6$

$x_1 + 2x_2 \leq 4$

and $x_1 \geq 0, x_2 \geq 0$

Solution

SLPP

Max $Z = -2x_1 - x_2 + 0s_1 + 0s_2 - M a_1 - M a_2$

Subject to

$3x_1 + x_2 + a_1 = 3$

$4x_1 + 3x_2 - s_1 + a_2 = 6$

$x_1 + 2x_2 + s_2 = 4$
$x_1, x_2, s_1, s_2, a_1, a_2 \geq 0$

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	A_1	A_2	Min ratio X_B/X_k
	$C_j \rightarrow$		-2	-1	0	0	-M	-M	
a_1	-M	3	[3]	1	0	0	1	0	3 /3 = 1→
a_2	-M	6	4	3	-1	0	0	1	6 / 4 =1.5
s_2	0	4	1	2	0	1	0	0	4 / 1 = 4
	Z = -9M		↑ 2 – 7M	1 – 4M	M	0	0	0	←Δ_j
x_1	-2	1	1	1/3	0	0	X	0	1/1/3 =3
a_2	-M	2	0	[5/3]	-1	0	X	1	6/5/3 =1.2→
s_2	0	3	0	5/3	0	1	X	0	4/5/3=1.8
	Z = -2 – 2M			↑ $\frac{(-5M+1)}{3}$	0	0	X	0	←Δ_j
x_1	-2	3/5	1	0	1/5	0	X	X	
x_2	-1	6/5	0	1	-3/5	0	X	X	
s_2	0	1	0	0	1	1	X	X	
	Z = -12/5		0	0	1/5	0	X	X	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = -12/5, $x_1 = 3/5$, $x_2 = 6/5$

Example 2

Max $Z = 3x_1 - x_2$

Subject to

$2x_1 + x_2 \geq 2$
$x_1 + 3x_2 \leq 3$
$x_2 \leq 4$
and $x_1 \geq 0, x_2 \geq 0$

Solution

SLPP

Max $Z = 3x_1 - x_2 + 0s_1 + 0s_2 + 0s_3 - M a_1$

Subject to

$2x_1 + x_2 - s_1 + a_1 = 2$
$x_1 + 3x_2 + s_2 = 3$
$x_2 + s_3 = 4$
$x_1, x_2, s_1, s_2, s_3, a_1 \geq 0$

		$C_j \rightarrow$	3	-1	0	0	0	-M	
Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	S_3	A_1	Min ratio X_B / X_k
a_1	-M	2	[2]	1	-1	0	0	1	$2 / 2 = 1 \rightarrow$
s_2	0	3	1	3	0	1	0	0	$3 / 1 = 3$
s_3	0	4	0	1	0	0	1	0	-
	Z = -2M		↑ -2M-3	-M+1	M	0	0	0	$\leftarrow \Delta_j$
x_1	3	1	1	1/2	-1/2	0	0	X	-
s_2	0	2	0	5/2	1/2	1	0	X	$2/1/2 = 4 \rightarrow$
s_3	0	4	0	1	0	0	1	X	-
	Z = 3		0	5/2	↑ -3/2	0	0	X	$\leftarrow \Delta_j$
x_1	3	3	1	3	0	1/2	0	X	
s_1	0	4	0	5	1	2	0	X	
s_3	0	4	0	1	0	0	1	X	
	Z = 9		0	10	0	3/2	0	X	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = 9, $x_1 = 3$, $x_2 = 0$

Example 3

Min Z = $2x_1 + 3x_2$

Subject to

$x_1 + x_2 \geq 5$

$x_1 + 2x_2 \geq 6$

and $x_1 \geq 0,\ x_2 \geq 0$

Solution

SLPP

Min Z = Max Z2- = ′$x_1 - 3x_2 + 0s_1 + 0s_2 - M a_1 - M a_2$

Subject to

$x_1 + x_2 – s_1 + a_1 = 5$

$x_1 + 2x_2 – s_2 + a_2 = 6$

$x_1, x_2, s_1, s_2, a_1, a_2 \geq 0$

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	A_1	A_2	Min ratio X_B / X_k
	$C_j \rightarrow$		-2	-3	0	0	-M	-M	
a_1	-M	5	1	1	-1	0	1	0	5 /1 = 5
a_2	-M	6	1	[2]	0	-1	0	1	6 / 2 = 3→
				↑					
	Z11- = ′M		-2M + 2	-3M+3	M	M	0	0	←Δ_j
a_1	-M	2	[1/2]	0	-1	1/2	1	x	2/1/2 = 4→
x_2	-3	3	1/2	1	0	-1/2	0	x	3/1/2 =6
			↑						
	Z2- = ′M-9		(-M+1) / 2	0	M	(-M+3)/2	0	x	←Δ_j
x_1	-2	4	1	0	-2	1	x	x	
x_2	-3	1	0	1	1	-1	x	x	
	Z11- = ′		0	0	1	1	x	x	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Z' = -11 which implies Max Z = 11, $x_1 = 4$, $x_2 = 1$

Example 4

Max Z =$3x_1 + 2x_2 + x_3$

Subject to

$2x_1 + x_2 + x_3 = 12$

$3x_1 + 4x_2 = 11$

and x_1 is unrestricted

$x_2 \geq 0, x_3 \geq 0$

Solution

SLPP

Max $Z = 3(x_1^{'} - x_1^{''}) + 2x_2 + x_3 - M a_1 - M a_2$

Subject to

$2(x_1^{'} - x_1^{''}) + x_2 + x_3 + a_1 = 12$

$3(x_1^{'} - x_1^{''}) + 4x_2 + a_2 = 11$

$x_1^{'}, x_1^{''}, x_2, x_3, a_1, a_2 \geq 0$

Max $Z = 3x_1^{'} - 3x_1^{''} + 2x_2 + x_3 - M a_1 - M a_2$

Subject to

$2x_1^{'} - 2x_1^{''} + x_2 + x_3 + a_1 = 12$

$3x_1^{'} - 3x_1^{''} + 4x_2 + a_2 = 11$

$x_1^{'}, x_1^{''}, x_2, x_3, a_1, a_2 \geq 0$

		$C_j \rightarrow$	3	-3	2	1	-M	-M	
Basic Variables	C_B	X_B	$X_1^{'}$	$X_1^{''}$	X_2	X_3	A_1	A_2	Min ratio X_B / X_k
a_1	-M	12	2	-2	1	1	1	0	12 /2 = 6
a_2	-M	11	[3]	-3	4	0	0	1	11/3 =3.6→
	Z = -23M		↑ -5M-3	5M+3	-5M-2	-M-1	0	0	←Δ_j
a_1	-M	14/3	0	0	-5/3	[1]	1	X	14/3/1 = 14/3→
x_1	3	11/3	1	-1	4/3	0	0	X	-
	$Z = \frac{-14M+11}{3}$		0	-6	5/3M+1	↑ -M-1	0	X	←Δ_j
x_3	1	14/3	0	0	-5/3	1	X	X	
x_1	3	11/3	1	-1	4/3	0	X	X	
	Z = 47/3		0	0	1/3	0	X	X	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

$x_1^{'} = 11/3, \; x_1^{''} = 0$

$x_1 = x_1^{'} - x_1^{''} = 11/3 – 0 = 11/3$

Therefore the solution is Max Z = 47/3, $x_1 = 11/3$, $x_2 = 0$, $x_3 = 14/3$

Example 5

Max Z = $8x_2$

Subject to

$x_1 - x_2 \geq 0$

$2x_1 + 3x_2 \leq -6$

and x_1 , x_2 unrestricted

Solution

SLPP

Max Z = $8(x_2' - x_2'') + 0s_1 + 0s_2 - M a_1 - M a_2$

Subject to

$(x_1' - x_1'') - (x_2' - x_2'') - s_1 + a_1 = 0$

$-2(x_1' - x_1'') - 3(x_2' - x_2'') - s_2 + a_2 = 6$

$x_1', x_1'', x_2', x_2'', s_1, a_1, a_2 \geq 0$

Max Z = $8x_2' - 8x_2'' + 0s_1 + 0s_2 - M a_1 - M a_2$

Subject to

$x_1' - x_1'' - x_2' + x_2'' - s_1 + a_1 = 0$

$-2x_1' + 2x_1'' - 3x_2' + 3x_2'' - s_2 + a_2 = 6$

$x_1', x_1'', x_2', x_2'', s_1, a_1, a_2 \geq 0$

	$C_j \rightarrow$		0	0	8	-8	0	0	-M	-M	
Basic Variables	C_B	X_B	X_1'	X_1''	X_2'	X_2''	S_1	S_2	A_1	A_2	Min ratio X_B/X_k
a_1	-M	0	1	-1	-1	1	-1	0	1	0	0→
a_2	-M	6	-2	2	-3	3	0	-1	0	1	2
						↑					
	Z = -6M		M	-M	4M-8	-4M+8	M	M	0	0	←Δ_j
x_2''	-8	0	1	-1	-1	1	-1	0	X	0	-
a_2	-M	6	-5	[5]	0	0	3	-1	X	1	6/5→
				↑							
	Z = -6M		5M-8	-5M+8	0	0	-3M+8	M	X	0	←Δ_j
x_2''	-8	6/5	0	0	-1	1	-2/5	-1/5	X	X	
x_1''	0	6/5	-1	1	0	0	3/5	-1/5	X	X	
	Z = -48/5		0	0	0	0	16/5	8/5	X	X	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

$x_1' = 0$, $x_1'' = 6/5$

$x_1 = x_1' - x_1'' = 0 - 6/5 = -6/5$

$x_2' = 0$, $x_2'' = 6/5$
$x_2 = x_2' - x_2'' = 0 - 6/5 = -6/5$

Therefore the solution is Max Z = -48/5, $x_1 = -6/5$, $x_2 = -6/5$

2.3 Steps for Two-Phase Method

The process of eliminating artificial variables is performed in **phase-I** of the solution and **phase- II** is used to get an optimal solution. Since the solution of LPP is computed in two phases, it is called as **Two-Phase Simplex Method**.

Phase I – In this phase, the simplex method is applied to a specially constructed **auxiliary linear programming problem** leading to a final simplex table containing a basic feasible solution to the original problem.

Step 1 – Assign a cost -1 to each artificial variable and a cost 0 to all other variables in the objective function.

Step 2 – Construct the Auxiliary LPP in which the new objective function Z* is to be maximized subject to the given set of constraints.

Step 3 – Solve the auxiliary problem by simplex method until either of the following three possibilities do arise

i. Max Z* < 0 and atleast one artificial vector appear in the optimum basis at a positive level ($\Delta_j \geq 0$). In this case, given problem does not possess any feasible solution.
ii. Max Z* = 0 and at least one artificial vector appears in the optimum basis at a zero level. In this case proceed to phase-II.
iii. Max Z* = 0 and no one artificial vector appears in the optimum basis. In this case also proceed to phase-II.

Phase II – Now assign the actual cost to the variables in the objective function and a zero cost to every artificial variable that appears in the basis at the zero level. This new objective function is now maximized by simplex method subject to the given constraints.

Simplex method is applied to the modified simplex table obtained at the end of phase-I, until an optimum basic feasible solution has been attained. The artificial variables which are non-basic at the end of phase-I are removed.

2.4 Worked Examples

Example 1
Max $Z = 3x_1 - x_2$
Subject to

$2x_1 + x_2 \geq 2$
$x_1 + 3x_2 \leq 2$
$x_2 \leq 4$

and $x_1 \geq 0, x_2 \geq 0$

Solution

Standard LPP

Max $Z = 3x_1 - x_2$

Subject to

$2x_1 + x_2 - s_1 + a_1 = 2$

$x_1 + 3x_2 + s_2 = 2$

$x_2 + s_3 = 4$

$x_1, x_2, s_1, s_2, s_3, a_1 \geq 0$

Auxiliary LPP

Max $Z^* = 0x_1 - 0x_2 + 0s_1 + 0s_2 + 0s_3 - 1a_1$

Subject to

$2x_1 + x_2 - s_1 + a_1 = 2$

$x_1 + 3x_2 + s_2 = 2$

$x_2 + s_3 = 4$

$x_1, x_2, s_1, s_2, s_3, a_1 \geq 0$

Phase I

		$C_j \rightarrow$	0	0	0	0	0	-1	
Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	S_3	A_1	Min ratio X_B / X_k
a_1	-1	2	[2]	1	-1	0	0	1	$1 \rightarrow$
s_2	0	2	1	3	0	1	0	0	2
s_3	0	4	0	1	0	0	1	0	-
	$Z^* = -2$		$\uparrow$ -2	-1	1	0	0	0	$\leftarrow \Delta_j$
x_1	0	1	1	1/2	-1/2	0	0	x	
s_2	0	1	0	5/2	1/2	1	0	x	
s_3	0	4	0	1	0	0	1	x	
	$Z^* = 0$		0	0	0	0	0	x	$\leftarrow \Delta_j$

Since all $\Delta_j \geq 0$, Max $Z^* = 0$ and no artificial vector appears in the basis, we proceed to phase II.

Phase II

		$C_j \rightarrow$	3	-1	0	0	0

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	S_3	Min ratio X_B/X_k
x_1	3	1	1	1/2	-1/2	0	0	-
s_2	0	1	0	5/2	[1/2]	1	0	2→
s_3	0	4	0	1	0	0	1	-
	Z = 3		0	5/2	-3/2 ↑	0	0	←Δ_j
x_1	3	2	1	3	0	1	0	
s_1	0	2	0	5	1	2	0	
s_3	0	4	0	1	0	0	1	
	Z = 6		0	10	0	3	0	←Δ_j

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max $Z = 6$, $x_1 = 2$, $x_2 = 0$

Example 2

Max $Z = 5x_1 + 8x_2$

Subject to

$3x_1 + 2x_2 \geq 3$

$x_1 + 4x_2 \geq 4$

$x_1 + x_2 \leq 5$

and $x_1 \geq 0$, $x_2 \geq 0$

Solution

Standard LPP

Max $Z = 5x_1 + 8x_2$

Subject to

$3x_1 + 2x_2 - s_1 + a_1 = 3$

$x_1 + 4x_2 - s_2 + a_2 = 4$

$x_1 + x_2 + s_3 = 5$

$x_1, x_2, s_1, s_2, s_3, a_1, a_2 \geq 0$

Auxiliary LPP

Max $Z^* = 0x_1 + 0x_2 + 0s_1 + 0s_2 + 0s_3 - 1a_1 - 1a_2$

Subject to

$3x_1 + 2x_2 - s_1 + a_1 = 3$

$x_1 + 4x_2 - s_2 + a_2 = 4$

$x_1 + x_2 + s_3 = 5$

$x_1, x_2, s_1, s_2, s_3, a_1, a_2 \geq 0$

Phase I

$C_j \rightarrow$	0	0	0	0	0	-1	-1

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	S_3	A_1	A_2	Min ratio X_B/X_k
a_1	-1	3	3	2	-1	0	0	1	0	3/2
a_2	-1	4	1	[4]	0	-1	0	0	1	1→
s_3	0	5	1	1	0	0	1	0	0	5
				↑						
	$Z^* = -7$		-4	-6	1	1	0	0	0	←Δ_j
a_1	-1	1	[5/2]	0	-1	1/2	0	1	X	2/5→
x_2	0	1	1/4	1	0	-1/4	0	0	X	4
s_3	0	4	3/4	0	0	1/4	1	0	X	16/3
			↑							
	$Z^* = -1$		-5/2	0	1	-1/2	0	0	X	←Δ_j
x_1	0	2/5	1	0	-2/5	1/5	0	X	X	
x_2	0	9/10	0	1	1/10	-3/10	0	X	X	
s_3	0	37/10	0	0	3/10	1/10	1	X	X	
	$Z^* = 0$		0	0	0	0	0	X	X	←Δ_j

Since all $\Delta_j \geq 0$, Max $Z^* = 0$ and no artificial vector appears in the basis, we proceed to phase II.

Phase II

	$C_j \rightarrow$	5	8	0	0	0	
Basic							Min ratio

Variables	C_B	X_B	X_1	X_2	S_1	S_2	S_3	X_B/X_k
x_1	5	2/5	1	0	-2/5	1/5	0	2→
x_2	8	9/10	0	1	1/10	-3/10	0	-
s_3	0	37/10	0	0	3/10	1/10	1	37
						↑		
	Z = 46/5		0	0	-6/5	-7/5	0	←Δ_j
s_2	0	2	5	0	-2	1	0	-
x_2	8	3/2	3/2	1	-1/2	0	0	-
s_3	0	7/2	-1/2	0	1/2	0	1	7→
					↑			
	Z = 12		7	0	-4	0	0	←Δ_j
s_2	0	16	3	0	0	1	2	
x_2	8	5	1	1	0	0	1/2	
s_1	0	7	-1	0	1	0	2	
	Z = 40		3	0	0	0	4	

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = 40, $x_1 = 0$, $x_2 = 5$

Example 3

Max $Z = -4x_1 - 3x_2 - 9x_3$

Subject to

$2x_1 + 4x_2 + 6x_3 \geq 15$

$6x_1 + x_2 + 6x_3 \geq 12$

and $x_1 \geq 0$, $x_2 \geq 0$, $x_3 \geq 0$

Solution

Standard LPP

Max $Z = -4x_1 - 3x_2 - 9x_3$

Subject to

$2x_1 + 4x_2 + 6x_3 - s_1 + a_1 = 15$

$6x_1 + x_2 + 6x_3 - s_2 + a_2 = 12$

$x_1, x_2, s_1, s_2, a_1, a_2 \geq 0$

Auxiliary LPP

Max $Z^* = 0x_1 - 0x_2 - 0x_3 + 0s_1 + 0s_2 - 1a_1 - 1a_2$

Subject to

$2x_1 + 4x_2 + 6x_3 - s_1 + a_1 = 15$

$6x_1 + x_2 + 6x_3 - s_2 + a_2 = 12$

$x_1, x_2, s_1, s_2, a_1, a_2 \geq 0$

Phase I

	$C_j \rightarrow$	0	0	0	0	0	-1	-1	
Basic									Min ratio

Variables	C_B	X_B	X_1	X_2	X_3	S_1	S_2	A_1	A_2	X_B/X_k
a_1	-1	15	2	4	6	-1	0	1	0	15/6
a_2	-1	12	6	1	6	0	-1	0	1	2→
					↑					
	Z* = -27		-8	-5	-12	1	1	0	0	←Δ_j
a_1	-1	3	-4	3	0	-1	1	1	x	1→
x_3	0	2	1	1/6	1	0	-1/6	0	x	12
				↑						
	Z* = -3		4	-3	0	1	-1	0	x	←Δ_j
x_2	0	1	-4/3	1	0	-1/3	1/3	x	x	
x_3	0	11/6	22/18	0	1	1/18	-4/18	x	x	
	Z* = 0		0	0	0	0	0	x	x	

Since all $\Delta_j \geq 0$, Max Z* = 0 and no artificial vector appears in the basis, we proceed to phase II.

Phase II

Basic Variables	C_B	X_B	X_1	X_2	X_3	S_1	S_2	Min ratio X_B/X_k
	$C_j \rightarrow$		-4	-3	-9	0	0	
x_2	-3	1	-4/3	1	0	-1/3	1/3	-
x_3	-9	11/6	[22/18]	0	1	1/18	-4/18	3/2→
			↑					
	Z = -39/2		-3	0	0	1/2	1	←Δ_j
x_2	-3	3	0	1	12/11	-3/11	1/11	
x_1	-4	3/2	1	0	18/22	1/22	-4/22	
	Z = -15		0	0	27/11	7/11	5/11	←Δ_j

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = -15, $x_1 = 3/2$, $x_2 = 3$, $x_3 = 0$

Example 4

Min $Z = 4x_1 + x_2$

Subject to

$3x_1 + x_2 = 3$

$4x_1 + 3x_2 \geq 6$

$x_1 + 2x_2 \leq 4$

and $x_1 \geq 0$, $x_2 \geq 0$

Solution

Standard LPP

Min Z = Max $Z' = -4x_1 - x_2$

Subject to

$3x_1 + x_2 + a_1 = 3$

$4x_1 + 3x_2 - s_1 + a_2 = 6$

$x_1 + 2x_2 + s_2 = 4$

$x_1, x_2, s_1, s_2, a_1, a_2 \geq 0$

Auxiliary LPP

Max $Z^* = 0x_1 - 0x_2 + 0s_1 + 0s_2 - 1a_1 - 1a_2$

Subject to

$3x_1 + x_2 + a_1 = 3$

$4x_1 + 3x_2 - s_1 + a_2 = 6$

$x_1 + 2x_2 + s_2 = 4$

$x_1, x_2, s_1, s_2, a_1, a_2 \geq 0$

Phase I

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	A_1	A_2	Min ratio X_B/X_k
	$C_j \rightarrow$		0	0	0	0	-1	-1	
a_1	-1	3	[3]	1	0	0	1	0	1→
a_2	-1	6	4	3	-1	0	0	1	6/4
s_2	0	4	1	2	0	1	0	0	4
	Z* = -9		↑ -7	-4	1	0	0	0	
x_1	0	1	1	1/3	0	0	x	0	3
a_2	-1	2	0	[5/3]	-1	0	x	1	6/5→
s_2	0	3	0	5/3	0	1	x	0	9/5
	Z* = -2		0	↑ -5/3	1	0	x	0	
x_1	0	3/5	1	0	1/5	0	x	x	
x_2	0	6/5	0	1	-3/5	0	x	x	
s_2	0	1	0	0	1	1	x	x	
	Z* = 0		0	0	0	0	x	x	

Since all $\Delta_j \geq 0$, Max Z* = 0 and no artificial vector appears in the basis, we proceed to phase II.

Phase II

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	Min ratio X_B/X_k
	$C_j \rightarrow$		-4	-1	0	0	
x_1	-4	3/5	1	0	1/5	0	3
x_2	-1	6/5	0	1	-3/5	0	-
s_2	0	1	0	0	[1]	1	1→
	$Z' = -18/5$		0	0	↑ -1/5	0	$\leftarrow\Delta_j$
x_1	-4	2/5	1	0	0	-1/5	
x_2	-1	9/5	0	1	0	3/5	
s_1	0	1	0	0	1	1	
	$Z' = -17/5$		0	0	0	1/5	$\leftarrow\Delta_j$

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max $Z' = -17/5$
Min $Z = 17/5$, $x_1 = 2/5$, $x_2 = 9/5$

Example 5

Min $Z = x_1 - 2x_2 - 3x_3$
Subject to

$-2x_1 + x_2 + 3x_3 = 2$
$2x_1 + 3x_2 + 4x_3 = 1$
and $x_1 \geq 0, x_2 \geq 0$

Solution

Standard LPP
Min $Z = \text{Max } Z' = -x_1 + 2x_2 + 3x_3$
Subject to

$-2x_1 + x_2 + 3x_3 + a_1 = 2$
$2x_1 + 3x_2 + 4x_3 + a_2 = 1$
$x_1, x_2, a_1, a_2 \geq 0$

Auxiliary LPP
Max $Z^* = 0x_1 + 0x_2 + 0x_3 - 1a_1 - 1a_2$
Subject to

$-2x_1 + x_2 + 3x_3 + a_1 = 2$
$2x_1 + 3x_2 + 4x_3 + a_2 = 1$
$x_1, x_2, a_1, a_2 \geq 0$

Phase I

		$C_j \rightarrow$	0	0	0	-1	-1	
Basic Variables	C_B	X_B	X_1	X_2	X_3	A_1	A_2	Min Ratio X_B / X_K
a_1	-1	2	-2	1	3	1	0	2/3
a_2	-1	1	2	3	[4]	0	1	1/4→
					↑			
	$Z^* = -3$		0	-4	-7	0	0	$\leftarrow \Delta_j$
a_1	-1	5/4	-7/4	-5/4	0	1	x	
x_3	0	1/4	1/2	3/4	1	0	x	
	$Z^* = -5/4$		7/4	5/4	0	1	x	$\leftarrow \Delta_j$

Since for all $\Delta_j \geq 0$, optimum level is achieved. At the end of phase-I Max $Z^* < 0$ and one of the artificial variable a_1 appears at the positive optimum level. Hence the given problem does not posses any feasible solution.

3.1.1 Degeneracy

The concept of obtaining a degenerate basic feasible solution in a LPP is known as degeneracy. The degeneracy in a LPP may arise

- At the initial stage when at least one basic variable is zero in the initial basic feasible solution.
- At any subsequent iteration when more than one basic variable is eligible to leave the basic and hence one or more variables becoming zero in the next iteration and the problem is said to degenerate. There is no assurance that the value of the objective function will improve, since the new solutions may remain degenerate. As a result, it is possible to repeat the same sequence of simplex iterations endlessly without improving the solutions. This concept is known as cycling or circling.

Rules to avoid cycling

- Divide each element in the tied rows by the positive coefficients of the key column in that row.
- Compare the resulting ratios, column by column, first in the identity and then in the body, from left to right.
- The row which first contains the smallest algebraic ratio contains the leaving variable.

Example 1

Max $Z = 3x_1 + 9x_2$
Subject to
$x_1 + 4x_2 \leq 8$
$x_1 + 2x_2 \leq 4$
and $x_1 \geq 0, x_2 \geq 0$

Solution

Standard LPP
Max $Z = 3x_1 + 9x_2 + 0s_1 + 0s_2$
Subject to
$x_1 + 4x_2 + s_1 = 8$
$x_1 + 2x_2 + s_2 = 4$
$x_1, x_2, s_1, s_2 \geq 0$

		$C_j \rightarrow$	3	9	0	0		
Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	X_B / X_K	S_1 / X_2
							2 }	
							2 }	

s_1	0	8	1	4	1	0		1/4
s_2	0	4	1	2	0	1		0/2→
				↑				
	Z = 0		-3	-9	0	0		←Δ_j
s_1	0	0	-1	0	1	-1		
x_2	9	2	1/2	1	0	1/2		
	Z =18		3/2	0	0	9/2		

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = 18, $x_1 = 0$, $x_2 = 2$

Note – Since a tie in minimum ratio (degeneracy), we find minimum of s_1 / x_k for these rows for which the tie exists.

Example 2

Max $Z = 2x_1 + x_2$
Subject to

$4x_1 + 3x_2 \leq 12$
$4x_1 + x_2 \leq 8$
$4x_1 - x_2 \leq 8$
and $x_1 \geq 0, x_2 \geq 0$

Solution

Standard LPP
Max $Z = 2x_1 + x_2 + 0s_1 + 0s_2 + 0s_3$
Subject to

$4x_1 + 3x_2 + s_1 = 12$
$4x_1 + x_2 + s_2 = 8$
$4x_1 - x_2 + s_3 = 8$
$x_1, x_2, s_1, s_2, s_3 \geq 0$

Basic Varibles	C_B	X_B	X_1	X_2	S_1	S_2	S_3	X_B / X_K	S_1 / X_1	S_2 / X_1
		$C_j \rightarrow$	2	1	0	0	0			
s_1	0	12	4	3	1	0	0	12/4=3		
s_2	0	8	4	1	0	1	0	8/4=2	4/0=0	1/4
s_3	0	8	[4]	-1	0	0	1	8/4=2	4/0=0	0/4=0→
			↑							
	Z = 0		-2	-1	0	0	0	←Δ_j		
1	0	4	0	4	1	0	-1	4/4=1		
s_2	0	0	0	2	0	1	-1	0→		
x_1	2	2	1	-1/4	0	0	1/4	-		
				↑						
	Z = 4		0	-3/2	0	0	1/2	←Δ_j		
s_1	0	4	0	0	1	-2	[1]	0→		
x_2	1	0	0	1	0	1/2	-1/2	-		
x_1	2	2	1	0	0	1/8	1/8	16		
							↑			
	Z = 4		0	0	0	3/4	-1/4	←Δ_j		
s_3	0	4	0	0	1	-2	1			
x_2	1	2	0	1	1/2	-1/2	0			
x_1	2	3/2	1	0	-1/8	3/8	0			
	Z = 5		0	0	1/4	1/4	0	←Δ_j		

Since all $\Delta_j \geq 0$, optimal basic feasible solution is obtained

Therefore the solution is Max Z = 5, $x_1 = 3/2$, $x_2 = 2$

3.1.2 Non-existing Feasible Solution

The feasible region is found to be empty which indicates that the problem has no feasible solution.

Example

Max $Z = 3x_1 + 2x_2$

Subject to

$2x_1 + x_2 \leq 2$

$3x_1 + 4x_2 \geq$

12 and $x_1 \geq 0$, x_2

≥ 0

Solution

Standard LPP

Max $Z = 3x_1 + 2x_2 + 0s_1 + 0s_2 - Ma_1$

Subject to

$2x_1 + x_2 + s_1 = 2$

$3x_1 + 4x_2 - s_2 + a_1 = 12$

$x_1, x_2, s_1, s_2, s_3 \geq 0$

Basic Variables	C_B	X_B	X_1	X_2	S_1	S_2	A_1	Min Ratio X_B / X_K
		$C_j \rightarrow$	3	2	0	0	-M	
s_1	0	2	2	[1]	1	0	0	2/1=2→
a_1	-M	12	3	4	0	-1	1	12/4=3
				↑				
	Z= -12M		-3M-3	-4M-2	0	M	0	←Δ_j
x_2	2	2	2	1	1	0	0	
a_1	-M	4	-5	0	-4	-1	1	
	Z= 4-4M		1+5M	0	2+4M	M	0	

$\Delta_j \geq 0$ so according to optimality condition the solution is optimal but the solution is called **pseudo optimal solution** since it does not satisfy all the constraints but satisfies the optimality condition. The artificial variable has a positive value which indicates there is no feasible solution.

Operation Research

MODULE-3

3.1 <u>Introduction to Transportation Problem</u> The Transportation problem is to transport various amounts of a single homogeneous commodity that are initially stored at various origins, to different destinations in such a way that the total transportation cost is a minimum.

It can also be defined as to ship goods from various origins to various destinations in such a manner that the transportation cost is a minimum.

The availability as well as the requirements is finite. It is assumed that the cost of shipping is linear.

Mathematical Formulation

Let there be m origins, i^{th} origin possessing a_i units of a certain product

Let there be n destinations, with destination j requiring b_j units of a certain product

Let c_{ij} be the cost of shipping one unit from i^{th} source to j^{th} destination

Let x_{ij} be the amount to be shipped from i^{th} source to j^{th} destination

It is assumed that the total availabilities Σa_i satisfy the total requirements Σb_j i.e.

$\Sigma a_i = \Sigma b_j$ (i = 1, 2, 3 … m and j = 1, 2, 3 …n)

The problem now, is to determine non-negative of x_{ij} satisfying both the availability constraints

$$\sum_{j=1}^{n} x_{ij} = a_i \qquad \text{for } i = 1, 2, .., m$$

as well as requirement constraints

$$\sum_{i=1}^{m} x_{ij} = b_j \quad \text{for } j = 1, 2, .., n$$

and the minimizing cost of transportation (shipping)

$$z = \sum_{i=1}^{m} \sum_{j=1}^{n} x_{ij}\, c_{ij} \quad \text{(objective function)}$$

This special type of LPP is called as **Transportation Problem**.

Tabular Representation

Let 'm' denote number of factories ($F_1, F_2 \ldots F_m$)

Let 'n' denote number of warehouse ($W_1, W_2 \ldots$

W_n) W→

F ↓	W_1	W_2	…	W_n	Capacities (Availability)
F_1	c_{11}	c_{12}	…	c_{1n}	a_1
F_2	c_{21}	c_{22}	…	c_{2n}	a_2
.	.	.	.	.	.
.	.	.	.	.	.
F_m	c_{m1}	c_{m2}	…	c_{mn}	a_m
Required	b_1	b_2	…	b_n	$\Sigma a_i = \Sigma b_j$

W→ F ↓	W_1	W_2	…	W_n	Capacities (Availability)
F_1	x_{11}	x_{12}	…	x_{1n}	a_1
F_2	x_{21}	x_{22}	…	x_{2n}	a_2
.	.	.	.	.	.
.	.	.	.	.	.
F_m	x_{m1}	x_{m2}	…	x_{mn}	a_m
Required	b_1	b_2	…	b_n	$\Sigma a_i = \Sigma b_j$

In general these two tables are combined by inserting each unit cost c_{ij} with the corresponding amount x_{ij} in the cell (i, j). The product $c_{ij}\, x_{ij}$ gives the net cost of shipping units from the factory F_i to warehouse W_j.

Some BasiDefinitions

- **Feasible Solution**
  A set of non-negative individual allocations ($x_{ij} \geq 0$) which simultaneously removes deficiencies is called as feasible solution.

- **Basic Feasible Solution**

A feasible solution to 'm' origin, 'n' destination problem is said to be basic if the number
of positive allocations are m+n-1. If the number of allocations is less than m+n-1 then it is called as **Degenerate Basic Feasible Solution**. Otherwise it is called as Non- Degenerate Basic Feasible Solution.

- **Optimum Solution**
  A feasible solution is said to be optimal if it minimizes the total transportation cost.

Methods for Initial Basic Feasible Solution

Some simple methods to obtain the initial basic feasible solution are

1. North-West Corner Rule
2. Row Minima Method
3. Column Minima Method
4. Lowest Cost Entry Method (Matrix Minima Method)
5. Vogel's Approximation Method (Unit Cost Penalty Method)

North-West Corner Rule

Step 1

- The first assignment is made in the cell occupying the upper left-hand (north-west) corner of the table.
- The maximum possible amount is allocated here i.e. $x_{11} = \min(a_1, b_1)$. This value of x_{11}
  is then entered in the cell (1,1) of the transportation table.

Step 2

i. If $b_1 > a_1$, move vertically downwards to the second row and make the second allocation of amount $x_{21} = \min(a_2, b_1 - x_{11})$ in the cell (2, 1).
ii. If $b_1 < a_1$, move horizontally right side to the second column and make the second allocation of amount $x_{12} = \min(a_1 - x_{11}, b_2)$ in the cell (1, 2).
iii. If $b_1 = a_1$, there is tie for the second allocation. One can make a second allocation of magnitude $x_{12} = \min(a_1 - a_1, b_2)$ in the cell (1, 2) or $x_{21} = \min(a_2, b_1 - b_1)$ in the cell (2, 1)

Find the initial basic feasible solution by using North-West Corner Rule

1.

W→ F↓	W_1	W_2	W_3	W_4	Factory Capacity
F_1	19	30	50	10	7
F_2	70	30	40	60	9
F_3	40	8	70	20	18
Warehouse Requirement	5	8	7	14	34

Solution

	W_1	W_2	W_3	W_5	Availability
F_1	5 (19)	2 (30)			7 2 0
F_2		6 (30)	3 (40)		9 3 0
F_3			4 (70)	14 (20)	18 14 0
Requirement	5 0	8 6 0	7 4 0	14 0	

Initial Basic Feasible Solution

$x_{11} = 5$, $x_{12} = 2$, $x_{22} = 6$, $x_{23} = 3$, $x_{33} = 4$, $x_{34} = 14$

The transportation cost is 5 (19) + 2 (30) + 6 (30) + 3 (40) + 4 (70) + 14 (20) = Rs. 1015

2.

	D_1	D_2	D_3	D_4	Supply
O_1	1	5	3	3	34
O_2	3	3	1	2	15
O_3	0	2	2	3	12
O_4	2	7	2	4	19
Demand	21	25	17	17	80

Solution

	D_1	D_2	D_3	D_4	Supply
O_1	21 (1)	13 (5)			34 13 0
O_2		12 (3)	3 (1)		15 3 0
O_3			12 (2)		12 0
O_4			2 (2)	17 (4)	19 17
Demand	21 0	25 12 0	17 14 2 0	17 0	

Initial Basic Feasible Solution

$x_{11} = 21$, $x_{12} = 13$, $x_{22} = 12$, $x_{23} = 3$, $x_{33} = 12$, $x_{43} = 2$, $x_{44} = 17$

The transportation cost is 21 (1) + 13 (5) + 12 (3) + 3 (1) + 12 (2) + 2 (2) + 17 (4) = Rs. 221

3.

From To Supply

					Supply
2	11	10	3	7	
1	4	7	2	1	8
3	1	4	8	12	9
Demand 3	3	4	5	6	

Solution

From To

					Supply
3 (2)	1 (11)				4 1 0
	2 (4)	(7)	(2)		8 6 2 0
			3 (8)	(12)	9 6 0
3	3	4	5	6	
0	2	0	3	0	
	0		0		

Demand

Initial Basic Feasible Solution

$x_{11} = 3$, $x_{12} = 1$, $x_{22} = 2$, $x_{23} = 4$, $x_{24} = 2$, $x_{34} = 3$, $x_{35} = 6$

The transportation cost is 3 (2) + 1 (11) + 2 (4) + 4 (7) + 2 (2) + 3 (8) + 6 (12) = Rs. 153

Row Minima Method

Step 1

- The smallest cost in the first row of the transportation table is determined.
- Allocate as much as possible amount $x_{ij} = \min(a_1, b_j)$ in the cell (1, j) so that the capacity of the origin or the destination is satisfied.

Step 2

- If $x_{1j} = a_1$, so that the availability at origin O_1 is completely exhausted, cross out the first row of the table and move to second row.
- If $x_{1j} = b_j$, so that the requirement at destination D_j is satisfied, cross out the j^{th} column and reconsider the first row with the remaining availability of origin O_1.
- If $x_{1j} = a_1 = b_j$, the origin capacity a_1 is completely exhausted as well as the requirement at destination D_j is satisfied. An arbitrary tie-breaking choice is made. Cross out the j^{th} column and make the second allocation $x_{1k} = 0$ in the cell (1, k) with c_{1k} being the new minimum cost in the first row. Cross out the first row and move to second row.

Step 3

Repeat steps 1 and 2 for the reduced transportation table until all the requirements are satisfied

Determine the initial basic feasible solution using Row Minima Method

1.

	W_1	W_2	W_3	W_4	Availability
F_1	19	30	50	10	7
F_2	70	30	40	60	9
F_3	40	80	70	20	18
Requirement	5	8	7	14	

Solution

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	7 (10)	X
F_2	(70)	(30)	(40)	(60)	9
	(40)	(80)	(70)	(20)	

F_3					18
	5	8	7	7	

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	7 (10)	X
F_2	(70)	8 (30)	(40)	(60)	1
F_3	(40)	(80)	(70)	(20)	18
	5	X	7	7	

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	7 (10)	X
F_2	(70)	8 (30)	1 (40)	(60)	X
F_3	(40)	(80)	(70)	(20)	18
	5	X	6	7	

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	7 (10)	X
F_2	(70)	8 (30)	1 (40)	(60)	X
F_3	5 (40)	(80)	6 (70)	7 (20)	X
	X	X	X	X	

Initial Basic Feasible Solution

$x_{14} = 7$, $x_{22} = 8$, $x_{23} = 1$, $x_{31} = 5$, $x_{33} = 6$, $x_{34} = 7$

The transportation cost is 7 (10) + 8 (30) + 1 (40) + 5 (40) + 6 (70) + 7 (20) = Rs. 1110

2.

	A	B	C	Availability
I	50	30	220	1
II	90	45	170	4
III	250	200	50	4
Requirement	4	2	3	

Solution

	A	B	C	Availability
I		1 (30)		1 0
II	3 (90)	1 (45)		4 3 0
III	1 (250)		3 (50)	4 1 0
Requirement	4 1 0	2 1 0	3 0	

Initial Basic Feasible Solution

$x_{12} = 1$, $x_{21} = 3$, $x_{22} = 1$, $x_{31} = 1$, $x_{33} = 3$

The transportation cost is 1 (30) + 3 (90) + 1 (45) + 1 (250) + 3 (50) = Rs. 745

Column Minima Method

Step 1

Determine the smallest cost in the first column of the transportation table. Allocate x_{i1} = min (a_i, b_1) in the cell (i, 1).

Step 2

- If $x_{i1} = b_1$, cross out the first column of the table and move towards right to the second column
- If $x_{i1} = a_i$, cross out the i^{th} row of the table and reconsider the first column with the remaining demand.
- If $x_{i1} = b_1 = a_i$, cross out the i^{th} row and make the second allocation $x_{k1} = 0$ in the cell (k, 1) with c_{k1} being the new minimum cost in the first column, cross out the column and move towards right to the second column.

Step 3

Repeat steps 1 and 2 for the reduced transportation table until all the requirements are satisfied.

Use Column Minima method to determine an initial basic feasible solution

1.

	W_1	W_2	W_3	W_4	Availability
F_1	19	30	50	10	7
F_2	70	30	40	60	9
F_3	40	80	70	20	18
Requirement	5	8	7	14	

Solution

	W_1	W_2	W_3	W_4	
F_1	5 (19)	(30)	(50)	(10)	2
F_2	(70)	(30)	(40)	(60)	9
F_3	(40)	(80)	(70)	(20)	18
	X	8	7	14	

	W_1	W_2	W_3	W_4	
F_1	5 (19)	2 (30)	(50)	(10)	X
F_2	(70)	(30)	(40)	(60)	9
F_3	(40)	(80)	(70)	(20)	18
	X	6	7	14	

	W_1	W_2	W_3	W_4	
F_1	5 (19)	2 (30)	(50)	(10)	X
F_2	(70)	6 (30)	(40)	(60)	3
F_3	(40)	(80)	(70)	(20)	18
	X	X	7	14	

W_1	W_2	W_3	W_4

F_1	5 (19)	2 (30)	(50)	(10)	X
F_2	(70)	6 (30)	3 (40)	(60)	X
	(40)	(80)F^3	(70)	(20)	18
	X	X	4	14	

	W_1	W_2	W_3	W_4	
F_1	5 (19)	2 (30)	(50)	(10)	X
F_2	(70)	6 (30)	3 (40)	(60)	X
F_3	(40)	(80)	4 (70)	(20)	14
	X	X	X	14	

	W_1	W_2	W_3	W_4	
F_1	5 (19)	2 (30)	(50)	(10)	X
F_2	(70)	6 (30)	3 (40)	(60)	X
F_3	(40)	(80)	4 (70)	14 (20)	X
	X	X	X	X	

Initial Basic Feasible Solution

$x_{11} = 5, x_{12} = 2, x_{22} = 6, x_{23} = 3, x_{33} = 4, x_{34} = 14$

The transportation cost is 5 (19) + 2 (30) + 6 (30) + 3 (40) + 4 (70) + 14 (20) = Rs. 1015

2.

	D_1	D_2	D_3	D_4	Availability
S_1	11	13	17	14	250
S_2	16	18	14	10	300
S_3	21	24	13	10	400
Requirement	200	225	275	250	

Solution

	D_1	D_2	D_3	D_4	
S_1	200 (11)	50 (13)			250 50 0
S_2		175 (18)		125 (10)	300 125 0
S_3			275 (13)	125 (10)	400 125 0
	200 0	225 175 0	275 0	250 0	

Initial Basic Feasible Solution

$x_{11} = 200, x_{12} = 50, x_{22} = 175, x_{24} = 125, x_{33} = 275, x_{34} = 125$

The transportation cost is

200 (11) + 50 (13) + 175 (18) + 125 (10) + 275 (13) + 125 (10) = Rs. 12075

Lowest Cost Entry Method (Matrix Minima Method)

Step 1

Determine the smallest cost in the cost matrix of the transportation table. Allocate x_{ij} = min (a_i, b_j) in the cell (i, j)

Step 2

- If $x_{ij} = a_i$, cross out the i^{th} row of the table and decrease b_j by a_i. Go to step 3.
- If $x_{ij} = b_j$, cross out the j^{th} column of the table and decrease a_i by b_j. Go to step 3.
- If $x_{ij} = a_i = b_j$, cross out the i^{th} row or j^{th} column but not both.

Step 3

Repeat steps 1 and 2 for the resulting reduced transportation table until all the requirements are satisfied. Whenever the minimum cost is not unique, make an arbitrary choice among the minima.

Find the initial basic feasible solution using Matrix Minima method

1.

	W_1	W_2	W_3	W_4	Availability
F_1	19	30	50	10	7
F_2	70	30	40	60	9
F_3	40	8	70	20	18
Requirement	5	8	7	14	

Solution

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	(10)	7
F_2	(70)	(30)	(40)	(60)	9
F_3	(40)	8 (8)	(70)	(20)	10
	5	X	7	14	

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	7 (10)	X
F_2	(70)	(30)	(40)	(60)	9
F_3	(40)	8 (8)	(70)	(20)	10
	5	X	7	7	

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	7 (10)	X
F_2	(70)	(30)	(40)	(60)	9
F_3	(40)	8 (8)	(70)	7 (20)	3
	5	X	7	X	

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	7 (10)	X
F_2	(70)	(30)	(40)	(60)	9
F_3	3 (40)	8 (8)	(70)	7 (20)	X
	2	X	7	X	

	W_1	W_2	W_3	W_4	
F_1	(19)	(30)	(50)	7 (10)	X
F_2	2 (70)	(30)	7 (40)	(60)	X
F_3	3 (40)	8 (8)	(70)	7 (20)	X
	X	X	X	X	

Initial Basic Feasible Solution

$x_{14} = 7$, $x_{21} = 2$, $x_{23} = 7$, $x_{31} = 3$, $x_{32} = 8$, $x_{34} = 7$

The transportation cost is 7 (10) + 2 (70) + 7 (40) + 3 (40) + 8 (8) + 7 (20) = Rs. 814

2.

	To					Availability
From	2	11	10	3	7	4
	1	4	7	2	1	8
	3	9	4	8	12	9
Requirement	3	3	4	5	6	

Solution

To

From				4 (3)		4 0
	3 (1)				5 (1)	8 5 0
		3 (9)	4 (4)	1 (8)	1 (12)	9 5 4 1 0
	3 0	3 0	4 0	5 1 0	6 1 0	

Initial Basic Feasible Solution

$x_{14} = 4$, $x_{21} = 3$, $x_{25} = 5$, $x_{32} = 3$, $x_{33} = 4$, $x_{34} = 1$, $x_{35} = 1$

The transportation cost is 4 (3) + 3 (1) + 5(1) + 3 (9) + 4 (4) + 1 (8) + 1 (12) = Rs. 78

Vogel's Approximation Method (Unit Cost Penalty Method)

Step1

For each row of the table, identify the **smallest** and the **next to smallest cost**. Determine the difference between them for each row. These are called **penalties**. Put them aside by enclosing them in the parenthesis against the respective rows. Similarly compute penalties for each column.

Step 2

Identify the row or column with the largest penalty. If a tie occurs then use an arbitrary choice. Let the largest penalty corresponding to the i^{th} row have the cost c_{ij}. Allocate the largest possible amount $x_{ij} = \min(a_i, b_j)$ in the cell (i, j) and cross out either i^{th} row or j^{th} column in the usual manner.

Step 3

Again compute the row and column penalties for the reduced table and then go to step 2. Repeat the procedure until all the requirements are satisfied.

<u>Find the initial basic feasible solution using vogel's approximation method</u>

1.

	W_1	W_2	W_3	W_4	Availability
F_1	19	30	50	10	7
F_2	70	30	40	60	9
F_3	40	8	70	20	18
Requirement	5	8	7	14	

Solution

	W_1	W_2	W_3	W_4	Availability	Penalty
F_1	19	30	50	10	7	19-10=9
F_2	70	30	40	60	9	40-30=10
F_3	40	8	70	20	18	20-8=12
Requirement	5	8	7	14		
Penalty	40-19=21	30-8=22	50-40=10	20-10=10		

	W_1	W_2	W_3	W_4	Availability	Penalty
F_1	(19)	(30)	(50)	(10)	7	9
F_2	(70)	(30)	(40)	(60)	9	10
F_3	(40)	**8**(8)	(70)	(20)	18/10	12
Requirement	5	8/0	7	14		
Penalty	21	22	10	10		

	W_1	W_2	W_3	W_4	Availability	Penalty
F_1	**5**(19)	(30)	(50)	(10)	7/2	9
F_2	(70)	(30)	(40)	(60)	9	20
F_3	(40)	**8**(8)	(70)	(20)	18/10	20
Requirement	5/0	X	7	14		
Penalty	21	X	10	10		

	W_1	W_2	W_3	W_4	Availability	Penalty
F_1	**5**(19)	(30)	(50)	(10)	7/2	40
F_2	(70)	(30)	(40)	(60)	9	20
F_3	(40)	**8**(8)	(70)	**10**(20)	18/10/0	50
Requirement	X	X	7	14/4		
Penalty	X	X	10	10		

	W_1	W_2	W_3	W_4	Availability	Penalty
F_1	**5**(19)	(30)	(50)	**2**(10)	7/2/0	40
F_2	(70)	(30)	(40)	(60)	9	20
F_3	(40)	**8**(8)	(70)	**10**(20)	X	X
Requirement	X	X	7	14/4/2		
Penalty	X	X	10	50		

	W_1	W_2	W_3	W_4	Availability	Penalty
F_1	**5**(19)	(30)	(50)	**2**(10)	X	X
F_2	(70)	(30)	**7**(40)	**2**(60)	X	X
F_3	(40)	**8**(8)	(70)	**10**(20)	X	X
Requirement	X	X	X	X		
Penalty	X	X	X	X		

Initial Basic Feasible Solution

$x_{11} = 5,\ x_{14} = 2,\ x_{23} = 7,\ x_{24} = 2,\ x_{32} = 8,\ x_{34} = 10$

The transportation cost is 5 (19) + 2 (10) + 7 (40) + 2 (60) + 8 (8) + 10 (20) = Rs. 779

2.

		Stores				Availability
		I	II	III	IV	
	A	21	16	11 15	13	
Warehouse	B	17	18	14	23	13
	C	32	27	18	41	19
Requirement		6	10	12	15	

Solution

		Stores I	II	III	IV	Availability	Penalty
Warehouse	A	(21)	(16)	(15)	(13)	11	2
	B	(17)	(18)	(14)	(23)	13	3
	C	(32)	(27)	(18)	(41)	19	9
Requirement		6	10	12	15		
Penalty		4	2	1	10		

		Stores I	II	III	IV	Availability	Penalty
Warehouse	A	(21)	(16)	(15)	**11**(13)	11/0	2
	B	(17)	(18)	(14)	(23)	13	3
	C	(32)	(27)	(18)	(41)	19	9
Requirement		6	10	12	15/4		
Penalty		4	2	1	10		

		Stores I	II	III	IV	Availability	Penalty
Warehouse	A	(21)	(16)	(15)	**11**(13)	X	X
	B	(17)	(18)	(14)	**4**(23)	13/9	3
	C	(32)	(27)	(18)	(41)	19	9
Requirement		6	10	12	15/4/0		
Penalty		15	9	4	18		

		Stores I	II	III	IV	Availability	Penalty
Warehouse	A	(21)	(16)	(15)	**11**(13)	X	X
	B	**6**(17)	(18)	(14)	**4**(23)	13/9/3	3
	C	(32)	(27)	(18)	(41)	19	9
Requirement		6/0	10	12	X		
Penalty		15	9	4	X		

		Stores				Availability	Penalty
		I	II	III	IV		
	A	(21)	(16)	(15)	**11**(13)	X	X
Warehouse	B	**6**(17)	**3**(18)	(14)	**4**(23)	13/9/3/0	4
	C	(32)	(27)	(18)	(41)	19	9
Requirement		X	10/7	12	X		
Penalty		X	9	4	X		

		Stores				Availability	Penalty
		I	II	III	IV		
	A	X(21)	(16) X	X(15)	**11**(13) X X		X
Warehouse	B	**6**(17)	**3**(18)	(14)	**4**(23)		
	C	(32)	**7**(27)	**12**(18)	(41)		
Requirement		X	X	X	X		
Penalty		X	X	X	X		

Initial Basic Feasible Solution

$x_{14} = 11$, $x_{21} = 6$, $x_{22} = 3$, $x_{24} = 4$, $x_{32} = 7$, $x_{33} = 12$

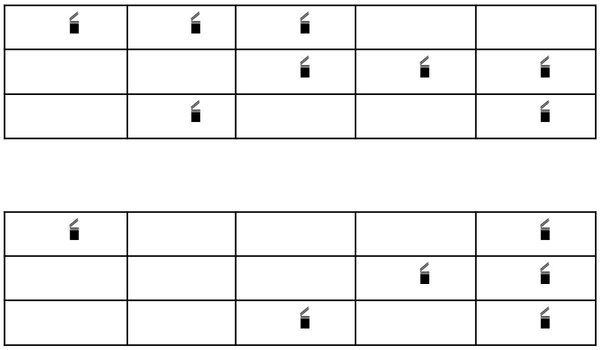
The transportation cost is 11 (13) + 6 (17) + 3 (18) + 4 (23) + 7 (27) + 12 (18) = Rs. 796

Examining the Initial Basic Feasible Solution for Non-Degeneracy

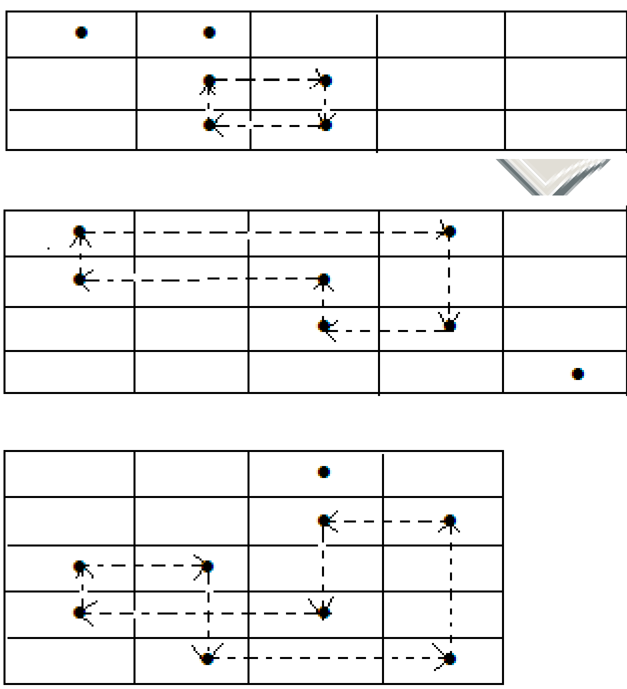
Examine the initial basic feasible solution for non-degeneracy. If it is said to be non-degenerate then it has the following two properties

- Initial basic feasible solution must contain exactly m + n – 1 number of individual allocations.
- These allocations must be in independent positions

Independent Positions



Non-Independent Positions



3.2 Transportation Algorithm for Minimization Problem (MODI Method)

Step 1

Construct the transportation table entering the origin capacities a_i, the destination requirement b_j
and the cost c_{ij}

Step 2

Find an initial basic feasible solution by vogel's method or by any of the given method.

Step 3
For all the basic variables x_{ij}, solve the system of equations $u_i + v_j = c_{ij}$, for all i, j for which cell (i, j) is in the basis, starting initially with some $u_i = 0$, calculate the values of u_i and v_j on the transportation table

Step 4
Compute the cost differences $d_{ij} = c_{ij} - (u_i + v_j)$ for all the non-basic cells

Step 5
Apply optimality test by examining the sign of each d_{ij}

- If all $d_{ij} \geq 0$, the current basic feasible solution is optimal
- If at least one $d_{ij} < 0$, select the variable x_{rs} (most negative) to enter the basis.
- Solution under test is not optimal if any d_{ij} is negative and further improvement is required by repeating the above process.

Step 6
Let the variable x_{rs} enter the basis. Allocate an unknown quantity Θ to the cell (r, s). Then construct a loop that starts and ends at the cell (r, s) and connects some of the basic cells. The amount Θ is added to and subtracted from the transition cells of the loop in such a manner that the availabilities and requirements remain satisfied.

Step 7
Assign the largest possible value to the Θ in such a way that the value of at least one basic variable becomes zero and the other basic variables remain non-negative. The basic cell whose allocation has been made zero will leave the basis.

Step 8
Now, return to step 3 and repeat the process until an optimal solution is obtained.

Worked Examples

Example 1
Find an optimal solution

	W_1	W_2	W_3	W_4	Availability
F_1	19	30	50	10	7
F_2	70	30	40	60	9
F_3	40	8	70	20	18
Requirement	5	8	7	14	

Solution

1. **Applying vogel's approximation method for finding the initial basic feasible solution**

	W_1	W_2	W_3	W_4	Availability	Penalty
F_1	**5**(19)	(30)	(50)	**2**(10)	X	X
F_2	(70)	(30)	**7**(40)	**2**(60)	X	X
F_3	(40)	**8**(8)	(70)	**10**(20)	X	X
Requirement	X	X	X	X		
Penalty	X	X	X	X		

Minimum transportation cost is 5 (19) + 2 (10) + 7 (40) + 2 (60) + 8 (8) + 10 (20) = Rs. 779

2. **Check for Non-degeneracy**
The initial basic feasible solution has m + n – 1 i.e. 3 + 4 – 1 = 6 allocations in independent positions. Hence optimality test is satisfied.
3. **Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$**

				u_i
✓ (19)			✓ (10)	$u_1 = -10$
		✓ (40)	✓ (60)	$u_2 = 40$
	✓ (8)		✓ (20)	$u_3 = 0$
v_j: $v_1 = 29$	$v_2 = 8$	$v_3 = 0$	$v_4 = 20$	

Assign a 'u' value to zero. (Convenient rule is to select the u_i, which has the largest number of allocations in its row)
Let $u_3 = 0$, then
$u_3 + v_4 = 20$ which implies $0 + v_4 = 20$, so $v_4 = 20$
$u_2 + v_4 = 60$ which implies $u_2 + 20 = 60$, so $u_2 = 40$
$u_1 + v_4 = 10$ which implies $u_1 + 20 = 10$, so $u_1 = -10$
$u_2 + v_3 = 40$ which implies $40 + v_3 = 40$, so $v_3 = 0$
$u_3 + v_2 = 8$ which implies $0 + v_2 = 8$, so $v_2 = 8$
$u_1 + v_1 = 19$ which implies $-10 + v_1 = 19$, so $v_1 = 29$

4. **Calculation of cost differences for non basic cells $d_{ij} = c_{ij} – (u_i + v_j)$**

c_{ij}

✓	(30)	(50)	✓
(70)	(30)	✓	✓
(40)	✓	(70)	✓

$u_i + v_j$

✓	-2	-10	✓
69	48	✓	✓
29	✓	0	✓

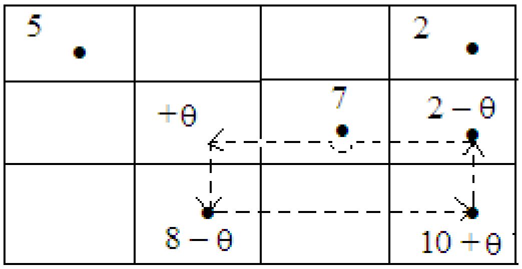
$d_{ij} = c_{ij} – (u_i + v_j)$

✓	32	60	✓
1	**-18**	✓	✓
11	✓	70	✓

5. **Optimality test**

$d_{ij} < 0$ i.e. $d_{22} = -18$
so x_{22} is entering the basis

6. **Construction of loop and allocation of unknown quantity ϴ**



We allocate ϴ to the cell (2, 2). Reallocation is done by transferring the maximum possible amount ϴ in the marked cell. The value of ϴ is obtained by equating to zero to the corners of the closed loop. i.e. min(8-ϴ, 2-ϴ) = 0 which gives ϴ = 2. Therefore x_{24} is outgoing as it becomes zero.

5 (19)			2 (10)
	2 (30)	7 (40)	
	6 (8)		12 (20)

Minimum transportation cost is 5 (19) + 2 (10) + 2 (30) + 7 (40) + 6 (8) + 12 (20) = Rs. 743

7. **Improved Solution**

	■ (19)			■ (10)
		■ (30)	■ (40)	
		■ (8)		■ (20)
v_j	$v_1 = 29$	$v_2 = 8$	$v_3 = 18$	$v_4 = 20$

u_i $u_1 = -10$ $u_2 = 22$ $u_3 = 0$

c_{ij}

■	(30)	(50)	■
(70)	■	■	(60)
(40)	■	(70)	■

$u_i + v_j$

■	-2	8	■
51	■	■	42
29	■	18	■

$d_{ij} = c_{ij} - (u_i + v_j)$

■	32	42	■
19	■	■	18
11	■	52	■

Since $d_{ij} > 0$, an optimal solution is obtained with minimal cost Rs.743

Example 2

Solve by lowest cost entry method and obtain an optimal solution for the following problem

				Available
From	50	30	220	1
	90	45	170	3
	250	200	50	4
Required	4	2	2	

Solution

By lowest cost entry method

				Available
From		1(30)		1/0
	2(90)	1(45)		3/2/0
	2(250)		2(50)	4/2/0
Required	4/2/2	2/1/0	2/0	

Minimum transportation cost is 1 (30) + 2 (90) + 1 (45) + 2 (250) + 2 (50) = Rs. 855

Check for Non-degeneracy

The initial basic feasible solution has m + n – 1 i.e. 3 + 3 – 1 = 5 allocations in independent positions. Hence optimality test is satisfied.

Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$

				u_i
		■ (30)		$u_1 = -15$
	■ (90)	■ (45)		$u_2 = 0$
	■ (250)		■ (50)	$u_3 = 160$
v_j	$v_1 = 90$	$v_2 = 45$	$v_3 = -110$	

Calculation of cost differences for non-basic cells $d_{ij} = c_{ij} - (u_i + v_j)$

c_{ij}

50	■	220
■	■	170
■	200	■

$u_i + v_j$

75	■	-125
■	■	-110
■	205	■

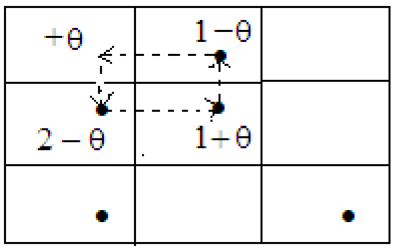
$d_{ij} = c_{ij} - (u_i + v_j)$

-25	■	345
■	■	280
■	-5	■

Optimality test

$d_{ij} < 0$ i.e. $d_{11} = -25$ is most negative
So x_{11} is entering the basis

Construction of loop and allocation of unknown quantity Θ



min(2-Θ, 1-Θ) = 0 which gives Θ = 1. Therefore x_{12} is outgoing as it becomes zero.

1(50)		
1(90)	2(45)	
2(250)		2(50)

Minimum transportation cost is 1 (50) + 1 (90) + 2 (45) + 2 (250) + 2 (50) = Rs. 830

II Iteration
Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$

				u_i
	[illegible] (50)			$u_1 = -40$
	[illegible] (90)	[illegible] (45)		$u_2 = 0$
	[illegible] (250)		[illegible] (50)	$u_3 = 160$
v_j	$v_1 = 90$	$v_2 = 45$	$v_3 = -110$	

Calculation of $d_{ij} = c_{ij} – (u_i + v_j)$

c_{ij}

[illegible]	30	220

$u_i + v_j$

[illegible]	5	-150

		170
	200	

		-110
	205	

$d_{ij} = c_{ij} – (u_i + v_j)$

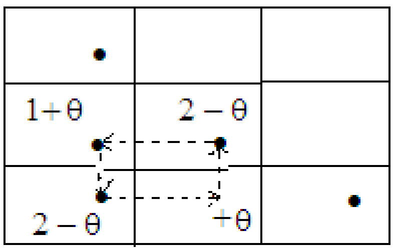
	25	370
		280
	-5	

Optimality test

$d_{ij} < 0$ i.e. $d_{32} = -5$

So x_{32} is entering the basis

Construction of loop and allocation of unknown quantity Θ



2 – Θ = 0 which gives Θ = 2. Therefore x_{22} and x_{31} is outgoing as it becomes zero.

1(50)		
3(90)	0(45)	
	2(200)	2(50)

Minimum transportation cost is 1 (50) + 3 (90) + 2 (200) + 2 (50) = Rs. 820

III Iteration

Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$

				u_i
	(50)			$u_1 = -40$
	(90)	(45)		$u_2 = 0$
		(200)	(50)	$u_3 = 155$
v_j	$v_1 = 90$	$v_2 = 45$	$v_3 = -105$	

Calculation of $d_{ij} = c_{ij} – (u_i + v_j)$

c_{ij}

■	30	220
■	■	170
250	■	■

$u_i + v_j$

■	5	-145
■	■	-105
245	■	■

$d_{ij} = c_{ij} – (u_i + v_j)$

■	25	365
■	■	275
5	■	■

Since $d_{ij} > 0$, an optimal solution is obtained with minimal cost Rs.820

Example 3

Is $x_{13} = 50$, $x_{14} = 20$, $x_{21} = 55$, $x_{31} = 30$, $x_{32} = 35$, $x_{34} = 25$ an optimal solution to the transportation problem.

					Available
	6	1	9	3	70
From	11	5	2	8	55
	10	12	4	7	90
Required	85	35	50	45	

Solution

					Available
			50(9)	20(3)	X
From	55(11)				X
	30(10)	35(12)		25(7)	X
Required	X	X	X	X	

Minimum transportation cost is 50 (9) + 20 (3) + 55 (11) + 30 (10) + 35 (12) + 25 (7) = Rs. 2010

Check for Non-degeneracy

The initial basic feasible solution has m + n – 1 i.e. 3 + 4 – 1 = 6 allocations in independent positions. Hence optimality test is satisfied.

Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$

					u_i
			● (9)	● (3)	$u_1 = -4$
	● (11)				$u_2 = 1$
	● (10)	● (12)		● (7)	$u_3 = 0$
v_j	$v_1 = 10$	$v_2 = 12$	$v_3 = 13$	$v_4 = 7$	

Calculation of cost differences for non-basic cells $d_{ij} = c_{ij} – (u_i + v_j)$

c_{ij}

6	1	●	●
●	5	2	8
●	●	4	●

$u_i + v_j$

6	8	●	●
●	13	14	8
●	●	13	●

$d_{ij} = c_{ij} – (u_i + v_j)$

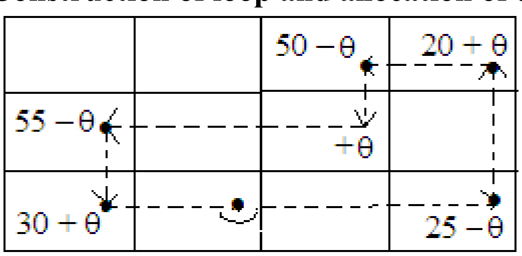
0	-7	●	●
●	-8	-12	0
●	●	-9	●

Optimality test

$d_{ij} < 0$ i.e. $d_{23} = -12$ is most negative

So x_{23} is entering the basis

Construction of loop and allocation of unknown quantity Θ



min(50-Θ, 55-Θ, 25-Θ) = 25 which gives Θ = 25. Therefore x_{34} is outgoing as it becomes zero.

		25(9)	45(3)
30(11)		25(2)	
55(10)	35(12)		

Minimum transportation cost is 25 (9) + 45 (3) + 30 (11) + 25 (2) + 55 (10) + 35 (12) = Rs. 1710

II iteration

Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$

				u_i
		■ (9)	■ (3)	$u_1 = 8$
■ (11)		■ (2)		$u_2 = 1$
■ (10)	■ (12)			$u_3 = 0$
$v_1 = 10$	$v_2 = 12$	$v_3 = 1$	$v_4 = -5$	v_j

Calculation of cost differences for non-basic cells $d_{ij} = c_{ij} - (u_i + v_j)$

c_{ij}

6	1	■	■
■	5	■	8
■	■	4	7

$u_i + v_j$

18	20	■	■
■	13	■	-4
■	■	1	-5

$d_{ij} = c_{ij} - (u_i + v_j)$

-12	-19	■	■
■	-8	■	12
■	■	3	12

Optimality test

$d_{ij} < 0$ i.e. $d_{12} = -19$ is most negative

So x_{12} is entering the basis

Construction of loop and allocation of unknown quantity Θ

	+θ	25 − θ	●
30 − θ		25 + θ	
55 + θ	35 − θ		

min(25-Θ, 30-Θ, 35-Θ) = 25 which gives Θ = 25. Therefore x_{13} is outgoing as it becomes zero.

	25(1)		45(3)
5(11)		50(2)	
80(10)	10(12)		

Minimum transportation cost is 25 (1) + 45 (3) + 5 (11) + 50 (2) + 80 (10) + 10 (12) = Rs. 1235

III Iteration

Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$

					u_i
		■ (1)		■ (3)	$u_1 = -11$
	■ (11)		■ (2)		$u_2 = 1$
	■ (10)	■ (12)			$u_3 = 0$
v_j	$v_1 = 10$	$v_2 = 12$	$v_3 = 1$	$v_4 = 14$	

Calculation of cost differences for non-basic cells $d_{ij} = c_{ij} - (u_i + v_j)$

c_{ij}

6	■	9	■
■	5	■	8
■	■	4	7

$u_i + v_j$

-1	■	-10	■
■	13	■	15
■	■	1	14

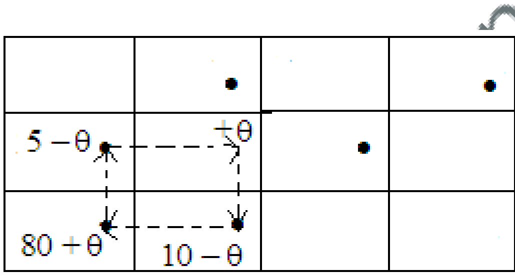
$d_{ij} = c_{ij} - (u_i + v_j)$

7	■	19	■
■	-8	■	-7
■	■	3	-7

Optimality test

$d_{ij} < 0$ i.e. $d_{22} = -8$ is most negative
So x_{22} is entering the basis

Construction of loop and allocation of unknown quantity Ө



min(5-Ө, 10-Ө) = 5 which gives Ө = 5. Therefore x_{21} is outgoing as it becomes zero.

	25(1)		45(3)
	5(5)	50(2)	
85(10)	5(12)		

Minimum transportation cost is 25 (1) + 45 (3) + 5 (5) + 50 (2) + 85 (10) + 5 (12) = Rs. 1195

IV Iteration

Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$

					u_i
		■ (1)		■ (3)	$u_1 = -11$
		■ (5)	■ (2)		$u_2 = -7$
	■ (10)	■ (12)			$u_3 = 0$
v_j	$v_1 = 10$	$v_2 = 12$	$v_3 = 9$	$v_4 = 14$	

Calculation of cost differences for non-basic cells $d_{ij} = c_{ij} - (u_i + v_j)$

c_{ij}

6	■	9	■
11	■	■	8
■	■	4	7

$u_i + v_j$

-1	■	-2	■
3	■	■	7
■	■	9	14

$d_{ij} = c_{ij} - (u_i + v_j)$

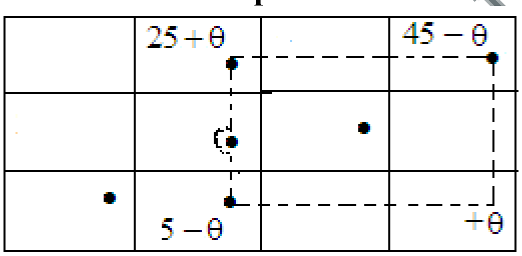
7	■	11	■
8	■	■	1
■	■	-5	-7

Optimality test

$d_{ij} < 0$ i.e. $d_{34} = -7$ is most negative

So x_{34} is entering the basis

Construction of loop and allocation of unknown quantity Θ



min(5-Θ, 45-Θ) = 5 which gives Θ = 5. Therefore x_{32} is outgoing as it becomes zero.

	30(1)		40(3)
	5(5)	50(2)	
85(10)			5(7)

Minimum transportation cost is 30 (1) + 40 (3) + 5 (5) + 50 (2) + 85 (10) + 5 (7) = Rs. 1160

V Iteration

Calculation of u_i and v_j : - $u_i + v_j = c_{ij}$

					u_i
		■ (1)		■ (3)	$u_1 = -4$
		■ (5)	■ (2)		$u_2 = 0$
	■ (10)			■ (7)	$u_3 = 0$
v_j	$v_1 = 10$	$v_2 = 5$	$v_3 = 2$	$v_4 = 7$	

Calculation of cost differences for non-basic cells $d_{ij} = c_{ij} – (u_i + v_j)$

c_{ij}

6	■	9	■
11	■	■	8
■	12	4	■

$u_i + v_j$

6	■	-2	■
10	■	■	7
■	5	2	■

$d_{ij} = c_{ij} – (u_i + v_j)$

0	■	11	■
1	■	■	1
■	7	2	■

Since $d_{ij} > 0$, an optimal solution is obtained with minimal cost Rs.1160. Further more d_{11} = 0 which indicates that alternative optimal solution also exists.

Introduction to Assignment Problem

In assignment problems, the objective is to assign a number of jobs to the equal number of persons at a minimum cost of maximum profit.

Suppose there are 'n' jobs to be performed and 'n' persons are available for doing these jobs. Assume each person can do each job at a time with a varying degree of efficiency. Let c_{ij} be the cost of i^{th} person assigned to j^{th} job. Then the problem is to find an assignment so that the total cost for performing all jobs is minimum. Such problems are known as **assignment problems.**

These problems may consist of assigning men to offices, classes to the rooms or problems to the research team etc.

Mathematical formulation

Cost matrix: $c_{ij}=$

$$\begin{matrix} c_{11} & c_{12} & c_{13} & \cdots & c_{1n} \\ c_{21} & c_{22} & c_{23} & \cdots & c_{2n} \\ \vdots \\ c_{n1} & c_{n2} & c_{n3} & \cdots & c_{nn} \end{matrix}$$

$$\text{Minimize cost : } z = \sum_{i=1}^{n}\sum_{j=1}^{n} c_{ij}\, x_{ij} \quad i = 1, 2, .., n \quad j = 1, 2, .., n$$

Subject to restrictions of the form

$$x_{ij} = \begin{cases} 1 \text{ if ith person is assigned jth job} \\ 0 \text{ if not} \end{cases}$$

$$\sum_{j=1}^{n} x_{ij} = 1 \quad \text{(one job is done by the ith person, } i = 1,2,\ldots n)$$

$$\sum_{i=1}^{n} x_{ij} = 1 \quad \text{(only one person should be assigned the jth job, } j = 1,2,\ldots n)$$

Where x_{ij} denotes that j^{th} job is to be assigned to the i^{th} person.

This special structure of assignment problem allows a more convenient method of solution in comparison to simplex method.

Algorithm for Assignment Problem (Hungarian Method)

Step 1

Subtract the minimum of each row of the effectiveness matrix, from all the elements of the respective rows (Row reduced matrix).

Step 2

Further modify the resulting matrix by subtracting the minimum element of each column from all the elements of the respective columns. Thus first modified matrix is obtained.

Step 3

Draw the minimum number of horizontal and vertical lines to cover all the zeroes in the resulting matrix. Let the minimum number of lines be N. Now there may be two possibilities

- If N = n, the number of rows (columns) of the given matrix then an optimal assignment can be made. So make the zero assignment to get the required solution.
- If N < n then proceed to step 4

Step 4

Determine the smallest element in the matrix, not covered by N lines. Subtract this minimum element from all uncovered elements and add the same element at the intersection of horizontal and vertical lines. Thus the second modified matrix is obtained.

Step 5

Repeat step 3 and step 4 until minimum number of lines become equal to number of rows (columns) of the given matrix i.e. N = n.

Step 6

To make zero assignment - examine the rows successively until a row-wise exactly single zero is found; mark this zero by '□ 'to make the assignment. Then, mark a 'X' over all zeroes if lying in the column of the marked zero, showing that they cannot be considered for further assignment. Continue in this manner until all the rows have been examined. Repeat the same procedure for the columns also.

Step 7

Repeat the step 6 successively until one of the following situations arise

- If no unmarked zero is left, then process ends
- If there lies more than one of the unmarked zeroes in any column or row, then mark '□ 'one of the unmarked zeroes arbitrarily and mark a cross in the cells of remaining zeroes in its row and column. Repeat the process until no unmarked zero is left in the matrix.

Step 8

Exactly one marked zero in each row and each column of the matrix is obtained. The assignment corresponding to these marked zeroes will give the optimal assignment.

Worked Examples

Example 1

A department head has four subordinates and four tasks have to be performed. Subordinates differ in efficiency and tasks differ in their intrinsic difficulty. Time each man would take to perform each task is given in the effectiveness matrix. How the tasks should be allocated to each person so as to minimize the total man-hours?

Subordinates

Tasks	I	II	III	IV
A	8	26	17	11

B	13	28	4	26
C	38	19	18	15
D	19	26	24	10

Solution

Row Reduced Matrix

0	18	9	3
9	24	0	22
23	4	3	0
9	16	14	0

I Modified Matrix

0	14	9	3
9	20	0	22
23	0	3	0
9	12	14	0

N = 4, n = 4

Since N = n, we move on to zero assignment

Zero assignment

[0]	14	9	3
9	20	[0]	22
23	[0]	3	~~0~~
9	12	14	[0]

Optimal assignment	A – I	B – III	C – II	D – IV
Man-hours	8	4	19	10

Total man-hours = 8 + 4 + 19 + 10 = 41 hours

Example 2

A car hire company has one car at each of five depots a, b, c, d and e. a customer requires a car in each town namely A, B, C, D and E. Distance (kms) between depots (origins) and towns (destinations) are given in the following distance matrix

	a	b	c	d	e
A	160	130	175	190	200
B	135	120	130	160	175
C	140	110	155	170	185
D	50	50	80	80	110
E	55	35	70	80	105

Solution

Row Reduced Matrix

30	0	45	60	70
15	0	10	40	55
30	0	45	60	75
0	0	30	30	60
20	0	35	45	70

I Modified Matrix

30	0	35	30	15
15	0	0	10	0
30	0	35	30	20
0	0	20	0	5
20	0	25	15	15

N < n i.e. 3 < 5, so move to next modified matrix

II Modified Matrix

15	0	20	15	0
15	15	0	10	0
15	0	20	15	5
0	15	20	0	5
5	0	10	0	0

N = 5, n = 5
Since N = n, we move on to zero assignment
Zero assignment

15	0	20	15	[0]
15	15	[0]	10	0
15	[0]	20	15	5
[0]	15	20	0	5
5	0	10	[0]	0

Route	A – e	B – c	C – b	D – a	E – d
Distance	200	130	110	50	80

Minimum distance travelled = 200 + 130 + 110 + 50 + 80 = 570 kms

Example 3
Solve the assignment problem whose effectiveness matrix is given in the table

1	2	3	4

A	49	60	45	61
B	55	63	45	69
C	52	62	49	68
D	55	64	48	66

Solution

Row-Reduced Matrix

4	15	0	16
10	18	0	24
3	13	0	19
7	16	0	18

I Modified Matrix

1	2	0	0
7	5	0	8
0	0	0	3
4	3	0	2

N < n i.e 3 < 4, so II modified matrix

II Modified Matrix

1	2	2	0
5	3	0	6
0	0	2	3
2	1	0	0

N < n i.e 3 < 4

III Modified matrix

0	1	2	0
4	2	0	6
0	0	3	4
1	0	0	0

Since N = n, we move on to zero assignment

Zero assignment

Multiple optimal assignments exists

Solution - I

[0]	1	2	~~0~~
4	2	[0]	6
~~0~~	[0]	3	4
1	~~0~~	~~0~~	[0]

Optimal assignment	A – 1	B – 3	C – 2	D - 4
Value	49	45	62	66

Total cost = 49 + 45 + 62 + 66 = 222 units

Solution – II

~~0~~	1	2	[0]
4	2	[0]	6
[0]	~~0~~	3	4
1	[0]	~~0~~	~~0~~

Optimal assignment	A – 4	B – 3	C – 1	D – 2
Value	61	45	52	64

Minimum cost = 61 + 45 + 52 + 64 = 222 units

Example 4

Certain equipment needs 5 repair jobs which have to be assigned to 5 machines. The estimated time (in hours) that a mechanic requires to complete the repair job is given in the table.

Assuming that each mechanic can be assigned only one job, determine the minimum time assignment.

	J1	J2	J3	J4	J5
M1	7	5	9	8	11
M2	9	12	7	11	10
M3	8	5	4	6	9
M4	7	3	6	9	5
M5	4	6	7	5	11

Solution

Row Reduced Matrix

2	0	4	3	6
2	5	0	4	3
4	1	0	2	5
4	0	3	6	2
0	2	3	1	7

I Modified Matrix

2	0	4	2	4
2	5	0	3	1
4	1	0	1	3
4	0	3	5	0
0	2	3	0	5

N < n

II Modified Matrix

1	0	4	1	3
1	5	0	2	0
3	1	0	0	2
4	1	4	5	0
0	3	4	0	5

N = n

Zero assignment

1	[0]	4	1	3
1	5	[0]	2	✗
3	1	✗	[0]	2
4	1	4	5	[0]
[0]	3	4	✗	5

Optimal assignment	M1 – J2	M2 – J3	M3 – J4	M4 – J5	M5 – J1
Hours	5	7	6	5	4

Minimum time = 5 + 7 + 6 + 5 + 4 = 27 hours

Unbalanced Assignment Problems

If the number of rows and columns are not equal then such type of problems are called as unbalanced assignment problems.

Example 1

A company has 4 machines on which to do 3 jobs. Each job can be assigned to one and only one machine. The cost of each job on each machine is given in the following table

		Machines			
		W	X	Y	Z
Jobs	A	18	24	28	32
	B	8	13	17	19
	C	10	15	19	22

Solution

18	24	28	32
8	13	17	19
10	15	19	22
0	0	0	0

Row Reduced matrix

0	6	10	14
0	5	9	11
0	5	9	12
0	0	0	0

I Modified Matrix

0	6	10	14
0	5	9	11
0	5	9	12
0	0	0	0

N < n i.e. 2 < 4

II Modified Matrix

0	1	5	9
0	0	4	6
0	0	4	7
5	0	0	0

N < n i.e. 3 < 4

III Modified Matrix

0	1	1	5
0	0	0	2
0	0	0	3
9	4	0	0

N = n

Zero assignment

Multiple assignments exists

Solution -I

[0]	1	1	5
~~0~~	[0]	~~0~~	2
~~0~~	~~0~~	[0]	3
9	4	~~0~~	[0]

Optimal assignment	W – A	X – B	Y – C
Cost	18	13	19

Minimum cost = 18 + 13 + 19 = Rs 50

Solution -II

[0]	1	1	5
~~0~~	~~0~~	[0]	2
~~0~~	[0]	~~0~~	3
9	4	~~0~~	[0]

Optimal assignment	W – A	X – C	Y – B
Cost	18	17	15

Minimum cost = 18 + 17 + 15 = Rs 50

Example 2
Solve the assignment problem whose effectiveness matrix is given in the table

	R1	R2	R3	R4
C1	9	14	19	15
C2	7	17	20	19
C3	9	18	21	18
C4	10	12	18	19
C5	10	15	21	16

Solution

9	14	19	15	0
7	17	20	19	0
9	18	21	18	0
10	12	18	19	0
10	15	21	16	0

Row Reduced Matrix

9	14	19	15	0
7	17	20	19	0
9	18	21	18	0
10	12	18	19	0

10	15	21	16	0

I Modified Matrix

2	2	1	0	0
0	5	2	4	0
2	6	3	3	0
3	0	0	4	0
3	3	3	1	0

N < n i.e. 4 < 5

II Modified Matrix

1	1	0	0	0
0	5	2	5	1
1	5	2	3	0
3	0	0	5	1
2	2	2	1	0

N < n i.e. 4 < 5

III Modified Matrix

2	1	0	0	1
0	4	1	4	1
1	4	1	2	0
4	0	0	5	2
2	1	1	0	0

N = n

Zero assignment

2	1	[0]	~~0~~	1
[0]	4	1	4	1
1	4	1	2	[0]
4	[0]	~~0~~	5	2
2	1	1	[0]	~~0~~

Optimal assignment	C1 – R3	C2 – R1	C4 – R2	C5 – R4
Units	19	7	12	16

Minimum cost = 19 + 7 + 12 + 16 = 54 units

Maximal Assignment Problem

Example 1

A company has 5 jobs to be done. The following matrix shows the return in terms of rupees on assigning i^{th} (i = 1, 2, 3, 4, 5) machine to the j^{th} job (j = A, B, C, D, E). Assign the five jobs to the five machines so as to maximize the total expected profit.

		Jobs				
		A	B	C	D	E
Machines	1	5	11	10	12	4
	2	2	4	6	3	5
	3	3	12	5	14	6
	4	6	14	4	11	7
	5	7	9	8	12	5

Solution

Subtract all the elements from the highest element
Highest element = 14

9	3	4	2	10
12	10	8	11	9
11	2	9	0	8
8	0	10	3	7
7	5	6	2	9

Row Reduced matrix

7	1	2	0	8
4	2	0	3	1
11	2	9	0	8
8	0	10	3	7
5	3	4	0	7

I Modified Matrix

3	1	2	0	7
0	2	0	3	0
7	2	9	0	7
4	0	10	3	6
1	3	4	0	6

N < n i.e. 3 < 5

II Modified Matrix

2	0	1	0	6
0	2	0	4	0
6	1	8	0	6
4	0	10	4	6
0	2	3	0	5

N < n i.e. 4 < 5

III Modified Matrix

1	0	0	0	5
0	3	0	5	0
5	1	7	0	5
3	0	9	4	5
0	3	3	1	5

N = n

Zero assignment

1	⊠	[0]	⊠	5
⊠	3	⊠	5	[0]
5	1	7	[0]	5
3	[0]	9	4	5
[0]	3	3	1	5

Optimal assignment 1 – C 2 – E 3 – D 4 – B 5 – A
Maximum profit = 10 + 5 + 14 + 14 + 7 = Rs. 50

Operation Research

Module 4

4.1 Introduction to CPM / PERT Techniques

CPM (Critical Path Method) was developed by Walker to solve project scheduling problems. **PERT (Project Evaluation and Review Technique)** was developed by team of engineers working on the polar's missile programme of US navy.

The methods are essentially **network-oriented techniques** using the same principle. PERT and CPM are basically time-oriented methods in the sense that they both lead to determination of a time schedule for the project. The significant difference between two approaches is that the time estimates for the different activities in CPM were assumed to be **deterministic** while in PERT these are described **probabilistically**. These techniques are referred as **project scheduling** techniques.

4.2 Applications of CPM / PERT

These methods have been applied to a wide variety of problems in industries and have found acceptance even in government organizations. These include

- Construction of a dam or a canal system in a region
- Construction of a building or highway
- Maintenance or overhaul of airplanes or oil refinery
- Space flight
- Cost control of a project using PERT / COST
- Designing a prototype of a machine
- Development of supersonic planes

4.3 Basic Steps in PERT / CPM

Project scheduling by PERT / CPM consists of four main steps

1. **Planning**

- The planning phase is started by splitting the total project in to small projects. These smaller projects in turn are divided into activities and are analyzed by the department or section.
- The relationship of each activity with respect to other activities are defined and established and the corresponding responsibilities and the authority are also stated.

- Thus the possibility of overlooking any task necessary for the completion of the project is reduced substantially.

2. **Scheduling**

- The ultimate objective of the scheduling phase is to prepare a time chart showing the start and finish times for each activity as well as its relationship to other activities of the project.
- Moreover the schedule must pinpoint the critical path activities which require special attention if the project is to be completed in time.
- For non-critical activities, the schedule must show the amount of slack or float times which can be used advantageously when such activities are delayed or when limited resources are to be utilized effectively.

3. **Allocation of resources**

- Allocation of resources is performed to achieve the desired objective. A resource is a physical variable such as labour, finance, equipment and space which will impose a limitation on time for the project.
- When resources are limited and conflicting, demands are made for the same type of resources a systematic method for allocation of resources become essential.
- Resource allocation usually incurs a compromise and the choice of this compromise depends on the judgment of managers.

4. **Controlling**

- The final phase in project management is controlling. Critical path methods facilitate the application of the principle of management by expectation to identify areas that are critical to the completion of the project.
- By having progress reports from time to time and updating the network continuously, a better financial as well as technical control over the project is exercised.
- Arrow diagrams and time charts are used for making periodic progress reports. If required, a new course of action is determined for the remaining portion of the project.

4.4 Network Diagram Representation

In a network representation of a project certain definitions are used

1. Activity

Any individual operation which utilizes resources and has an end and a beginning is called activity. An arrow is commonly used to represent an activity with its head indicating the direction of progress in the project. These are classified into four categories

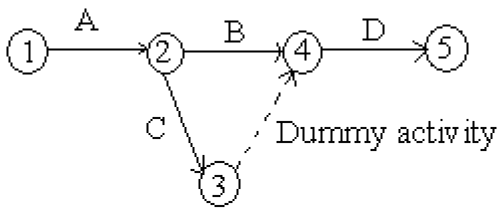
1. **Predecessor activity** – Activities that must be completed immediately prior to the start of another activity are called predecessor activities.
2. **Successor activity** – Activities that cannot be started until one or more of other activities are completed but immediately succeed them are called successor activities.
3. **Concurrent activity** – Activities which can be accomplished concurrently are known as concurrent activities. It may be noted that an activity can be a predecessor or a successor to an event or it may be concurrent with one or more of other activities.

4. **Dummy activity** – An activity which does not consume any kind of resource but merely depicts the technological dependence is called a dummy activity.

The dummy activity is inserted in the network to clarify the activity pattern in the following two situations

- To make activities with common starting and finishing points distinguishable
- To identify and maintain the proper precedence relationship between activities that is not connected by events.

For example, consider a situation where A and B are concurrent activities. C is dependent on A and D is dependent on A and B both. Such a situation can be handled by using a dummy activity as shown in the figure.

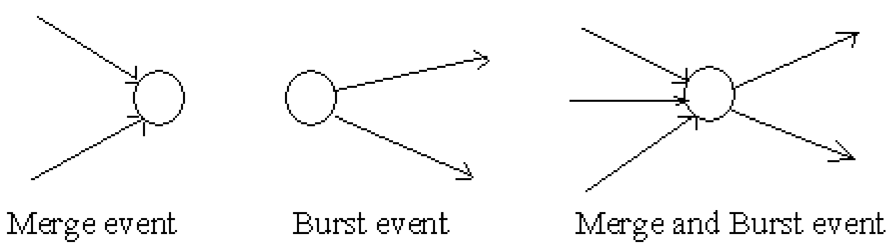


2. Event

An event represents a point in time signifying the completion of some activities and the beginning of new ones. This is usually represented by a circle in a network which is also called a node or connector.

The events are classified in to three categories

1. **Merge event** – When more than one activity comes and joins an event such an event is known as merge event.
2. **Burst event** – When more than one activity leaves an event such an event is known as burst event.
3. **Merge and Burst event** – An activity may be merge and burst event at the same time as with respect to some activities it can be a merge event and with respect to some other activities it may be a burst event.



3. Sequencing

The first prerequisite in the development of network is to maintain the precedence relationships. In order to make a network, the following points should be taken into considerations

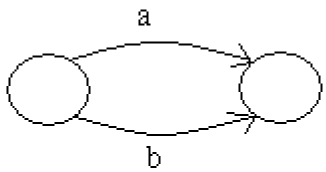
- What job or jobs precede it?
- What job or jobs could run concurrently?
- What job or jobs follow it?
- What controls the start and finish of a job?

Since all further calculations are based on the network, it is necessary that a network be drawn with full care.

4.5 Rules for Drawing Network Diagram

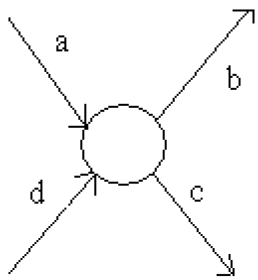
Rule 1

Each activity is represented by one and only one arrow in the network



Rule 2

No two activities can be identified by the same end events



Rule 3

In order to ensure the correct precedence relationship in the arrow diagram, following questions must be checked whenever any activity is added to the network

- What activity must be completed immediately before this activity can start?
- What activities must follow this activity?
- What activities must occur simultaneously with this activity?

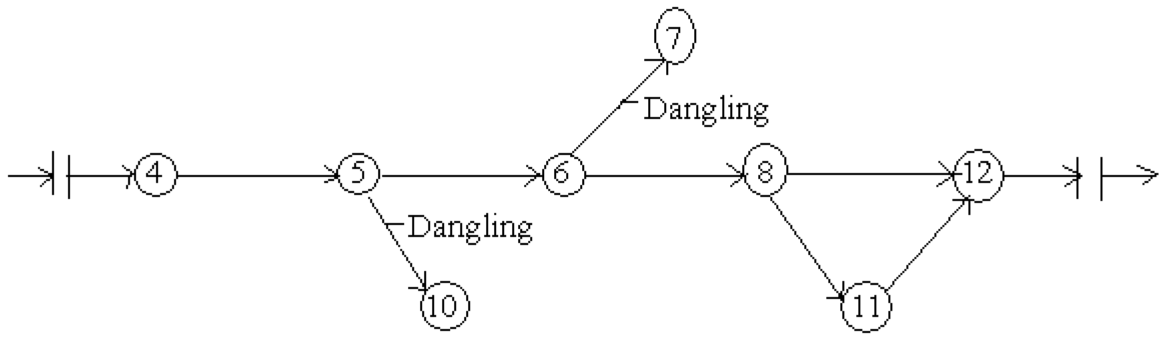
In case of large network, it is essential that certain good habits be practiced to draw an easy to follow network

- Try to avoid arrows which cross each other
- Use straight arrows
- Do not attempt to represent duration of activity by its arrow length
- Use arrows from left to right. Avoid mixing two directions, vertical and standing arrows may be used if necessary.
- Use dummies freely in rough draft but final network should not have any redundant dummies.
- The network has only one entry point called start event and one point of emergence called the end event.

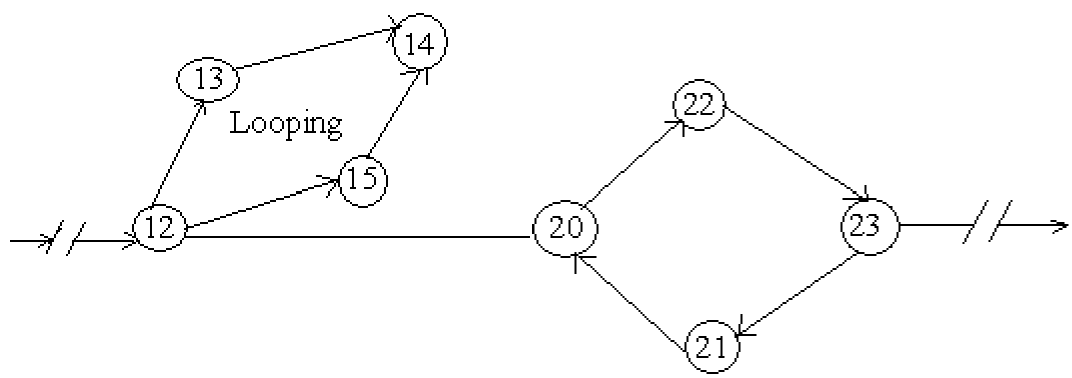
4.6 Common Errors in Drawing Networks

The three types of errors are most commonly observed in drawing network diagrams

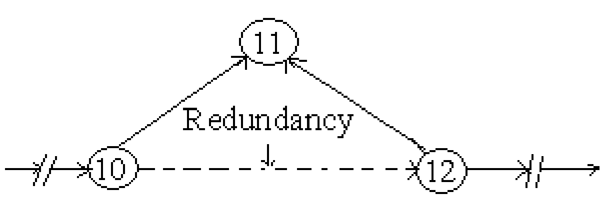
1. Dangling
To disconnect an activity before the completion of all activities in a network diagram is known as dangling. As shown in the figure activities (5 – 10) and (6 – 7) are not the last activities in the network. So the diagram is wrong and indicates the error of dangling



2. Looping or Cycling
Looping error is also known as cycling error in a network diagram. Drawing an endless loop in a network is known as error of looping as shown in the following figure.



3. Redundancy
Unnecessarily inserting the dummy activity in network logic is known as the error of redundancy as shown in the following diagram



4.7 Critical Path in Network Analysis

3.1.1 Basic Scheduling Computations

The notations used are
(i, j) = Activity with tail event i and head event j
E_i = Earliest occurrence time of event i
L_j = Latest allowable occurrence time of event j
D_{ij} = Estimated completion time of activity (i, j)
$(Es)_{ij}$ = Earliest starting time of activity (i, j)
$(Ef)_{ij}$ = Earliest finishing time of activity (i, j)
$(Ls)_{ij}$ = Latest starting time of activity (i, j)
$(Lf)_{ij}$ = Latest finishing time of activity (i, j)

The procedure is as follows

1. **Determination of Earliest time (E_j): Forward Pass computation**

- **Step 1**

  The computation begins from the start node and move towards the end node. For easiness, the forward pass computation starts by assuming the earliest occurrence time of zero for the initial project event.

- **Step 2**

  i. Earliest starting time of activity (i, j) is the earliest event time of the tail end event i.e. $(Es)_{ij} = E_i$

  ii. Earliest finish time of activity (i, j) is the earliest starting time + the activity time i.e. $(Ef)_{ij} = (Es)_{ij} + D_{ij}$ or $(Ef)_{ij} = E_i + D_{ij}$

  iii. Earliest event time for event j is the maximum of the earliest finish times of all activities ending in to that event i.e. E_j = max [$(Ef)_{ij}$ for all immediate predecessor of (i, j)] or E_j =max [$E_i + D_{ij}$]

2. **Backward Pass computation (for latest allowable time)**

- **Step 1**

  For ending event assume E = L. Remember that all E's have been computed by forward pass computations.

- **Step 2**
  Latest finish time for activity (i, j) is equal to the latest event time of event j i.e. $(Lf)_{ij} = L_j$

- **Step 3**
  Latest starting time of activity (i, j) = the latest completion time of (i, j) – the activity time or $(Ls)_{ij} = (Lf)_{ij} - D_{ij}$ or $(Ls)_{ij} = L_j - D_{ij}$

- **Step 4**
  Latest event time for event 'i' is the minimum of the latest start time of all activities originating from that event i.e. $L_i = \min [(Ls)_{ij}$ for all immediate successor of (i, j)] $= \min [(Lf)_{ij} - D_{ij}] = \min [L_j - D_{ij}]$

3. Determination of floats and slack times

There are three kinds of floats

- **Total float** – The amount of time by which the completion of an activity could be delayed beyond the earliest expected completion time without affecting the overall project duration time.
  Mathematically
  $(Tf)_{ij}$ = (Latest start – Earliest start) for activity (i – j)
  $(Tf)_{ij} = (Ls)_{ij} - (Es)_{ij}$ or $(Tf)_{ij} = (L_j - D_{ij}) - E_i$

- **Free float –** The time by which the completion of an activity can be delayed beyond the earliest finish time without affecting the earliest start of a subsequent activity.
  Mathematically
  $(Ff)_{ij}$ = (Earliest time for event j – Earliest time for event i) – Activity time for (i, j)
  $(Ff)_{ij} = (E_j - E_i) - D_{ij}$

- **Independent float** – The amount of time by which the start of an activity can be delayed without effecting the earliest start time of any immediately following activities, assuming that the preceding activity has finished at its latest finish time.
  Mathematically
  $(If)_{ij} = (E_j - L_i) - D_{ij}$
  The negative independent float is always taken as zero.

- **Event slack** - It is defined as the difference between the latest event and earliest event times.
  Mathematically
  Head event slack = $L_j – E_j$, Tail event slack = $L_i - E_i$

4. Determination of critical path

- **Critical event** – The events with zero slack times are called critical events. In other words the event i is said to be critical if $E_i = L_i$

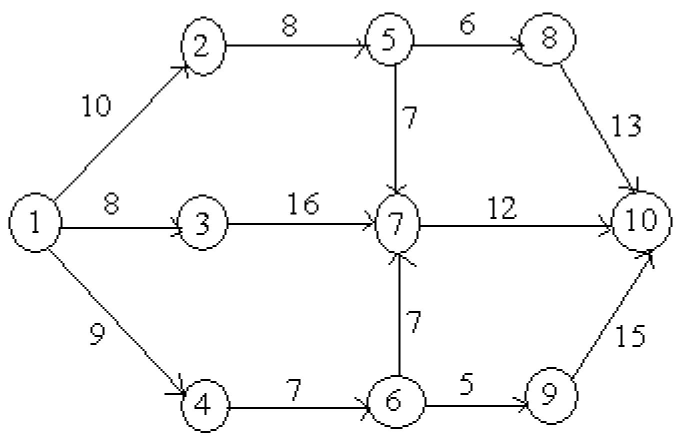
- **Critical activity** – The activities with zero total float are known as critical activities. In other words an activity is said to be critical if a delay in its start will cause a further delay in the completion date of the entire project.

- **Critical path** – The sequence of critical activities in a network is called critical path. The critical path is the longest path in the network from the starting event to ending event and defines the minimum time required to complete the project.

Worked Examples

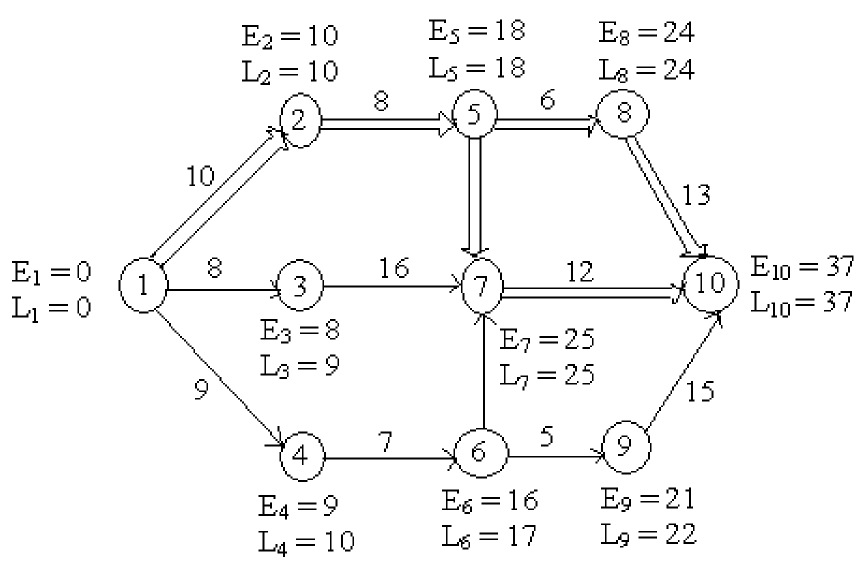
Example 1

Determine the early start and late start in respect of all node points and identify critical path for the following network.



Solution

Calculation of E and L for each node is shown in the network



Activity(i, j)	Normal Time (D_{ij})	Earliest Time Start (E_i)	Earliest Time Finish ($E_i + D_{ij}$)	Latest Time Start ($L_i - D_{ij}$)	Latest Time Finish (L_i)	Float Time ($L_i - D_{ij}$) - E_i
(1, 2)	10	0	10	0	10	0
(1, 3)	8	0	8	1	9	1
(1, 4)	9	0	9	1	10	1
(2, 5)	8	10	18	10	18	0
(4, 6)	7	9	16	10	17	1
(3, 7)	16	8	24	9	25	1
(5, 7)	7	18	25	18	25	0
(6, 7)	7	16	23	18	25	2
(5, 8)	6	18	24	18	24	0
(6, 9)	5	16	21	17	22	1
(7, 10)	12	25	37	25	37	0
(8, 10)	13	24	37	24	37	0
(9, 10)	15	21	36	22	37	1

Network Analysis Table

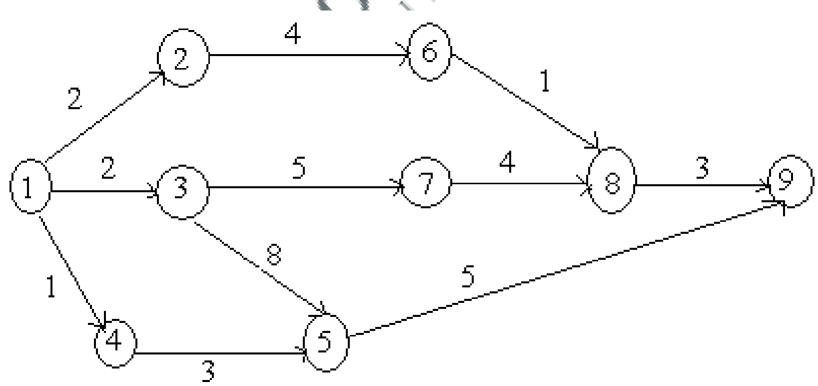
From the table, the critical nodes are (1, 2), (2, 5), (5, 7), (5, 8), (7, 10) and (8, 10)

From the table, there are two possible critical paths

i. 1 → 2 → 5 → 8 → 10
ii. 1 → 2 → 5 → 7 → 10

Example 2

Find the critical path and calculate the slack time for the following network

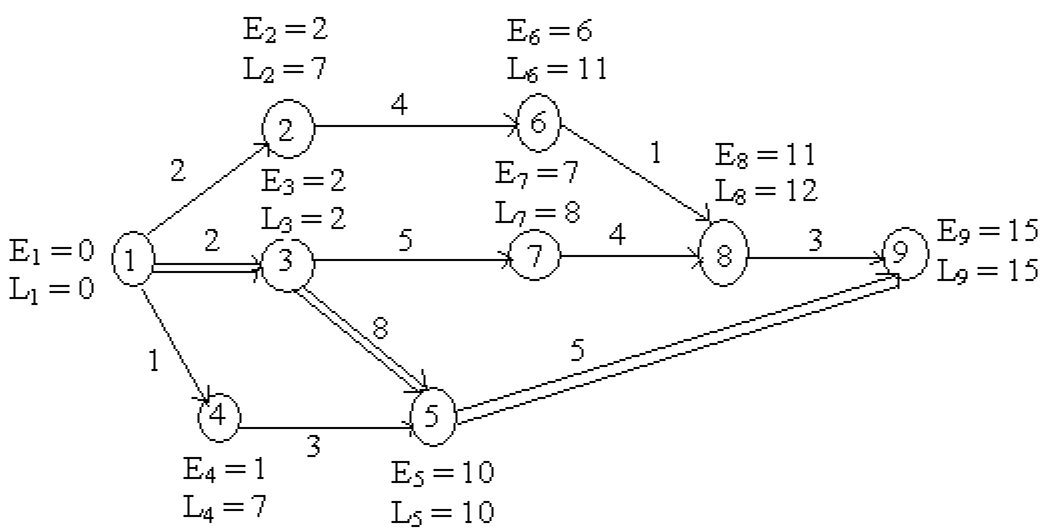


Solution

The earliest time and the latest time are obtained below

Activity(i, j)	Normal Time (D_{ij})	Earliest Time		Latest Time		Float Time (L_i - D_{ij}) - E_i
		Start (E_i)	Finish ($E_i + D_{ij}$)	Start ($L_i - D_{ij}$)	Finish (L_i)	
(1, 2)	2	0	2	5	7	5
(1, 3)	2	0	2	0	2	0
(1, 4)	1	0	1	6	7	6
(2, 6)	4	2	6	7	11	5
(3, 7)	5	2	7	3	8	1
(3, 5)	8	2	10	2	10	0
(4, 5)	3	1	4	7	10	6
(5, 9)	5	10	15	10	15	0
(6, 8)	1	6	7	11	12	5
(7, 8)	4	7	11	8	12	1
(8, 9)	3	11	14	12	15	1

From the above table, the critical nodes are the activities (1, 3), (3, 5) and (5, 9)



The critical path is 1 → 3 → 5 → 9

Example 3

A project has the following times schedule

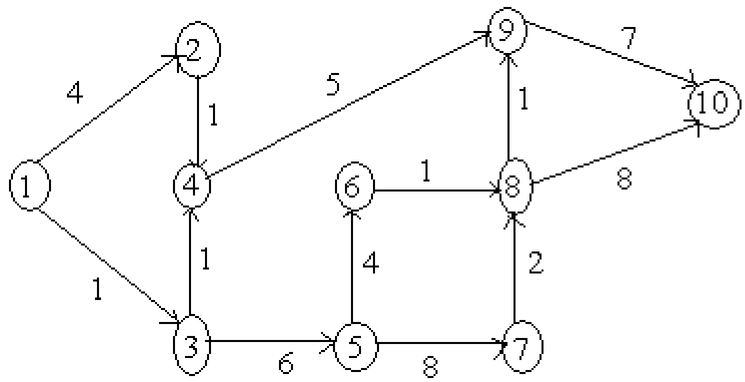
Activity	Times in weeks	Activity	Times in weeks
(1 – 2)	4	(5 – 7)	8
(1 – 3)	1	(6 – 8)	1
(2 – 4)	1	(7 – 8)	2
(3 – 4)	1	(8 – 9)	1
(3 – 5)	6	(8 – 10)	8
(4 – 9)	5	(9 – 10)	7
(5 – 6)	4		

Construct the network and compute

1. T_E and T_L for each event
2. Float for each activity
3. Critical path and its duration

Solution

The network is

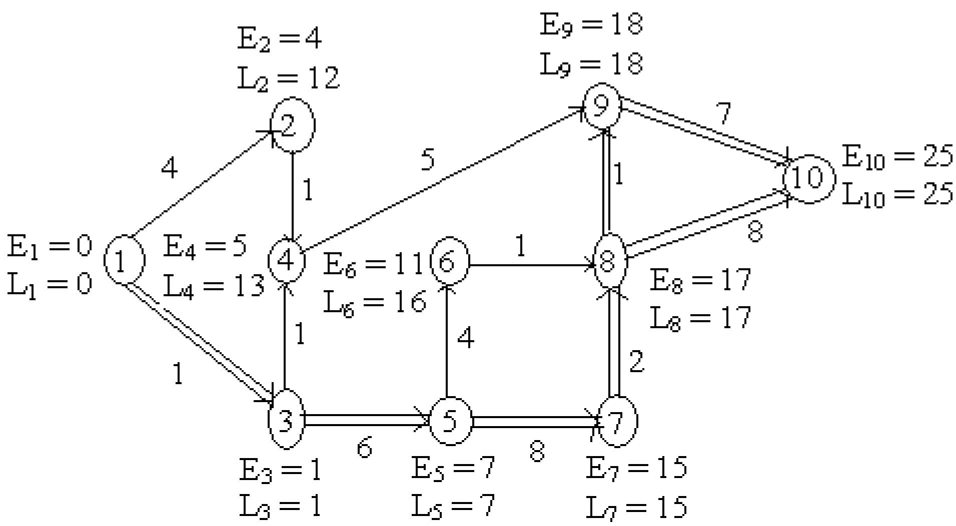


Event No.:	1	2	3	4	5	6	7	8	9	10
T_E:	0	4	1	5	7	11	15	17	18	25
T_L:	0	12	1	13	7	16	15	17	18	25

Float = T_L (Head event) – T_E (Tail event) – Duration

Activity	Duration	T_E (Tail event)	T_L (Head event)	Float
(1 – 2)	4	0	12	8
(1 – 3)	1	0	1	0
(2 – 4)	1	4	13	8
(3 – 4)	1	1	13	11
(3 – 5)	6	1	7	0
(4 – 9)	5	5	18	8
(5 – 6)	4	7	16	5
(5 – 7)	8	7	15	0
(6 – 8)	1	11	17	5
(7 – 8)	2	15	17	0
(8 – 9)	1	17	18	0
(8 – 10)	8	17	25	0
(9 – 10)	7	18	25	0

The resultant network shows the critical path



The two critical paths are

i. 1 → 3 → 5 →7 → 8 → 9 →10

ii. 1 → 3 → 5 → 7 → 8 →10

4.8 Project Evaluation and Review Technique (PERT)

The main objective in the analysis through PERT is to find out the completion for a particular event within specified date. The PERT approach takes into account the uncertainties. The three time values are associated with each activity

1. **Optimistic time** – It is the shortest possible time in which the activity can be finished. It assumes that every thing goes very well. This is denoted by t_0.
2. **Most likely time** – It is the estimate of the normal time the activity would take. This assumes normal delays. If a graph is plotted in the time of completion and the frequency of completion in that time period, then most likely time will represent the highest frequency of occurrence. This is denoted by t_m.
3. **Pessimistic time** – It represents the longest time the activity could take if everything goes wrong. As in optimistic estimate, this value may be such that only one in hundred or one in twenty will take time longer than this value. This is denoted by t_p.

In PERT calculation, all values are used to obtain the percent expected value.

1. **Expected time** – It is the average time an activity will take if it were to be repeated on large number of times and is based on the assumption that the activity time follows Beta distribution, this is given by

$$t_e = (t_0 + 4\, t_m + t_p) / 6$$

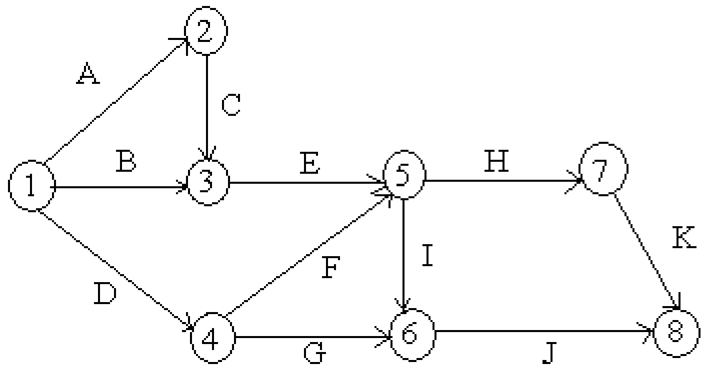
2. The **variance** for the activity is given by

$$\sigma^2 = [(t_p – t_o) / 6]^2$$

Worked Examples

Example 1

For the project



Task:	A	B	C	D	E	F	G	H	I	J	K
Least time:	4	5	8	2	4	6	8	5	3	5	6
Greatest time:	8	10	12	7	10	15	16	9	7	11	13
Most likely time:	5	7	11	3	7	9	12	6	5	8	9

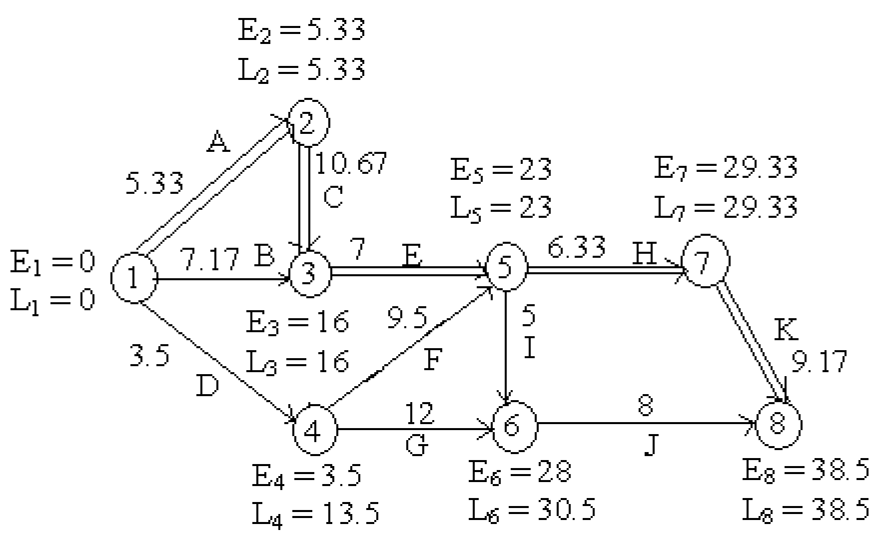
Find the earliest and latest expected time to each event and also critical path in the network.

Solution

Task	Least time(t_0)	Greatest time (t_p)	Most likely time (t_m)	Expected time (to + t_p + $4t_m$)/6
A	4	8	5	5.33
B	5	10	7	7.17
C	8	12	11	10.67
D	2	7	3	3.5
E	4	10	7	7
F	6	15	9	9.5
G	8	16	12	12
H	5	9	6	6.33
I	3	7	5	5
J	5	11	8	8
K	6	13	9	9.17

Task	Expected time (t_e)	Start		Finish		Total float
		Earliest	Latest	Earliest	Latest	
A	5.33	0	0	5.33	5.33	0
B	7.17	0	8.83	7.17	16	8.83
C	10.67	5.33	5.33	16	16	0
D	3.5	0	10	3.5	13.5	10
E	7	16	16	23	23	0
F	9.5	3.5	13.5	13	23	10
G	12	3.5	18.5	15.5	30.5	15
H	6.33	23	23	29.33	29.33	0
I	5	23	25.5	28	30.5	2.5
J	8	28	30.5	36	38.5	2.5
K	9.17	29.33	29.33	31.5	38.5	0

The network is



The critical path is A →C →E → H → K

Example 2

A project has the following characteristics

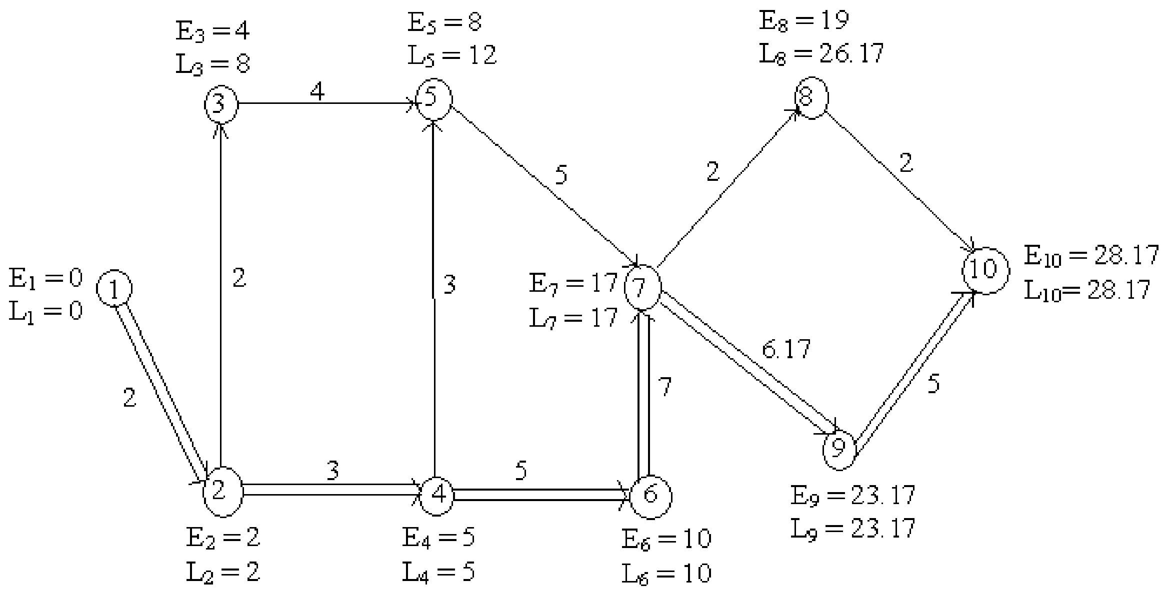
Activity	Most optimistic time (a)	Most pessimistic time (b)	Most likely time (m)
(1 – 2)	1	5	1.5
(2 – 3)	1	3	2
(2 – 4)	1	5	3
(3 – 5)	3	5	4
(4 – 5)	2	4	3
(4 – 6)	3	7	5
(5 – 7)	4	6	5
(6 – 7)	6	8	7
(7 – 8)	2	6	4
(7 – 9)	5	8	6
(8 – 10)	1	3	2
(9 – 10)	3	7	5

Construct a PERT network. Find the critical path and variance for each event.

Solution

Activity	(a)	(b)	(m)	(4m)	t_e (a + b + 4m)/6	v $[(b - a) / 6]^2$
(1 – 2)	1	5	1.5	6	2	4/9
(2 – 3)	1	3	2	8	2	1/9
(2 – 4)	1	5	3	12	3	4/9
(3 – 5)	3	5	4	16	4	1/9
(4 – 5)	2	4	3	12	3	1/9
(4 – 6)	3	7	5	20	5	4/9
(5 – 7)	4	6	5	20	5	1/9
(6 – 7)	6	8	7	28	7	1/9
(7 – 8)	2	6	4	16	4	4/9
(7 – 9)	5	8	6	24	6.17	1/4
(8 – 10)	1	3	2	8	2	1/9
(9 – 10)	3	7	5	20	5	4/9

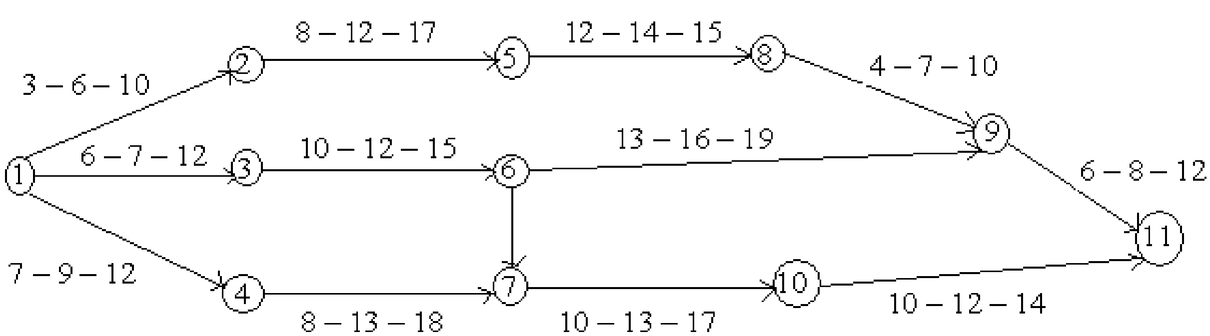
The network is constructed as shown below



The critical path = 1 → 2 → 4 → 6 → 7 →9 →10

Example 3

Calculate the variance and the expected time for each activity



Solution

Activity	(t_o)	(t_m)	(t_p)	t_e $(t_o + t_p + 4t_m)/6$	v $[(t_p – t_o) / 6]^2$
(1 – 2)	3	6	10	6.2	1.36
(1 – 3)	6	7	12	7.7	1.00
(1 – 4)	7	9	12	9.2	0.69
(2 – 3)	0	0	0	0.0	0.00
(2 – 5)	8	12	17	12.2	2.25
(3 – 6)	10	12	15	12.2	0.69
(4 – 7)	8	13	19	13.2	3.36
(5 – 8)	12	14	15	13.9	0.25
(6 – 7)	8	9	10	9.0	0.11
(6 – 9)	13	16	19	16.0	1.00
(8 – 9)	4	7	10	7.0	1.00
(7 – 10)	10	13	17	13.2	1.36
(9 – 11)	6	8	12	8.4	1.00
(10 – 11)	10	12	14	12.0	0.66

Operation Research

Module 5

5.1 Introduction to Game Theory

Game theory is a type of decision theory in which one's choice of action is determined after taking into account all possible alternatives available to an opponent playing the same game, rather than just by the possibilities of several outcome results. Game theory does not insist on how a game should be played but tells the procedure and principles by which action should be selected. Thus it is a decision theory useful in competitive situations.

Game is defined as an activity between two or more persons according to a set of rules at the end of which each person receives some benefit or suffers loss. The set of rules defines the **game**. Going through the set of rules once by the participants defines a **play**.

5.2 Properties of a Game

1. There are finite numbers of competitors called 'players'
2. Each player has a finite number of possible courses of action called 'strategies'
3. All the strategies and their effects are known to the players but player does not know which strategy is to be chosen.
4. A game is played when each player chooses one of his strategies. The strategies are assumed to be made simultaneously with an outcome such that no player knows his opponents strategy until he decides his own strategy.
5. The game is a combination of the strategies and in certain units which determines the gain or loss.
6. The figures shown as the outcomes of strategies in a matrix form are called 'pay-off matrix'.
7. The player playing the game always tries to choose the best course of action which results in optimal pay off called 'optimal strategy'.
8. The expected pay off when all the players of the game follow their optimal strategies is known as 'value of the game'. The main objective of a problem of a game is to find the value of the game.
9. The game is said to be 'fair' game if the value of the game is zero otherwise it s known as 'unfair'.

5.3 Characteristics of Game Theory

1. Competitive game

A competitive situation is called a **competitive game** if it has the following four properties

1. There are finite number of competitors such that $n \geq 2$. In case $n = 2$, it is called a **two-person game** and in case $n > 2$, it is referred as **n-person game**.
2. Each player has a list of finite number of possible activities.
3. A play is said to occur when each player chooses one of his activities. The choices are assumed to be made simultaneously i.e. no player knows the choice of the other until he has decided on his own.

4. Every combination of activities determines an outcome which results in a gain of payments to each player, provided each player is playing uncompromisingly to get as much as possible. Negative gain implies the loss of same amount.

2. Strategy

The strategy of a player is the predetermined rule by which player decides his course of action from his own list during the game. The two types of strategy are

1. Pure strategy
2. Mixed strategy

Pure Strategy

If a player knows exactly what the other player is going to do, a deterministic situation is obtained and objective function is to maximize the gain. Therefore, the pure strategy is a decision rule always to select a particular course of action.

Mixed Strategy

If a player is guessing as to which activity is to be selected by the other on any particular occasion, a probabilistic situation is obtained and objective function is to maximize the expected gain. Thus the mixed strategy is a selection among pure strategies with fixed probabilities.

3. Number of persons

A game is called ‘n’ person game if the number of persons playing is ‘n’. The person means an individual or a group aiming at a particular objective.

Two-person, zero-sum game

A game with only two players (player A and player B) is called a ‘two-person, zero-sum game’, if the losses of one player are equivalent to the gains of the other so that the sum of their net gains is zero.

Two-person, zero-sum games are also called rectangular games as these are usually represented by a payoff matrix in a rectangular form.

4. Number of activities

The activities may be finite or infinite.

5. Payoff

The quantitative measure of satisfaction a person gets at the end of each play is called a payoff

6. Payoff matrix

Suppose the player A has ‘m’ activities and the player B has ‘n’ activities. Then a payoff matrix can be formed by adopting the following rules

- Row designations for each matrix are the activities available to player A
- Column designations for each matrix are the activities available to player B
- Cell entry V_{ij} is the payment to player A in A’s payoff matrix when A chooses the activity i and B chooses the activity j.

- With a zero-sum, two-person game, the cell entry in the player B's payoff matrix will be negative of the corresponding cell entry V_{ij} in the player A's payoff matrix so that sum of payoff matrices for player A and player B is ultimately zero.

7. **Value of the game**
Value of the game is the maximum guaranteed game to player A (maximizing player) if both the players uses their best strategies. It is generally denoted by 'V' and it is unique.

5.4 Classification of Games

All games are classified into
- Pure strategy games
- Mixed strategy games

The method for solving these two types varies. By solving a game, we need to find best strategies for both the players and also to find the value of the game.

Pure strategy games can be solved by **saddle point method.**

The different methods for solving a mixed strategy game are
- Analytical method
- Graphical method
- Dominance rule
- Simplex method

Solving Two-Person and Zero-Sum Game

Two-person zero-sum games may be deterministic or probabilistic. The deterministic games will have saddle points and pure strategies exist in such games. In contrast, the probabilistic games will have no saddle points and mixed strategies are taken with the help of probabilities.

Definition of saddle point
A saddle point of a matrix is the position of such an element in the payoff matrix, which is minimum in its row and the maximum in its column.

Procedure to find the saddle point
- Select the minimum element of each row of the payoff matrix and mark them with circles.
- Select the maximum element of each column of the payoff matrix and mark them with squares.
- If their appears an element in the payoff matrix with a circle and a square together then that position is called saddle point and the element is the value of the game.

Solution of games with saddle point
To obtain a solution of a game with a saddle point, it is feasible to find out

- Best strategy for player A
- Best strategy for player B
- The value of the game

The best strategies for player A and B will be those which correspond to the row and column respectively through the saddle point.

Examples

Solve the payoff matrix

1.

Player B

		I	II	III	IV	V
Player A	I II	-2	0	0	5	3
	III	3	2	1	2	2
	IV	-4	-3	0	-2	6
		5	3	-4	2	-6

Solution

Player B

		I	II	III	IV	V	
Player A	I	-2	0	0	5	3	-2
	II	3	2	1	2	2	1 Maximin value
	III	-4	-3	0	-2	6	-4
	IV	5	3	-4	2	-6	-6
		5	3	1	5	6	

Minimax value

Strategy of player A – II

Strategy of player B - III

Value of the game = 1

2.

	B1	B2	B3	B4
A1	1	7	3	4
A2	5	6	4	5

A3	7	2	0	3

Solution

	B1	B2	B3	B4	
A1	1	7	3	4	1
A2	5	6	4	5	4 Maximin value
A3	7	2	0	3	0
	7	7	4	5	

Minimax value

Strategy of player A – A2
Strategy of player B – B3
Value of the game = 4

3.

B's Strategy

A's Strategy		B1	B2	B3	B4	B5
	A1	8	10	-3	-8	-12
	A2	3	6	0	6	12
	A3	7	5	-2	-8	17
	A4	-11	12	-10	10	20
	A5	-7	0	0	6	2

Solution

B's Strategy

A's Strategy	B1	B2	B3	B4	B5	Row minimum
A1	8	10	-3	-8	-12	-12
A2	3	6	0	6	12	0 Maximin value
A3	7	5	-2	-8	17	-8
A4	-11	12	-10	10	20	-11
A5	-7	0	0	6	2	-7
Column maximum	8	12	0	10	20	

Minimax value

Strategy of player A – A2
Strategy of player B – B3
Value of the game = 0

4.

$$\begin{bmatrix} 9 & 3 & 1 & 8 & 0 \\ 6 & 5 & 4 & 6 & 7 \\ 2 & 4 & 3 & 3 & 8 \\ 5 & 6 & 2 & 2 & 1 \end{bmatrix}$$

Solution

9	3	1	8	0	0
6	5	4	6	7	4 Maximin value
2	4	3	3	8	2
5	6	2	2	1	1
9	6	4	8	8	

Minimax value

Value of the game = 4

Games with Mixed Strategies

In certain cases, no pure strategy solutions exist for the game. In other words, saddle point does not exist. In all such game, both players may adopt an optimal blend of the strategies called **Mixed Strategy** to find a saddle point. The optimal mix for each player may be determined by assigning each strategy a probability of it being chosen. Thus these mixed strategies are probabilistic combinations of available better strategies and these games hence called **Probabilistic games**.

The probabilistic mixed strategy games without saddle points are commonly solved by any of the following methods

Sl. No.	Method	Applicable to
1	Analytical Method	2x2 games
2	Graphical Method	2x2, mx2 and 2xn games
3	Simplex Method	2x2, mx2, 2xn and mxn games

3.1.1 Analytical Method

A 2 x 2 payoff matrix where there is no saddle point can be solved by analytical method.
Given the matrix

$$\begin{bmatrix} a_{11} & a_{12} \\ a_{21} & a_{22} \end{bmatrix}$$

Value of the game is

$$V = \frac{a_{11}a_{22} - a_{21}a_{12}}{(a_{11}+a_{22}) - (a_{12}+a_{21})}$$

With the coordinates

$$x_1 = \frac{a_{22} - a_{21}}{(a_{11}+a_{22}) - (a_{12}+a_{21})}, \quad x_2 = \frac{a_{11} - a_{12}}{(a_{11}+a_{22}) - (a_{12}+a_{21})}$$

$$y_1 = \frac{a_{22} - a_{12}}{(a_{11}+a_{22}) - (a_{12}+a_{21})}, \quad y_2 = \frac{a_{11} - a_{21}}{(a_{11}+a_{22}) - (a_{12}+a_{21})}$$

Alternative procedure to solve the strategy Find the difference of two numbers in column 1 and enter the resultant under column 2.

Neglect the negative sign if it occurs.

- Find the difference of two numbers in column 2 and enter the resultant under column 1.

Neglect the negative sign if it occurs.

- Repeat the same procedure for the two rows.

1. Solve

$$\begin{array}{c} \\ A \end{array} \begin{array}{c} B \\ \begin{bmatrix} 5 & 1 \\ 3 & 4 \end{bmatrix} \end{array}$$

Solution

It is a 2 x 2 matrix and no saddle point exists. We can solve by analytical method

$$\begin{array}{c} \\ A \\ \\ \end{array} \begin{array}{c} B \\ \begin{bmatrix} 5 & 1 \\ 3 & 4 \end{bmatrix} \\ \begin{matrix} 3 & \quad 2 \end{matrix} \end{array} \begin{array}{c} \\ 1 \\ 4 \\ \\ \end{array}$$

$$V = \frac{a_{11}a_{22} - a_{21}a_{12}}{(a_{11}+a_{22}) - (a_{12}+a_{21})} = \frac{20-3}{9-4}$$

V = 17 / 5

$S_A = (x_1, x_2) = (1/5, 4/5)$

$S_B = (y_1, y_2) = (3/5, 2/5)$

2. Solve the given matrix

$$A \begin{array}{c} B \\ \begin{bmatrix} 2 & -1 \\ -1 & 0 \end{bmatrix} \end{array}$$

Solution

$$A \begin{array}{c} B \\ \begin{bmatrix} 2 & -1 \\ -1 & 0 \end{bmatrix} \\ 1 \quad\quad 3 \end{array} \begin{array}{c} \\ 1 \\ 3 \\ \\ \end{array}$$

$$V = \frac{a_{11}\, a_{22} - a_{21}\, a_{12}}{(a_{11} + a_{22}) - (a_{12} + a_{21})} = \frac{0 - 1}{2 + 2}$$

V = - 1 / 4

$S_A = (x_1, x_2) = (1/4, 3/4)$

$S_B = (y_1, y_2) = (1/4, 3/4)$

Graphical method

The graphical method is used to solve the games whose payoff matrix has

- Two rows and n columns (2 x n)
- m rows and two columns (m x 2)

Algorithm for solving 2 x n matrix games

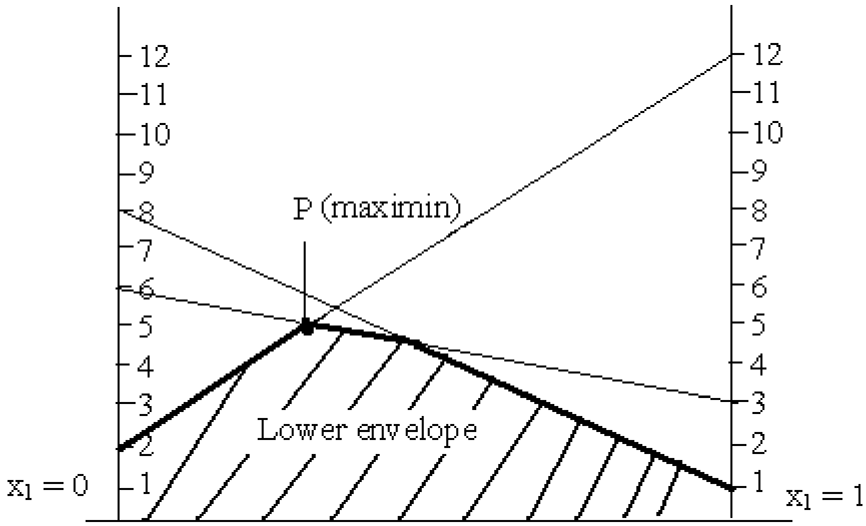
- Draw two vertical axes 1 unit apart. The two lines are $x_1 = 0$, $x_1 = 1$
- Take the points of the first row in the payoff matrix on the vertical line $x_1 = 1$ and the points of the second row in the payoff matrix on the vertical line $x_1 = 0$.
- The point a_{1j} on axis $x_1 = 1$ is then joined to the point a_{2j} on the axis $x_1 = 0$ to give a straight line. Draw 'n' straight lines for j=1, 2… n and determine the highest point of the lower envelope obtained. This will be the **maximin point**.
- The two or more lines passing through the maximin point determines the required 2 x 2 payoff matrix. This in turn gives the optimum solution by making use of analytical method.

Example 1

Solve by graphical method

	B1	B2	B3
A1	1	3	12
A2	8	6	2

Solution



	B2	B3	
A1	3	12	4
A2	6	2	9
	10	3	

$$V = \frac{a_{11}a_{22} - a_{21}a_{12}}{(a_{11}+a_{22})-(a_{12}+a_{21})} = \frac{6-72}{5-18}$$

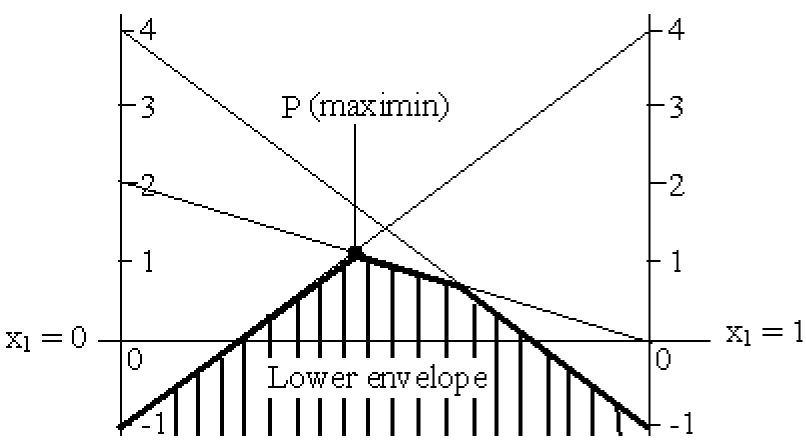
V = 66/13
S_A = (4/13, 9 /13)
S_B = (0, 10/13, 3 /13)

Example 2

Solve by graphical method

	B1	B2	B3
A1	4	-1	0
A2	-1	4	2

Solution



$$\begin{array}{c|cc|c} & B1 & B3 & \\ \hline A1 & 4 & 0 & 3 \\ A2 & -1 & 2 & 4 \\ \hline & 2 & 5 & \end{array}$$

$$V = \frac{a_{11}\,a_{22} - a_{21}\,a_{12}}{(a_{11} + a_{22}) - (a_{12} + a_{21})} = \frac{8 - 0}{6 + 1}$$

V = 8/7
S_A = (3/7, 4 /7)
S_B = (2/7, 0, 5 /7)

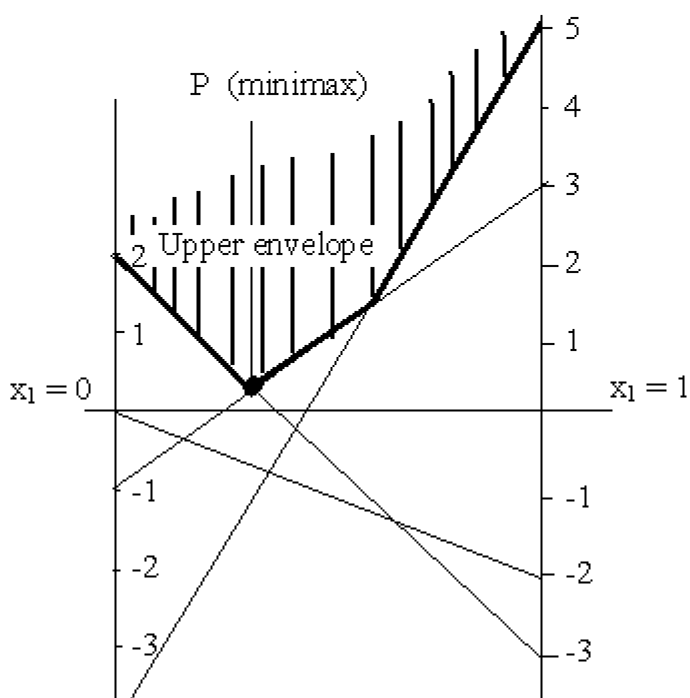
Algorithm for solving m x 2 matrix games

- Draw two vertical axes 1 unit apart. The two lines are x_1 =0, x_1 = 1 Take the points of the first row in the payoff matrix on the vertical line x_1 = 1 and the points of the second row in the payoff matrix on the vertical line x_1 = 0.
- The point a_{1j} on axis x_1 = 1 is then joined to the point a_{2j} on the axis x_1 = 0 to give a straight line. Draw 'n' straight lines for j=1, 2… n and determine the lowest point of the upper envelope obtained. This will be the **minimax point**.
- The two or more lines passing through the minimax point determines the required 2 x 2 payoff matrix. This in turn gives the optimum solution by making use of analytical method.

Example 1
Solve by graphical method

$$\begin{array}{c|cc} & B1 & B2 \\ \hline A1 & -2 & 0 \\ A2 & 3 & -1 \\ A3 & -3 & 2 \\ A4 & 5 & -4 \end{array}$$

Solution



D

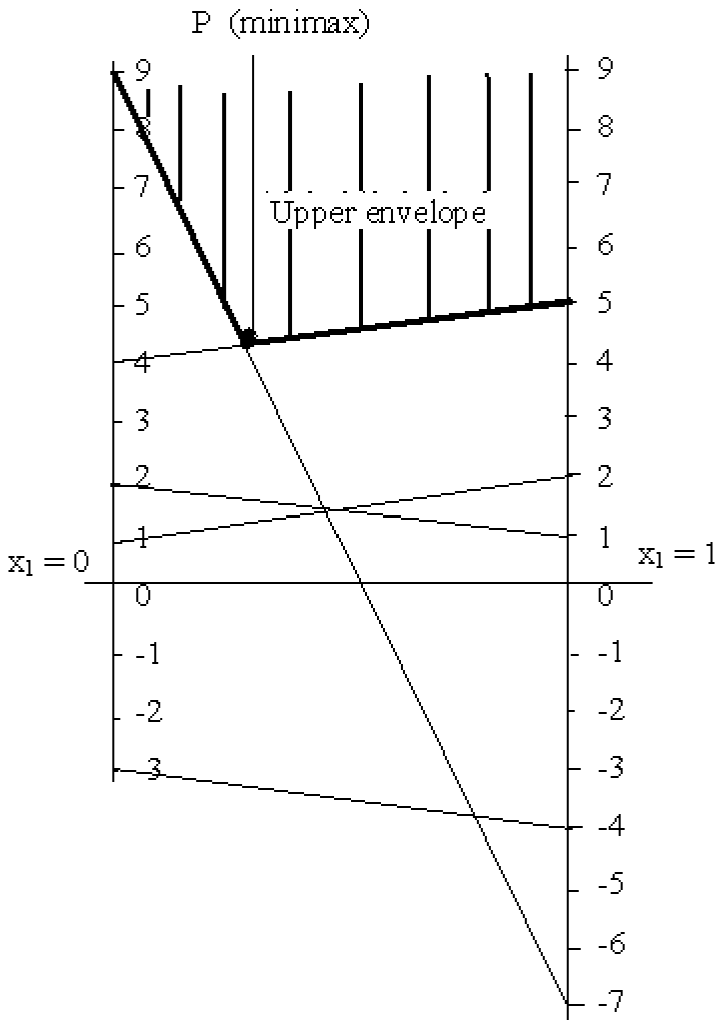
V = 3/9 = 1/3
S_A = (0, 5 /9, 4/9, 0)
S_B = (3/9, 6 /9)

Example 2

Solve by graphical method

	B1	B2
A1	1	2
A2	5	4
A3	-7	9
A4	-4	-3
A5	2	1

Solution



$$\begin{array}{c} \\ A2 \\ A3 \\ \\ \end{array} \begin{array}{cc} B1 & B2 \\ \left[\begin{array}{cc} 5 & 4 \\ -7 & 9 \end{array}\right. & \left.\right] \\ 5 & 12 \end{array} \begin{array}{c} \\ 16 \\ 1 \\ \\ \end{array}$$

$$V = \frac{a_{11}\, a_{22} - a_{21}\, a_{12}}{(a_{11} + a_{22}) - (a_{12} + a_{21})} = \frac{45 + 28}{14 + 3}$$

V = 73/17

S_A = (0, 16/17, 1/17, 0, 0)

S_B = (5/17, 12 /17)

3.1.3 Simplex Method

Let us consider the 3 x 3 matrix

$$\begin{array}{c} \\ A1 \\ A2 \\ A3 \end{array} \begin{array}{ccc} B1 & B2 & B3 \\ \hline a_{11} & a_{12} & a_{13} \\ a_{21} & a_{22} & a_{23} \\ a_{31} & a_{32} & a_{33} \end{array}$$

As per the assumptions, A always attempts to choose the set of strategies with the non-zero probabilities say p_1, p_2, p_3 where $p_1 + p_2 + p_3 = 1$ that maximizes his minimum expected gain.

Similarly B would choose the set of strategies with the non-zero probabilities say q_1, q_2, q_3 where $q_1 + q_2 + q_3 = 1$ that minimizes his maximum expected loss.

Step 1

Find the minimax and maximin value from the given matrix

Step 2

The objective of A is to maximize the value, which is equivalent to minimizing the value 1/V. The LPP is written as

Min $1/V = p_1/V + p_2/V + p_3/V$

and constraints ≥ 1

It is written as

Min $1/V = x_1 + x_2 + x_3$

and constraints ≥ 1

Similarly for B, we get the LPP as the dual of the above LPP

Max $1/V = Y_1 + Y_2 + Y_3$

and constraints ≤ 1

Where $Y_1 = q_1/V$, $Y_2 = q_2/V$, $Y_3 = q_3/V$

Step 3

Solve the LPP by using simplex table and obtain the best strategy for the players

Example 1

Solve by Simplex method

$$A \overset{B}{\begin{bmatrix} 3 & -2 & 4 \\ -1 & 4 & 2 \\ 2 & 2 & 6 \end{bmatrix}}$$

Solution

$$A \overset{B}{\begin{bmatrix} 3 & -2 & 4 \\ -1 & 4 & 2 \\ 2 & 2 & 6 \end{bmatrix}} \begin{matrix} -2 \\ -1 \\ \textcircled{2}\ \text{Maximin} \end{matrix}$$

$$\begin{matrix} \textcircled{3} & 4 & 6 \\ \text{Minimax} & & \end{matrix}$$

We can infer that $2 \leq V \leq 3$. Hence it can be concluded that the value of the game lies between 2 and 3 and the $V > 0$.

LPP

Max $1/V = Y_1 + Y_2 + Y_3$

Subject to

$3Y_1 - 2Y_2 + 4Y_3 \leq 1$

$-1Y_1 + 4Y_2 + 2Y_3 \leq 1$

$2Y_1 + 2Y_2 + 6Y_3 \leq 1$

$Y_1, Y_2, Y_3 \geq 0$

SLPP

Max $1/V = Y_1 + Y_2 + Y_3 + 0s_1 + 0s_2 + 0s_3$

Subject to

$3Y_1 - 2Y_2 + 4Y_3 + s_1 = 1$

$-1Y_1 + 4Y_2 + 2Y_3 + s_2 = 1$

$2Y_1 + 2Y_2 + 6Y_3 + s_3 = 1$

$Y_1, Y_2, Y_3, s_1, s_2, s_3 \geq 0$

Basic Variables	C_B	Y_B	Y_1	Y_2	Y_3	S_1	S_2	S_3	Min Ratio Y_B / Y_K
	$C_j \rightarrow$		1	1	1	0	0	0	
S_1	0	1	3	-2	4	1	0	0	1/3→
S_2	0	1	-1	4	2	0	1	0	-
S_3	0	1	2	2	6	0	0	1	1/2
	1/V = 0		-1 ↑	-1	-1	0	0	0	
Y_1	1	1/3	1	-2/3	4/3	1/3	0	0	-
S_2	0	4/3	0	10/3	10/3	1/3	1	0	2/5
S_3	0	1/3	0	10/3	10/3	-2/3	0	1	1/10→
	1/V =1/3		0	-5/3 ↑	1/3	1/3	0	0	
Y_1	1	2/5	1	0	2	1/5	0	1/5	
S_2	0	1	0	0	0	1	1	-1	
Y_2	1	1/10	0	1	1	-1/5	0	3/10	
	1/V = 1/2		0	0	2	0	0	1/2	

1/V =1/2
V = 2

$y_1 = 2/5 * 2 = 4/5$
$y_2 = 1/10 * 2 = 1/5$
$y_3 = 0 * 2 = 0$

$x_1 = 0*2 = 0$
$x_2 = 0*2 = 0$
$x_3 = 1/2*2 = 1$

$S_A = (0, 0, 1)$
$S_B = (4/5, 1/5, 0)$
Value = 2

Example 2

$$A \; \overset{B}{\begin{bmatrix} 1 & -1 & -1 \\ -1 & -1 & 3 \\ -1 & 2 & -1 \end{bmatrix}}$$

Solution

$$A \begin{array}{c} \\ \end{array} \overset{B}{\begin{bmatrix} 1 & -1 & -1 \\ -1 & -1 & 3 \\ -1 & 2 & -1 \end{bmatrix}} \begin{array}{c} -1 \\ -1 \\ -1 \end{array}$$

$$\quad\;\; 1 \qquad 2 \qquad 3$$

Maximin = -1
Minimax = 1

We can infer that $-1 \leq V \leq 1$

Since maximin value is -1, it is possible that value of the game may be negative or zero, thus the constant 'C' is added to all the elements of matrix which is at least equal to the negative of maximin.

Let C = 1, add this value to all the elements of the matrix. The resultant matrix is

$$A \overset{B}{\begin{bmatrix} 2 & 0 & 0 \\ 0 & 0 & 4 \\ 0 & 3 & 0 \end{bmatrix}}$$

LPP
Max $1/V = Y_1 + Y_2 + Y_3$
Subject to

$2Y_1 + 0Y_2 + 0Y_3 \leq 1$
$0Y_1 + 0Y_2 + 4Y_3 \leq 1$
$0Y_1 + 3Y_2 + 0Y_3 \leq 1$
$Y_1, Y_2, Y_3 \geq 0$

SLPP
Max $1/V = Y_1 + Y_2 + Y_3 + 0s_1 + 0s_2 + 0s_3$
Subject to

$2Y_1 + 0Y_2 + 0Y_3 + s_1 = 1$
$0Y_1 + 0Y_2 + 4Y_3 + s_2 = 1$
$0Y_1 + 3Y_2 + 0Y_3 + s_3 = 1$
$Y_1, Y_2, Y_3, s_1, s_2, s_3 \geq 0$

Basic Variables	C_B	Y_B	Y_1	Y_2	Y_3	S_1	S_2	S_3	Min Ratio Y_B / Y_K
	$C_j \rightarrow$		1	1	1	0	0	0	
S_1	0	1	2	0	0	1	0	0	1/2→
S_2	0	1	0	0	4	0	1	0	-
S_3	0	1	0	3	0	0	0	1	-
			↑						
	1/V =0		-1	-1	-1	0	0	0	
Y_1	1	1/2	1	0	0	1/2	0	0	-
S_2	0	1	0	0	4	0	1	0	-
S_3	0	1	0	3	0	0	0	1	1/3→
				↑					
	1/V =1/2		0	-1	-1	1/2	0	0	
Y_1	1	1/2	1	0	0	1/2	0	0	-
S_2	0	1	0	0	4	0	1	0	1/4→
Y_2	1	1/3	0	1	0	0	0	1/3	-
					↑				
	1/V = 5/6		0	0	-1	1/2	0	1/3	

Y_1	1	1/2	1	0	0	1/2	0	0
Y_3	1	1/4	0	0	1	0	1/4	0
Y_2	1	1/3	0	1	0	0	0	1/3
		1/V =13/12	0	0	0	1/2	1/4	1/3

1/V =13/12

V = 12/13

y_1 = 1/2 * 12/13 = 6/13 y_2 = 1/3 * 12/13 = 4/13 y_3 = 1/4 * 12/13 = 3/13

x_1 = 1/2*12/13 = 6/13 x_2 = 1/4 * 12/13 = 3/13 x_3 = 1/3 * 12/13 = 4/13

S_A = (6/13, 3/13, 4/13) S_B = (6/13, 4/13, 3/13)

Value = 12/13 – C =12/13 -1 = -1/13

INTRODUCTION

In the previous chapters we have dealt with problems where two or more competing candidates are in race for using the same resources and how to decide which candidate (product) is to be selected so as to maximize the returns (or minimize the cost).

Now let us look to a problem, where we have to determine the order or sequence in which the jobs are to be processed through machines so as to minimize the total processing time. Here the total effectiveness, which may be the time or cost that is to be minimized is the function of the order of sequence. Such type of problem is known as **SEQUENCING PROBLEM.**

In case there are three or four jobs are to be processed on two machines, it may be done by trial and error method to decide the optimal sequence (*i.e.* by method of enumeration). In the method of enumeration for each sequence, we calculate the total time or cost and search for that sequence, which consumes the minimum time and select that sequence. This is possible when we have small number of jobs and machines. But if the number of jobs and machines increases, then the problem becomes complicated. It cannot be done by method of enumeration. Consider a problem, where we have '*n*' machines and '*m*' jobs then we have $(n!)^m$ theoretically possible sequences. For example, we take $n = 5$ and $m = 5$, then we have $(5!)^5$ sequences *i.e.* which works out to 25, 000,000,000 possible sequences. It is time consuming to find all the sequences and select optima among all the sequences. Hence we have to go for easier method of finding the optimal sequence. Let us discuss the method that is used to find the optimal sequence. Before we go for the method of solution, we shall define the sequencing problem and types of sequencing problem. The student has to remember that the sequencing problem is basically a **minimization problem or minimization model.**

THE PROBLEM:(DEFINITION)

A general sequencing problem may be defined as follows:

Let there be '*n*' jobs (J_1, J_2, J_3 ………J_n) which are to be processed on '*m*' machines (*A*, *B*, *C*, ………), where the order of processing on machines *i.e.* for example, *ABC* means first on machine A, second on machine *B* and third on machine *C* or *CBA* means first on machine *C*, second on machine *B* and third on machine *A* etc. and the processing time of jobs on machines (actual or expected) is known to us, then our job is to find the optimal sequence of processing jobs that minimizes the total processing time or cost. Hence our job is to find that sequence out of $(n!)^m$ sequences, which minimizes the total elapsed time (*i.e.*. time taken to process all the jobs). The usual notations used in this problem are:

A_i = Time taken by *i* th job on machine *A* where *i* = I, 2,3…*n*. Similarly we can interpret for machine *B* and *C* *i.e.* B_i and C_i etc.

T = Total elapsed time which includes the idle time of machines if any and set up time and transfer time.

Assumptions Made in Sequencing Problems

Principal assumptions made for convenience in solving the sequencing problems are as follows:

(a) The processing times A_i and B_i etc. are exactly known to us and they are independent of order of processing the job on the machine. That is whether job is done first on the machine, last on the machine, the time taken to process the job will not vary it remains constant.

(b) The time taken by the job from one machine to other after processing on the previous machine is negligible. (Or we assume that the processing time given also includes the transfer time and setup time).

(c) Each job once started on the machine, we should not stop the processing in the middle. It is to be processed completely before loading the next job.

(d) The job starts on the machine as soon as the job and the machine both become idle (vacant). This is written as **job is next to the machine and the machine is next to the job.** (This is exactly the meaning of transfer time is negligible).

(e) No machine may process more than one job simultaneously. (This means to say that the job once started on a machine, it should be done until completion of the processing on that machine).

(f) The cost of keeping the semi-finished job in inventory when next machine on which the job is to be processed is busy is assumed to be same for all jobs or it is assumed that it is too small and is negligible. That is in process inventory cost is negligible.

(g) While processing, no job is given priority *i.e.* the order of completion of jobs has no significance. The processing times are independent of sequence of jobs.

(h) There is only one machine of each type.

Applicability

The sequencing problem is very much common in Job workshops and Batch production shops. There will be number of jobs which are to be processed on a series of machine in a specified order depending on the physical changes required on the job. We can find the same situation in computer center where number of problems waiting for a solution. We can also see the same situation when number of critical patients waiting for treatment in a clinic and in Xerox centers, where number of jobs is in queue, which are to be processed on the Xerox machines. Like this we may find number of situations in real world.

Types of Sequencing Problems

There are various types of sequencing problems arise in real world. All sequencing problems cannot be solved. Though mathematicians and Operations Research scholars are working hard on the problem satisfactory method of solving problem is available for few cases only. The problems, which can be solved, are:

(i) 'n' jobs are to be processed on two machines say machine A and machine B in the order AB. This means that the job is to be processed first on machine A and then on machine B.

(j) 'n' jobs are to be processed on three machines A,B and C in the order ABC i.e. first on machine A, second on machine B and third on machine C.

(k) 'n' jobs are to be processed on 'm' machines in the given order

(l) Two jobs are to be processed on 'm' machines in the given order.

SOLUTIONS FOR SEQUENCING PROBLEMS

Now let us take above mentioned types problems and discuss the solution methods.

'N' Jobs and Two Machines

If the problem given has two machines and two or three jobs, then it can be solved by using the Gantt chart. But if the numbers of jobs are more, then this method becomes less practical. (For understanding about the Gantt chart, the students are advised to refer to a book on Production and Operations Management (chapter on Scheduling).

Gantt chart consists of *X* -axis on which the time is noted and *Y*-axis on which jobs or machines are shown. For each machine a horizontal bar is drawn. On these bars the processing of jobs in given sequence is marked. Let us take a small example and see how Gantt chart can be used to solve the same.

1. Problem

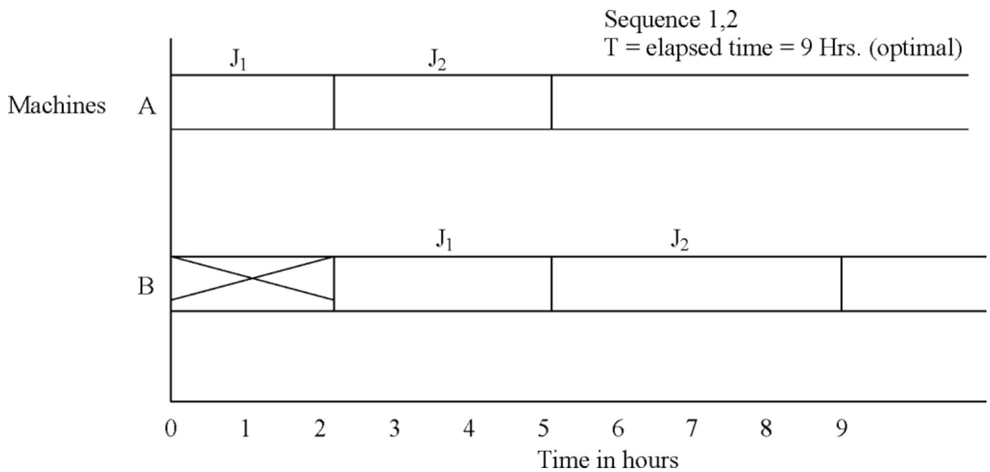
There are two jobs job 1 and job 2. They are to be processed on two machines, machine *A* and Machine *B* in the order *AB*. Job 1 takes 2 hours on machine *A* and 3 hours on machine *B*. Job 2 takes 3 hours on machine *A* and 4 hours on machine *B*. Find the optimal sequence which minimizes the total elapsed time by using Gantt chart.

2. Solution

Jobs.	*Machines (Time in hours)*	
	A	B
1	2	3
2	3	4

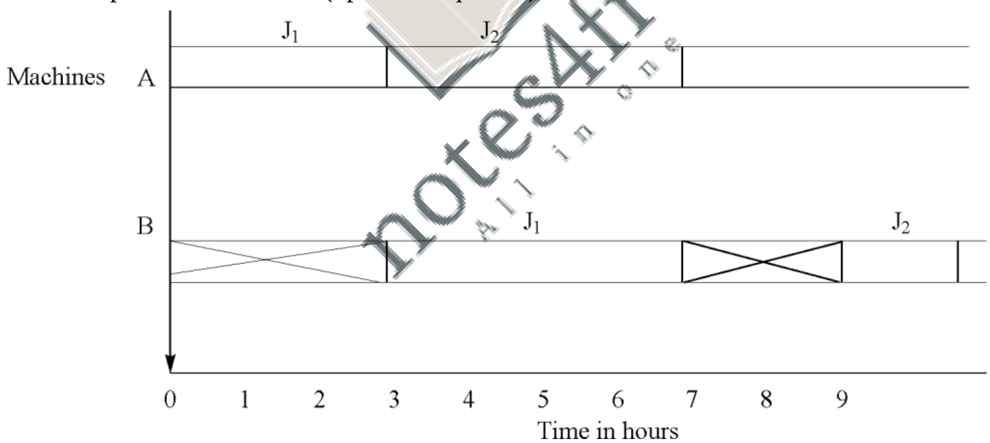
(m) Total elapsed time for sequence 1,2 *i.e.* first job 1 is processed on machine *A* and then on second machine and so on.

Draw *X* - axis and Y- axis, represent the time on *X* - axis and two machines by two bars on *Y*- axis. Then mark the times on the bars to show processing of each job on that machine.



Sequence 1,2

Total = elapsed time = 9 Hrs. (optimal sequence)



Gantt chart.

Both the sequences shows the elapsed time = 9 hours.

The draw back of this method is for all the sequences, we have to write the Gantt chart and find the total elapsed times and then identify the optimal solution. This is laborious and time consuming. If we have more jobs and more machines, then it is tedious work to draw the chart for all sequences. Hence we have to go for analytical methods to find the optimal solution without drawing charts.

Analytical Method

A method has been developed by **Johnson and Bellman** for simple problems to determine a sequence of jobs, which minimizes the total elapsed time. The method:

1. '*n*' jobs are to be processed on two machines *A* and *B* in the order *AB* (*i.e*. each job is to be processed first on *A* and then on *B*) and passing is not allowed. That is which ever job is processed first on machine *A* is to be first processed on machine *B* also, Which ever job is processed second on machine *A* is to be processed second on machine *B* also and so on. That means each job will first go to machine *A* get processed and then go to machine *B* and get processed. ***This rule is known as no passing rule.***

2. Johnson and Bellman method concentrates on minimizing the idle time of machines. Johnson and Bellman have proved that optimal sequence of '*n*' jobs which are to be processed on two machines *A* and *B* in the order *AB* necessarily involves the same ordering of jobs on each machine. This result also holds for three machines but does not necessarily hold for more than three machines. Thus total elapsed time is minimum when the sequence of jobs is same for both the machines.

3. Let the number of jobs be 1,2,3,… ....*n*

The processing time of jobs on machine *A* be A_1, A_2, A_3 .... A_n

The processing time of jobs on machine *B* be B_1, B_2, B_3 .... B_n

Jobs	*Machining time in hours.*		
	Machine A	*Machine B*	*(Order of processing is AB)*
1	A_1	B_1	
2	A_2	B_2	
3	A_3	B_3	
………	……………………	………………………	
I	A_I	B_I	
………	……………………	………………………	
S	A_S	B_S	
………	……………………	………………………	
………	……………………	………………………	
T	A_T	B_T	
………	……………………	………………………	
………	……………………	………………………	
N	A_N	B_N	

4. Johnson and Bellman algorithm for optimal sequence states *that* **identify the smallest element in the given matrix.** ***If the smallest element falls under column 1 i.e under machine I then do that job first***. As the job after processing on machine 1 goes to machine 2, it reduces the idle time or waiting time of machine 2. ***If the smallest element falls under column 2 i.e under machine 2 then do that job last***. This reduces the idle time of machine 1. *i.e*. if r th job is having smallest element in first column, then do the r^{th} job first. If *s* th job has the smallest element, which falls under second column, then do the *s* th job last. Hence the basis for Johnson and Bellman method is to keep the idle time of machines as low as possible. Continue the above process until all the jobs are over.

1	2	3		n–1	n
r					s

5. If there are 'n' jobs, first write 'n' number of rectangles as shown. When ever the smallest elements falls in column 1 then enter the job number in first rectangle. If it falls in second column, then write the job number in the last rectangle. Once the job number is entered, the second rectangle will become first rectangle and last but one rectangle will be the last rectangle.
6. Now calculate the total elapsed time as discussed. Write the table as shown. Let us assume that the first job starts at Zero th time. Then add the processing time of job (first in the optimal sequence) and write in out column under machine 1. This is the time when the first job in the optimal sequence leaves machine 1 and enters the machine 2. Now add processing time of job on machine 2. This is the time by which the processing of the job on two machines over. Next consider the job, which is in second place in optimal sequence. This job enters the machine 1 as soon the machine becomes vacant, i.e first job leaves to second machine. Hence enter the time in out column for first job under machine 1 as the starting time of job two on machine 1. Continue until all the jobs are over. Be careful to see that whether the machines are vacant before loading. Total elapsed time may be worked out by drawing Gantt chart for the optimal sequence.
7. Points to remember:

(*a*) If there is tie i.e we have smallest element of same value in both columns, then:

(i) Minimum of all the processing times is A_r which is equal to B_s *i.e.* Min $(A_i, B_i) = A_r = B_s$ then do the r th job first and s th job last.

(ii) If Min $(A_i, B_i) = A_r$ and also $A_r = A_k$ (say). Here tie occurs between the two jobs having same minimum element in the same column *i.e.* first column we can do either r th job or k th job first. There will be two solutions. When the ties occur due to element in the same column, then the problem will have alternate solution. If more number of jobs have the same minimum element in the same column, then the problem will have many alternative solutions. If we start writing all the solutions, it is a tedious job. Hence it is enough that the students can mention that the problem has alternate solutions. The same is true with B_i s also. If more number of jobs have same minimum element in second column, the problem will have alternate solutions.

3. Problem

There are five jobs, which are to be processed on two machines *A* and *B* in the order *AB*. The processing times in hours for the jobs are given below. Find the optimal sequence and total elapsed time. ***(Students has to remember in sequencing problems if optimal sequence is asked, it is the duty of*** the student to find the total elapsed time also).

Jobs:	1	2	3	4	5
Machine A (Time in hrs.)	2	6	4	8	10
Machine B (Time in Hrs)	3	1	5	9	7

The smallest element is 1 it falls under machine *B* hence do this job last i.e in 5 th position. Cancel job 2 from the matrix. The next smallest element is 2, it falls under machine A hence do this job first, i.e in the first position. Cancel the job two from matrix. Then the next smallest element is 3 and it falls under machine *B*. Hence do this job in fourth position. Cancel the job one from the matrix. Proceed like this until all jobs are over.

1	3	4	5	2

1. Total elapsed time:

OPTIMAL	*MACHINE -A*		*MACHINE - B*		*MACHINE IDLE JOB IDLE*			*REMARKS*
SEQUENCE	*IN*	*OUT*	*IN*	*OUT*	*A*	*B*		
1	0	2	2	5		2		
3	2	6	6	11		1		As the Machine B Finishes Work at 5 Th hour will be Idle for 1 Hour.
4	6	14	14	23		3		-do- 3 hr.
5	14	24	24	31		1		-do- 1 hr.
2	24	30	31	32	1	2		1 hr as job finished early 1 hr idle.

Total elapsed time = 32 hours. (This includes idle time of job and idle time of machines).

The procedure: Let Job 1 is loaded on machine *A* first at zero th time. It takes two hours to process on the machine. Job 1 leaves the machine *A* at two hours and enters the machine 2 at 2-nd hour. Up to the time i.e first two hours, the machine *B* is idle. Then the job 1 is processed on machine *B* for 3 hours and it will be unloaded. As soon as the machine *A* becomes idle, *i.e*. at 2 nd hour then next job 3 is loaded on machine *A*. It takes 4 hours and the job leaves the machine at 6 th hour and enters the machine *B* and is processed for 6 hours and the job is completed by 11 th hour. (Remember if the job is completed early and the Machine *B* is still busy, then the job has to wait and the time is entered in job idle column. In case the machine B completes the previous job earlier, and the machine *A* is still processing the next job, the machine has to wait for the job. This will be shown as machine idle time for machine *B*.). Job 4 enters the machine *A* at 6 th hour and processed for 8 hours and leaves the machine at 14 th hour. As the machine *B* has finished the job 3 by 11 th hour, the machine has to wait for the next job (job 4) up to 14 th hour. Hence 3 hours is the idle time for the machine *B*. In this manner we have to calculate the total elapsed time until all the jobs are over.

4. Problem

There are 6 jobs to be processed on Machine *A*. The time required by each job on machine *A* is given in hours. Find the optimal sequence and the total time elapsed.

Job:	1	2	3	4	5	6
Time in hours. Machine A	6	4	3	2	9	8

5. Solution

Here there is only one machine. Hence the jobs can be processed on the machine in any sequence depending on the convenience. The total time elapsed will be total of the times given in the problem. As soon as one job is over the other follows. The total time is 32 hours. The sequence may be any order. For example: 1,2,3,4,5,6 or 6,5,4,3,2,1, or 2, 4 6 1 3 5 and so on.

6. Problem

A machine operator has to perform two operations, turning and threading, on a number of different jobs. The time required to perform these operations in minutes for each job is given. Determine the order in which the jobs should be processed in order to minimize the total time required to turn out all the jobs.

Jobs:	1	2	3	4	5	6
Time for turning (in min.)	3	12	5	2	9	11
Time for threading (in min).	8	10	9	6	3	1

7. Solution

The smallest element is 1 in the given matrix and falls under second operation. Hence do the 6 th job last. Next smallest element is 2 for the job 4 and falls under first operation hence do the fourth job first. Next smallest element is 3 for job 1 falls under first operation hence do the first job second. Like this go on proceed until all jobs are over. The optimal sequence is :

4	1	3	2	5	6

Optimal sequence.	*Turning operation*		*Threading operation*		*Job idle*	*Machine idle.*	
	In	*out*	*In*	*out*		*Turning*	*threading.*
4	0	2	2	8	------		2
1	2	5	8	16	3		
3	5	10	16	25	6		
2	10	22	25	35	3		
5	22	31	35	38	4		
6	31	42	42	43	--	1	----
	Total elapsed time:		**43minutes.**				

The Job idle time indicates that there must be enough space to store the in process inventory between two machines. This point is very important while planning the layout of machine shops.

8. Problem

There are seven jobs, each of which has to be processed on machine *A* and then on Machine *B* (order of machining is *AB*). Processing time is given in hours. Find the optimal sequence in which the jobs are to be processed so as to minimize the total time elapsed.

JOB:	1	2	3	4	5	6	7
MACHINE: A (TIME IN HOURS).	3	12	15	6	10	11	9
MACHINE: B (TIME IN HOURS).	8	10	10	6	12	1	3

9. Solution

By Johnson and Bellman method the optimal sequence is:

1	4	5	3	2	7	6.

Optimal Sequence	Machine:A		Machine:B		Machine idle time		Job idle time	Remarks.
Squence	In	out	In	Out	A	B		
1	0	3	3	11		3	–	
4	3	9	11	17			2	Job finished early
5	9	19	19	31		2		Machine A take more time.
3	19	34	34	44		3		Machine A takes more time.
2	34	46	46	56		2		- do-
7	46	55	56	59			1	Job finished early.
6	55	66	66	67	1	7		Machine A takes more time. Last is finished on machine A at 66 th hour.
	Total		**Elapsed**		**Time = 67 hours.**			

Problem

Find the optimal sequence that minimizes the total elapsed time required to complete the following tasks on two machines I and II in the order first on Machine I and then on Machine II.

Task:	A	B	C	D	E	F	G	H	I
Machine I (time in hours).	2	5	4	9	6	8	7	5	4
Machine II (time in hours).	6	8	7	4	3	9	3	8	11

Solution

By Johnson and Bellman method we get two sequences (this is because both machine B and H are having same processing times).

The two sequences are:

A	C	I	(B)	(H)	F	D	G	E.
A	C	I	(H)	(B)	F	D	G	E

Sequence	*Machine I*		*Machine II*		*Machine Idle*		*Job idle*	*Remarks.*
	In	*out*	*In*	*Out*	*I*	*II*		
A	O	2	2	8		2		
C	2	6	8	15			2	Job on machine I finished early.
I	6	10	15	26			5	Do
B	10	15	26	34			11	Do
H	15	20	34	42			14	Do
F	20	28	42	51			14	Do
D	28	37	51	55			14	Do
G	37	44	55	58			11	Do
E	44	50	58	61	11		8	Do.And machine I finishes its work at 50th hour.
	Total		**Elapsed time : 61 hours.**					

Problem 6.7.

A manufacturing company processes 6 different jobs on two machines A and B in the order AB. Number of units of each job and its processing times in minutes on A and B are given below. Find the optimal sequence and total elapsed time and idle time for each machine.

Job Number	*Number of units of each job.*	*Machine A: time in minutes.*	*Machine B: time in minutes.*
1	3	5	8
2	4	16	7
3	2	6	11
4	5	3	5
5	2	9	7.5
6	3	6	14

Solution

The optimal sequence by using Johnson and Bellman algorithm is

Sequence:	4	1	3	6	5	2
Number of units.	5	3	2	3	2	4

First do the 5 units of job 4, Second do the 3 units of job 1, third do the 2 units of job 3, fourth process 3 units of job 6, fifth process 2 units of job 5 and finally process 4 units of job 2.

Sequence of jobs	*Number. of units of job*	*Machine A Time in mins*		*Machine B Time in mins.*		*Idle time of machines*		*Job idle.*	*Remarks.*
		In	*out*	*In*	*out*	*A*	*B*		
4	1 st.	0	3	3	8	--	3	–	–
	2 nd	3	6	8	13				
	3 rd.	6	9	13	18				
	4 th	9	12	18	23				
	5th	12	15	23	28				
1	1 st	15	20	28	36			8	Machine B BecomesVacant at 8th min.
	2 nd	20	25	36	44				
	3rd	25	30	44	52				
3	1 st	30	36	52	63			16	Do (52 nd min.)
	2 nd.	36	42	63	74				
6	1 st.	42	48	74	88			26	Do (74 th min.)
	2 nd	48	54	88	102				
	3 rd	54	60	102	116				
5	1 st	60	69	116	123.5			47	Do (116 th min.)
	2 nd.	69	78	123.5	131				
2	1 st	78	94	131	138			37	Do (131 th min.)
	2 nd.	94	110	138	145				
	3 rd	110	126	145	152				
	4 th	126	142	152	159	17			
		Total Elapsed		**Time = 159 min**					

Total elapsed time = 159 mins. Idle time for Machine A = 17 mins. And that for machine B is 3 mins

SEQUENCING OF 'N' JOBS ON THREE MACHINES

When there are '*n*' jobs, which are to be processed on three machines say *A*, *B*, and *C* in the order *ABC i.e* first on machine *A*, second on machine *B* and finally on machine *C*. We know processing times in time units. As such there is no direct method of sequencing of '*n*' jobs on three machines. Before solving, **a three-machine problem is to be converted into a two-machine problem**. The procedure for converting a three-machine problem into two-machine problem is:

(a) Identify the smallest time element in the first column, *i.e.* for machine 1 let it be A_r.
(b) Identify the smallest time element in the third column, *i.e.* for machine 3, let it be C_s
(c) Identify the highest time element in the second column, *i.e.* for the center machine, say machine 2, let it be B_i.
(d) Now minimum time on machine 1 *i.e.* A_r must be ≥ maximum time element on machine 2, *i.e.* B_i

OR

Minimum time on third machine *i.e.* C_s must be ≥ maximum time element on machine 2 *i.e.* B_i

OR

Both A_r and C_s must be ≥ B_i

(e) If the above condition satisfies, then we have to workout the time elements for two hypothetical machines, namely machine *G* and machine *H*. The time elements for machine *G*, $G_i = A_i + B_i$.
The time element for machine *H*, is $H_i = B_i + C_i$
(f) Now the three-machine problem is converted into two-machine problem. We can find sequence by applying Johnson Bellman rule.
(g) All the assumption mentioned earlier will hold good in this case also.

Problem

A machine operator has to perform three operations, namely plane turning, step turning and taper turning on a number of different jobs. The time required to perform these operations in minutes for each operating for each job is given in the matrix given below. Find the optimal sequence, which minimizes the time required.

Job.	*Time for plane turning In minutes*	*Time for step turning in minutes*	*Time for taper turning. in minutes.*
1	3	8	13
2	12	6	14
3	5	4	9
4	2	6	12
5	9	3	8
6	11	1	13

Solution

Here Minimum $A_i = 2$, Maximum $B_i = 8$ and Minimum $C_i = 8$.

As the maximum $B_i = 8 =$ Minimum C_i, we can solve the problem by converting into two-machine problem.

Now the problem is:

Job	*Machine G* $(A_i + B_i)$ *Minutes.*	*Machine H* $(B_i + H_i)$ *Minutes.*
1	11	21
2	18	20
3	9	13
4	8	18
5	12	11
6	12	14

By applying Johnson and Bellman method, the optimal sequence is:

4	3	1	6	5	2

Now we can work out the Total elapsed time as we worked in previous problems.

Sequence	Plane turning Time in min.		Step turning Time in min.		Taper turning Time in Min.		Job Idle Time in Min.	Machine idle Time in Min.	Remarks.
	In	out	In	out	In	out		Tu StTu Tap Tu	
4	0	2	2	8	8	20		2 8	Until first Job comes 2nd and 3rd Operations idle.
3	2	7	8	12	20	29	1 + 8		
1	7	10	12	20	29	42	2 + 9		
6	10	21	21	22	42	55	20	1	
2	21	33	33	39	55	69	16	11	
5	33	42	42	45	69	77	14	3	
	Total		**Elapsed**		**Time: 77 min.**				

10. ***Problem 6.9.***

There are 5 jobs each of which is to be processed on three machines *A*, *B*, and *C* in the order *ACB*. The time required to process in hours is given in the matrix below. Find the optimal sequence.

Job:	1	2	3	4	5
Machine A:	3	8	7	5	4
Machine B:	7	9	5	6	10
Machine C:	4	5	1	2	3.

Solution

Here the given order is *ACB*. *i.e.* first on machine *A*, second on Machine *C* and third on Machine *B*. Hence we have to rearrange the machines. Machine *C* will become second machine. Moreover optimal sequence is asked. But after finding the optimal sequence, we have to work out total elapsed time also. The procedure is first rearrange the machines and convert the problem into two-machine problem if it satisfies the required condition. Once it is converted, we can find the optimal sequence by applying Johnson and Bellman rule.

The problem is:

Job:	1	2	3	4	5
Machine A:	3	8	7	5	4
Machine C:	4	5	1	2	3
Machine B:	7	9	5	6	10

Max A_i = 8 Hrs. , Max B_i (third machine) = 5 Hrs. and minimum C_i = Middle machine = 5 Hrs. As Max B_i = Min C_i = 5, we can convert the problem into 2- machine problem.

Two-machine problem is:

Job:	1	2	3	4	5
Machine *G*: (*A* + *C*)	7	13	8	7	7
Machine *H*: (*C* + *B*)	11	14	6	8	13

By applying, Johnson and Bellman Rule, the optimal sequence is: We find that there are alternate solutions, as the elements 7 and 8 are appearing more than one time in the problem.

The solutions are:

4	1	5	2	3

4	5	1	2	3

1	4	5	2	3

5	1	4	2	3

5	4	1	2	3

Let us work out the total time elapsed for any one of the above sequences. Students may try for all the sequence and they find that the total elapsed time will be same for all sequences.

Sequence.	*Machine A Time in Hrs.*		*Machine C Time in Hrs.*		*Machine B Time in Hrs.*		*Job idle. Time in Hrs*	*Machine Idle. Time in Hrs.*		
	In	*out*	*In*	*out*	*In*	*out*		*A*	*C*	*B*
4	0	5	5	7	7	13			5	7
1	5	8	8	12	13	20	1		1	
5	8	12	12	15	20	30	5			
2	12	20	20	25	30	39	5		5	
3	20	27	27	28	39	44	11	17	2+16	
	Total		**Elapsed**		**Time:44 Hrs.**					

Total elapsed time = 44 hours. Idle time for Machine *A* is 17 hours. For machine *C* = 29 hrs and that for machine *B* is 7 hours.

Problem .

A ready-made dress company is manufacturing its 7 products through two stages *i.e.* cutting and Sewing. The time taken by the products in the cutting and sewing process in hours is given below:

Products:	1	2	3	4	5	6	7
Cutting:	5	7	3	4	6	7	12
Sewing:	2	6	7	5	9	5	8

(a) Find the optimal sequence that minimizes the total elapsed time.

(b) Suppose a third stage of production is added, namely Pressing and Packing, with processing time for these items as given below:

Product:	1	2	3	4	5	6	7
Pressing and Packing: (Time in hrs)	10	12	11	13	12	10	11

Find the optimal sequence that minimizes the total elapsed time considering all the three stages.

Solution

(*a*) Let us workout optimal sequence and total elapsed time for first two stages:

By Johnson and Bellman rule, the optimal sequence is:

3	4	5	7	2	6	1

Total Elapsed time:

Sequence	*Cutting Dept. Time in Hrs.*		*Sewing dept. Time in Hrs.*		*Job idle Time in Hrs.*	*Machine idle. Time in Hrs.*		*Remarks.*
	In	*out*	*In*	*out*		*Cutting*	*Sewing.*	
3	0	3	3	10			3	Sewing starts after cutting.
4	3	7	10	15	3			
5	7	13	15	24	2			
7	13	25	25	33			1	
2	25	32	33	39	1			
6	32	39	39	44				
1	39	44	44	46		2		
	Total		**Elapsed**		**Time in Hrs. = 46 Hrs.**			

Total elapsed time is 46 Hrs. Idle time for cutting is 2 Hrs, and that for Sewing is 4 Hrs.

a) When the Pressing and Packing department is added to Cutting and Sewing, the problem becomes '*n*' jobs and 3-machine problem. We must check whether we can convert the problem into 2- machine problem.

The problem is

Products:	1	2	3	4	5	6	7
Cutting dept. (Hrs):	5	7	3	4	6	7	12
Sewing dept (Hrs);	2	6	7	5	9	5	8
Pressing and Packing dept. (Hrs.):	10	12	11	13	12	10	11

Minimum time element for first department is 3 Hrs. and that for third department is 10 Hrs. And maximum time element for second department i.e sewing department is 9 Hrs. As the minimum time element of third department is greater than that of minimum of second department, we can convert the problem into 2-machine problem.

Now 7 jobs and 2- machine problem is:

Product:	1	2	3	4	5	6	7
Department G (= Cutting + Sewing):	7	13	10	9	15	12	20
Department H (= Sewing + Packing):	12	18	18	18	21	15	19

By Johnson and Bellman rule the optimal sequence is:

1	4	3	6	2	5	7

Sequence	Cutting Dept. Time in Hrs.		Sewing Dept. Time in Hrs.		Packing dept. Time in Hrs.		Job idle. Time in Hrs.	Dept. Idle Time in Hrs..			Remarks.
	In	out	In	out	In	out		Cut	Sew	Pack.	
1	0	5	5	7	7	17			5	7	
4	5	9	9	14	17	30	3		2		
3	9	12	14	21	30	41	2 + 9				
6	12	19	21	26	41	51	2 + 15				
2	19	26	26	32	51	63	19				
5	26	32	32	41	63	75	22				
7	32	44	44	52	75	86		42	3+34		
	Total		**ElapsedTime**		**= 86 Hrs**.						

Total elapsed time = 86 Hrs. Idle time for Cutting dept. is 42 Hrs. Idle time for sewing dept, is 44 Hrs. and for packing dept. it is 7 hrs.

(Point to note: The Job idle time shows that enough place is to be provided for in process inventory and the machine or department idle time gives an indication to production planner that he can load the machine or department with any job work needs the service of the machine or department. Depending on the quantum of idle time he can schedule the job works to the machine or department).

Processing of 'N' Jobs on 'M' Machines: (Generalization of 'n' Jobs and 3 -machine problem)

Though we may not get accurate solution by generalizing the procedure of '*n*' jobs and 3- machine problem to '*n*' jobs and '*m*' machine problem, we may get a solution, which is nearer to the optimal solution. In many practical cases, it will work out. The procedure is :

A general sequencing problem of processing of '*n*' jobs through '*m*' machines M_1, M_2, M_3, ………M_{n-1} , M_n in the order M_1, M_2, M_3 …… M_{n-1}, M_n can be solved by applying the following rules.

If a_{ij} where I = 1,2,3…..*n* and *j* = 1, 2, 3……….*m* is the processing time of *i th* job on *j th* machine, then find Minimum a_{i1} and Min. a_{im} (*i.e.* minimum time element in the first machine and
I *i*
minimum time element in last

Machine) and find Maximum a_{ij} of intermediate machines *i.e* 2 nd machine to m-1 machine.
i

The problem can be solved by converting it into a two-machine problem if the following conditions are satisfied.

(n) $\min_i a_{i1} \geq \max_i a_{ij}$ for all j = 1,2,3,…..m-1

(o) $\min_i a_{im} \geq \max_i a_{ij}$ for all j = 1, 2,3 …….m-1

At least one of the above must be satisfied. Or both may be satisfied. If satisfied, then the problem can be converted into 2- machine problem where Machine $G = a_{i1} + a_{i2} + a_{i3} + \ldots\ldots + a_{i\,m-1}$ and

Machine $G = a_{i2} + a_{i3} + \ldots\ldots + a_{im}$. Where i = 1,2,3,….n.

Once the problem is a 2- machine problem, then by applying Johnson Bellman algorithm we can find optimal sequence and then workout total elapsed time as usual.

1. **(Point to remember: Suppose $a_{i2} + a_{i3} + \ldots\ a_{i\,m-1}$ = a constant number for all consider two extreme machines *i.e.* machine 1 and machine -m as two machines and workout optimal sequence).**

Problem .

There are 4 jobs A, B, C and D, which is to be, processed on machines M_1, M_2, M_3 and M_4 in the order $M_1\,M_2\,M_3\,M_4$ .The processing time in hours is given below. Find the optimal sequence.

Job	*Machine (Processing time in hours)*			
	M_1	M_2	M_3	M_4
	a_{i1}	a_{i2}	a_{i3}	a_{i4}
A	15	5	4	14
B	12	2	10	12
C	13	3	6	15
D	16	0	3	19

Solution

From the data given, Min a_{i1} is 12 and Min a_{i4} is 12.

Max a_{i2} = 5 and Max a_{i3} = 10.

As Min a_{i1} is > than both Min a_{i2} and Min a_{i3}, the problem can be converted into 2 – machine problem as discussed above. Two-machine problem is:

Jobs.	*Machines (Time in hours)*	
	G	*H*
A	15+5+4 = 29	5+4+14 = 23
B	12+2+10 = 24	2+10+12 = 24
C	13+3+6 = 22	3+6+15 = 24
D	16+0+3 = 19	0+3+19 = 22

Applying Johnson and Bellman rule, the optimal sequence is:

D	*C*	*B*	*A*

Total elapsed time:

Sequence	*Machine M_1 Time in hours*		*Machine M_2 Time in hours*		*Machine M_3 Time in hours*		*Machine M_4 Time in hours.*		*Job idle Time in hours.*	*Machine idle Time in hours.*			
	In	*out*	*In*	*out*	*in*	*out*	*In*	*out*		M_1	M_2	M_3	M_4
D	0	16	16	16	16	19	19	38				16	19
C	19	29	29	32	32	38	38	53			29	13	
B	29	41	41	43	43	53	53	65			9	5	
A	41	56	56	61	61	65	65	79		23	18	14	
	Total		**Elapsed**		**Time= 79 hrs.**								

Total Elapsed time = 79 hours.

Problem .

In a maintenance shop mechanics has to reassemble the machine parts after yearly maintenance in the order *PQRST* on four machines *A*, *B*, *C* and *D*. The time required to assemble in hours is given in the matrix below. Find the optimal sequence.

Machine.	*Parts (Time in hours to assemble)*				
	P	Q	R	S	T
A	7	5	2	3	9
B	6	6	4	5	10
C	5	4	5	6	8
D	8	3	3	2	6

Solution

Minimum assembling time for component *P* = 5 hours. Minimum assembling time for component *T* = 6 hours. And Maximum assembling time for components *Q*, *R*, *S* are 6 hrs, 5 hrs and 6 hours respectively.

This satisfies the condition required for converting the problem into 2 - machine problem. The two-machine problem is:

Machine	*Component G*	*Component H*	*(Condition: Minimum P_i > Maximum Q_i, R_i,*
	(Time in hours)		*and Si. OR*
	(P+Q+R+S)	*(Q+R+S+T)*	*Minimum T_i > Maximum Q_i, R_i, and S_i.*
A	17	19	
B	21	25	
C	20	23	
D	16	14	

The optimal sequence by applying Johnson and Bellman rule is:

A	C	B	D

Total Elapsed Time:

Sequence	*Component P Time in hours*		*Component Q Time in hours*		*Component R Time in hours.*		*Component S Time in hours*		*Component T Time in hours.*		*Men idle Hrs P Q,R,S,T*	*Job idle Hrs.*
	In	*out*	*In*	*out*	*In*	*out*	*In*	*out*	*In*	*out.*		
A	0	7	7	12	12	14	14	17	17	26	– 7, 12, 14, 17	
C	7	12	12	16	16	21	21	27	27	35	- 2, 4, 1	
B	12	18	18	24	24	28	28	33	35	45	- 2, 3, 1,	2
D	18	26	26	29	29	32	33	35	45	51	25, 2	1, 1, 10
	Total		**Elapsed**		**Time**		**= 51 hours.**					

Total elapsed time is 51 hours.

Idle time for various workmen is:

P: 51 – 26 = 25 hrs.

Q: 7+(18-16)+ (26 - 24) + (51 - 29) = 33 hrs.

R: 12 + (16 – 14) + (24 – 21) + (29 – 28) + (51 – 32) = 37 hrs.

S: 14 + (21 – 17) + (28 – 27) + 51 – 35) = 35 hrs.

T: 17 + 27 – 26) = 18 hrs.

The waiting time for machines is:

A: No waiting time. The machine will finish it work by 26 th hour.

B: 12 + 35 – 33) = 14 hrs. The assembling will over by 45 th hour.

C: 7 hours. The assembling will over by 35 th hour.

D: 18 + 33 – 32) + (45 – 35) = 29 hrs. The assembling will over by 51-st hour.

Problem 6.13.

Solve the sequencing problem given below to give an optimal solution, when passing is not allowed.

Machines (Processing time in hours)

Jobs	*P*	*Q*	*R*	*S*
A	11	4	6	15
B	13	3	7	8
C	9	5	5	13
D	16	2	8	9
E	17	6	4	11

Solution

Minimum time element under machine *P* and *S* are 9 hours and 8 hours respectively. Maximum time element under machines *Q* and *R* are 6 hours and 8 hours respectively. As minimum time elements in first and last machines are > than the maximum time element in the intermediate machines, the problem can be converted into two machine, *n* jobs problem.

See that sum of the time elements in intermediate machines (*i.e.* machines Q and R is equals to 10, hence we can take first and last machines as two machines and by application of Johnson and Bellman principle, we can get the optimal solution. The optimal sequence is:

Two-machine problem is:

Job:	*A*	*B*	*C*	*D*	*E*
Machine G (Hrs)	11	13	9	16	17
Machine H (Hrs)	15	8	13	9	11

Optimal sequence:

C	A	E	D	B

Total elapsed time:

Sequence	*Machine P Time in Hrs.*		*Machine Q Time in Hrs.*		*Machine R Time in Hrs.*		*Machine S Time in Hrs.*		*Job idle Time in Hrs*	*Machine idle. Time in Hrs.*
	In	*out*	*In*	*out*	*In*	*out*	*In*	*out*		*P Q R S*
C	0	9	9	14	14	19	19	32		- 9 14 19
A	9	20	20	24	24	30	32	45	2	6 5
E	20	37	37	43	43	47	47	58	13+2	13
D	37	52	52	54	54	62	62	66		9 7 4
B	52	65	65	68	68	75	75	83		18, 9+21, 8+9 -
	Total		**Elapsed**		**Time in Hrs.**		**= 83 hrs.**			

Total elapsed time is 83 hours.

PROCESSING OF 2 - JOBS ON 'M' MACHINES

There are two methods of solving the problem. (*a*) By enumerative method and (*b*) Graphical method. Graphical method is most widely used. Let us discuss the graphical method by taking an example.

Graphical Method

This method is applicable to solve the problems involving 2 jobs to be processed on 'm' machines in the given order of machining for each job. In this method the procedure is:

(p) Represent Job 1 on X- axis and Job 2 on Y-axis. We have to layout the jobs in the order of machining showing the processing times.

(q) The **horizontal line** on the graph shows the **processing time of Job 1** and **idle time of Job 2.** Similarly, **a vertical line** on the graph shows **processing time of job 2** and **idle time of job 1.** Any inclined line shows the processing of two jobs simultaneously.

(r) Draw horizontal and vertical lines from points on X- axis and Y- axis to construct the blocks and hatch the blocks. (Pairing of same machines).

(s) Our job is to find the minimum time required to finish both the jobs in the given order of machining. Hence we have to follow inclined path, preferably a line inclined at 45 degrees (in a square the line joining the opposite coroners will be at 45 degrees).

(t) While drawing the inclined line, care must be taken to see that it will not pass through the region indicating the machining of other job. That is the inclined line should not pass through blocks constructed in step (c).

(u) After drawing the line, the total time taken is equals to Time required for processing + idle time for the job.

2. **The sum of processing time + idle time for both jobs must be same.**

Problem .

Use graphical method to minimize the time needed to process the following jobs on the machines as shown. For each machine find which job is to be loaded first. Calculate the total time required to process the jobs. The time given is in hours. The machining order for job 1 is *ABCDE* and takes 3, 4, 2, 6, 2 hours respectively on the machines. The order of machining for job 2 is *BCADE* and takes 5, 4, 3, 2, 6 hours respectively for processing.

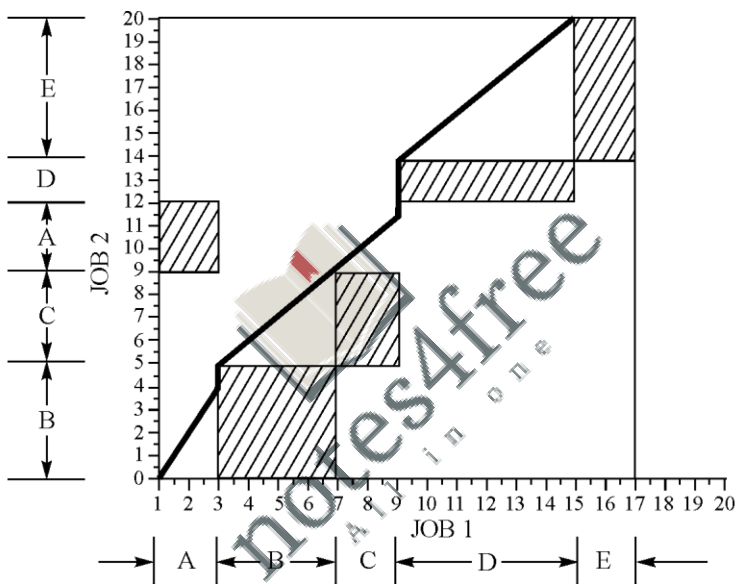
Solution

The given problem is:

Job 1	Sequence:	A	B	C	D	E
	Time in Hrs.	3	4	2	6	2
Job2	Sequence:	B	C	A	D	E
	Time in Hrs.	5	4	3	2	6

To find the sequence of jobs, *i.e*. which job is to be loaded on which machine first and then which job is to be loaded second, we have to follow the inclined line starting from the origin to the opposite corner. First let us start from origin. As Job 2 is first on machine *B* and Job 1 is first on machine *A*, job 1 is to be processed first on machine *A* and job 2 is to be processed on machine B first. If we proceed further, we see that job 2 is to be processed on machine *C* first, then comes job 2 first on *D* and job 2 first on machine *E*. Hence the optimal sequence is: (Refer figure 6.2)

Job 1 before 2 on machine A,
Job 2 before 1 on machine B,
Job 2 before 1 on machine C,
Job 2 before 1 on machine D, and
Job 2 before 1 on machine E.



The processing time for Job 1 = 17 hours processing + 5 hours idle time (Vertical distance) = 22 hours.

The processing time for Job 2 = 20 hours processing time + 2 hours idle time (horizontal distance) = 22 hours.

Both the times are same. Hence total Minimum processing time for two jobs is 22 hours.

Problem

Two jobs are to be processed on four machines *A*, *B*, *C* and *D*. The technological order for these two jobs is: Job 1 in the order *ABCD* and Job 2 in the order DBAC. The time taken for processing the jobs on machine is:

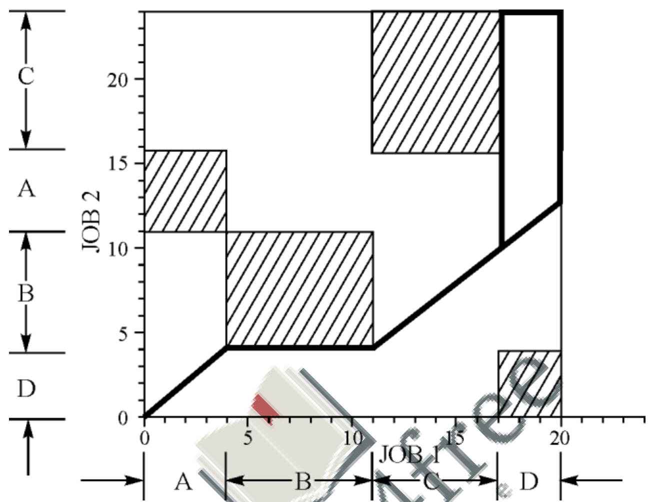
Machine:	*A*	*B*	*C*	*D*
Job 1:	4	6	7	3
Job 2:	5	7	8	4

Solution

Processing time for jobs are: Job 1 = 4 + 6 + 7 + 3 = 20 hours.

Job 2 = 5 + 7 + 8 + 4 = 24 hours.

The graph is shown in figure The line at 45 degrees is drawn from origin to opposite corner.



The total elapsed time for job 1 = Processing time + idle time (horizontal travel) = 20 + 10 = 30 hours.

The same for job 2 = Processing time + Idle time (vertical travel) = 24 + 6 = 30 hours. Both are same hence the solution. To find the sequence, let us follow inclined line.

Job 1 first on *A* and job 2 second on *A*, Job 1 first on *B* and job 2 second on *B* Job *C* first on *C* and job 2 second on *C*, Job 2 first on *D* and job 1 second on *D*.

Problem .

Find the optimal sequence of two jobs on 4 machines with the data given below:

Job 1	Order of machining:	*A*	*B*	*C*	*D*
	Time in hours:	2	3	3	4
Job 2	Order of machining:	*D*	*C*	*B*	*A*
	Time in hours:	4	3	3	2

Solution

Job 1 is scaled on *X* - axis and Job 2 is scaled on *Y* - axis. 45° line is drawn. The total elapsed time for two jobs is:

Job 1: Processing time + idle time = 12 + 2 = 14 hours.

Job 2: Processing time + idle time = 12 + 2 = 14 hours. Both are same and hence the solution;

Job 1 first on machine *A* and *B* and job 2 second on *A* and *B*. Job 2 first on *C* and job 1 second on *C*. Job 2 first on *D* and job 1 second on *D*.

Problem

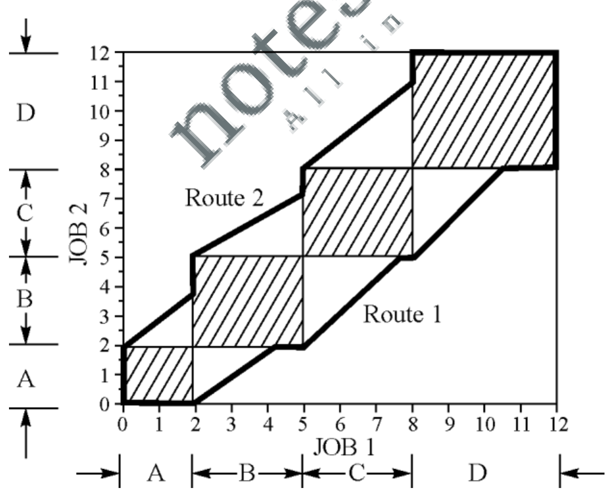
Find the sequence of job 1 and 2 on four machines for the given technological order.

Job 1.	Order of machining:	*A*	*B*	*C*	*D*
	Time in hours.	2	3	3	4
Job2.	Order of machining	*A*	*B*	*C*	*D*
	Time in hours.	2	3	3	4

Solution

From the graph figure 6.4 the total elapsed time for job 1 = 12 + 4 = 16 hours. Elapsed time for Job 2 = 12 + 4 = 16 hours.

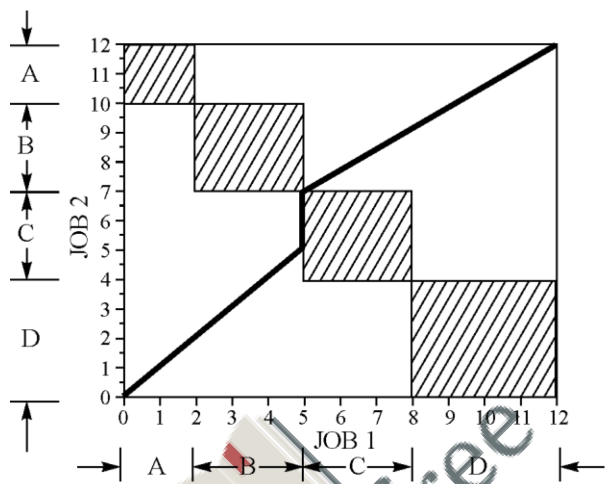
The sequence is Job 1 first on *A*, *B*, *C*, and *D* and then the job 2 is second on *A*, *B*, *C* and *D*. OR we can also do Job 2 first on *A*, *B*, *C*, *D* and job 1 second on *A*, *B*, *C*, *D*. When technological order is same this is how jobs are to be processed.



Problem

Find the optimal sequence for the given two jobs, which are to be processed on four machines in the given technological order.

Job1	Technological order:	*A*	*B*	*C*	*D*
	Time in hours.	2	3	3	4
Job2	Technological order:	*D*	*C*	*B*	*A*
	Time in hours.	2	3	3	4



Solution

(Note: Students can try these problems and see how the graph appears:

Job 1:	Technological order:	*A*	*B*	*C*	*D*
	Time in hours:	2	2	2	2
Job 2:	Technological order:	*A*	*B*	*C*	*D*
	Time in hours:	2	2	2	2

AND

Job 1	Technological order:	*A*	*B*	*C*	*D*
	Time in hours:	2	2	2	2
Job 2	Technological order:	*D*	*C*	*B*	*A*
	Time in hours.	2	2	2	2