# MATH170 <br> Linear Programming 

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## 1 A BRIEF INTRODUCTION

## 1 A Brief Introduction

Consider $n$ input or decision variables for an optimization (maximization or minimization) problem, say $x_{1}, x_{2}, \ldots, x_{n}$. Let $z=c_{1} x_{1}+c_{2} x_{2}+\cdots+c_{n} x_{n}$ be a linear combination of these input variables, where $c_{1}, c_{2}, \ldots, c_{n}$ are some scalars (real numbers).
A linear programming problem (LPP) is an optimization problem of such a linear expression under linear constraints for the input variables. For demonstration purposes and geometric convenience, lets first consider the two-dimensional case that involves two decision variables $x$ and $y$ (for optimizing a function of two variables).

Definition 1 (Feasible region). Let $f(x, y)=a x+b y$ be a function of two variables to be optimized. It is usually called the object function of LPP.
Some examples of linear constraints would be

- $c x+d y=e$, equality restraint
- $c x+d y \leq e$ or $c x+d y \geq e$, inequality restraint

There would be one or more of such linear constraints in any LPP. The region that is determined by the intersection of all these constraints is called the feasible region.
For now, we are not going to consider strict inequalities ( $<$ or $>$ ) in the constraints to ensure existence of optimal solutions.
If no point satisfies all the constraints, then the problem is not feasible.

### 1.1 Method of Corners

Lets now study a numerical example in two decision variables by first describing its object function, constraints and feasible region. Then, we solve it using a geometric approach (method of corners).

Example 1. The loan department of a bank has a total limit of 60 million dollars to allocate for home(owner) and car loans. Assume that annual rate of return is roughly $6 \%$ for home loans, and $8 \%$ for auto loans, on average.

Bank management imposes a restriction that the amount of home loans should be at least three times that of the car loans.

Determine the optimal amounts of home and car loans to maximize the overall annual return from the total allocation.

Let $x=$ the amount of home loans, and $y=$ amount of auto loans. Let $z=$ the return amount. So, our objective function is

$$
z=f(x, y)=0.06 x+0.08 y
$$

We have a constraint of 60 million dollars allocated to the loan department, and we can't have a negative amount of loans.

$$
x \geq 0 \quad y \geq 0 \quad x+y \leq 60
$$

The amount of home loans has to be 3 times the amount of car loans, so

$$
x \geq 3 y \Rightarrow 3 y-x \leq 0
$$

If we graph all of these lines, the feasible region is the intersection of all constraints. The feasible region $R$ is a triangle with vertices $(0,0),(60,0), A=(?, ?) . A$ is the intersection of the lines $3 y-x=0$ and $x+y=60$. So, $A=(45,15)$
We can check the value of $z$ at the corners of the triangle $R$ to determine the optimal value.

$$
\begin{aligned}
f(0,0) & =0 \\
f(60,0) & =0.06(60)+0=3.6 \\
f(45,15) & =0.06(45)+0.08(15)=3.9
\end{aligned}
$$

So, the optimal amount of loans is $\$ 45$ million in home loans and $\$ 15$ million in auto loans.
The method of corners relies on the fact that an optimal value is guaranteed to occur at a corner point Sep 02 in the feasible region.

### 1.2 Method of Parallel Lines

One way to graphically justify that an optimal value of a feasible LPP in two variables occurs at a corner point is to use the method of parallel lines. The parallel line is also called the "isoprofit line".

Note that the value of an object function $z=a x+b y$ is constant on a line segment $a x+b y=z_{0}$ in the feasible region where $z_{0}$ is constant.
For each $(x, y)$ in $R$ and $z_{0}$, which is accessible, the value of $z$ is constant on the line segment $a x+b y=z_{0}$ ( $z=z_{0}$ ). This can also be denoted as

$$
y=\frac{z_{0}}{b}-\frac{a}{b} x
$$

where the slope is fixed (and is usually negative in a maximization problem).
We can consider lines parallel to the line described above (we'll call it $\ell_{1}$ ).
So for a maximization problem, we can change the $y$-intercept but not the slope (find parallel lines to $\ell_{1}$ ) to a larger value.

## Example 2. See notes for graph

Lets consider maximizing the function

$$
z=a x+b y
$$

in the feasible region $R$.
A parallel line $\ell$ to $\ell_{1}$ will have a larger $y$-intercept if we find a parallel line in the north eastern direction. We observe that $\ell_{2}$ is the corresponding optimal line that touches $R$ at one point (a corner point).
So, the $y$-intercept of $\ell_{2}$ is the maximum possible within the feasible region $R$.

Note 1. Similarly, we can move line $\ell_{1}$ in the south western direction for a minimization problem (with a negative slope).

Example 3. See notes for graph
Lets solve the home/auto loan problem using the method of parallel lines. Recall,

$$
z=0.06 x+0.08 y
$$

For $(x, y)$ in $R$ at possible $z_{0}$ values, our isoprofit line is

$$
\begin{aligned}
0.06 x+0.08 y & =z_{0} \\
y & =\frac{z_{0}}{0.08}-\frac{0.06}{0.08} x \\
& =\frac{z_{0}}{0.08}-\frac{3}{4} x
\end{aligned}
$$

For example, consider an interior point, $C=(45,10)$ :

$$
z=0.06(45)+0.08(10)=3.5
$$

which is not optimal since we can clearly increase either $x$ (to 50) or $y$ (to 15).
Lets use parallel lines starting with the line that passes through $C=(45,10)$ :

$$
\ell_{0}=y=\frac{3.5}{0.08}-\frac{3}{4} x
$$

where the slope is $-\frac{3}{4}$.
We can draw a parallel line $\ell_{1}$ which passes through point $A=(45,15)$. The corresponding isoprofit line is

$$
\ell_{1}=y=\frac{z_{1}}{0.08}-\frac{3}{4} x
$$

where $z_{1}=3.9$.
So, the optimal solution is $x=45$ and $y=15$.

## Remarks

- If there is a solution to a LPP with two variables, then one of the solutions occurs at a corner point.
- An optimal solution is not guaranteed for a LPP, especially when the feasible region is unbounded.
- It is possible to have multiple solutions, $(x, y)$ values, which occurs when the optimizing line is parallel with one of the boundary lines of the feasible region.

Example 4. Consider the previous home/auto loan problem with the same constraints, but lets change the rates of the loans to create a new objective function:

$$
z=0.05 x+0.05 y
$$

Show that the LPP of maximizing annual return has infinitely many solutions.
Since our function has a slope of -1 , and our constraint $x+y \leq 60$ also has a slope of -1 , we have a isoprofit line parallel to one side of our feasible region. Thus, any point on that side of the feasible region $R$ will give our optimal solution, and so there are infinitely many solutions.

Example 5. See LP Ex1.pdf

Minimize $z=3 x+y$ subject to the following system of linear inequalities:

$$
\begin{aligned}
5 x+2 y & \geq 40 \\
x+2 y & \geq 20 \\
x & \geq 0 \\
y & \geq 3
\end{aligned}
$$

While $R$ is an unbounded region, seen in Figure 1.1, since we are doing a minimization problem it should still have a minimum solution. Lets check the corners of $R$

$$
\begin{aligned}
f(0,20) & =3(0)+20=20 \\
f(5,7.5) & =3(5)+7.5=22.5 \\
f(14,3) & =3(14)+3=45
\end{aligned}
$$

So, the corner $(0,20)$ is the optimal value to minimize this function.
Lets use the method of parallel lines. Given $(x, y)$ in $R$ and a possible $z_{0}$ value,

$$
z_{0}=3 x+y
$$

has as slope of -3 since

$$
\ell_{0}=y=z_{0}-3 x
$$

We can shift the line south west, until it only touches a single point of $R$, the point $(0,20)$. So,

$$
z=3(0)+20=20
$$

is the minimum value.


Figure 1.1: Unbounded feasible region

Example 6. A company manufactures two products, $A$ and $B$, on two machines, $I$ and $I I$. It has been determined that the company will realize a profit of $\$ 4 /$ unit of product $A$ and $\$ 5 /$ unit of product $B$.

To manufacture a unit of product $A$ requires 6 minutes on machine $I$ and 6 minutes on machine $I I$. To manufacture a unit of product $B$ requires 8 minutes on machine $I$ and 5 minutes on machine $I I$.

There are 4 hours of machine time available on machine $I$ and 4 hours of machine time available on machine $I I$ in each shift. The company's goal is to maximize profit.

1. Describe this problem as LP problem by indicating the objective function and the constraints explicitly. Simplify the equations as much as possible.
We can describe this using a table:

|  | Product $A$ | Product $B$ | Time available |
| :--- | :---: | :---: | :---: |
| Unit profit | 4 | 5 |  |
| Time on machine $I$ | 6 | 8 | 240 min |
| Time on machine $I I$ | 6 | 5 | 180 min |

So, to maximize total profit

$$
z=4 x+5 y
$$

subject to some constraints:

$$
\begin{array}{rr}
6 x+8 y \leq 240 & 6 x+5 y \leq 180 \\
x \geq 0 & y \geq 0
\end{array}
$$

So our objective function is

$$
z=f(x, y)=4 x+5 y
$$

2. Solve the LP problem you identified in the parts above using the method of corners. Indicate the optimal profit and optimal production levels in each shift.
See Figure 1.2 for graph
Solve for the intercepts in the constraint lines from previous step.
We can check direction of the inequalities to find the feasible region. The corners defined are the $y$-intercept, $x$-intercept, and the intersection between the two lines. To find that point find the intersection of the constraint lines, so our points to check are

$$
\begin{aligned}
D & =(0,30) \\
B & =\left(13 \frac{1}{3}, 20\right) \\
C & =(30,0)
\end{aligned}
$$

and the origin $(0,0)$. So,

$$
\begin{aligned}
f(0,0) & =0 \\
f\left(\frac{40}{3}, 20\right) & =4\left(\frac{40}{3}\right)+5(20)=153 \frac{1}{3} \\
f(30,0) & =4(30+5(0)=120 \\
f(0,30) & =4(0)+5(30)=150
\end{aligned}
$$

So the optimal value is found via point $B$, so the profit per shifts are maximized when $\frac{40}{3}$ units of product $A$ and 20 units of product $B$ are manufactured. Then the maximum profit would be $z=\$ 153 \frac{1}{3}$ per shift.
3. What if we are restricted to producing whole units (integer values) for both $x$ and $y$ ? We will revisit this integer programming problem later.

The new optimal value is usually close to the optimal solution (without integer constraints). In our case, our above optimal solution was $(x, y)=\left(13 \frac{1}{3}, 20\right)$. So we can try integer values around this solution, for example the points $(13,20),(14,19)$, etc. We must check that these points are feasible, and satisfy the constraints. Now, we can check the $z$ values for these points:

$$
\begin{aligned}
& f(13,20)=4(13)+5(20)=152 \\
& f(14,19)=4(14)+5(19)=151
\end{aligned}
$$

So, under the integer constraints, the new optimal solution is $(x, y)=(13,20)$ with the maximal profit of $z=\$ 152$ per shift.

Note 2. This process is more involved in multiple variables (higher dimensions), and we will need to use technology to solve them.

Remark We can adjust the objective function and the constraints if an additional variable is added to a LPP. For example, if a third product, say product $C$, is to be manufactured with a unit product of $\$ 6 /$ unit, then the new objective function would be

$$
z=4 x_{1}+5 x_{2}+6 x_{3}
$$

Then, we also revise the constraints based on machine times for each product.


Figure 1.2: Manufacturing feasible region

## 2 Simplex Algorithm

We can use the simplex algorithm to solve LPP. We utilize some procedures which are similar to the methods of linear algebra, including: row reductions, Gauss-Jordan elimination, pivoting, etc. We will start with converting constraints with inequalities to constraints with equalities by introducing some additional variables (slack variables, excess/surplus variables, free variables, etc).

### 2.1 Standard form

In this section, we will only consider non-negative variables (we'll apply the "sign" constraints).

- For " $\leq$ " inequality type constraints, we will add a slack variable to the left side to obtain "=" equality constraints.
- For " $\geq$ " inequality type constraints, we will subtract excess (or surplus) variables from the left side to get "=" equality constraints.
- We will consider non-negative scalars/constants on the right side of these constraint expressions.

These assumptions/procedures give us a form of the LPP which is called the standard or canonical form.

Example 7. Lets apply these to the previous example. Recall, maximize $z=4 x+5 y$ subject to the constraints

$$
6 x+5 y \leq 180 \quad 6 x+8 y \leq 240
$$

and $x$ and $y$ are non-negative.
To get into standard form, we will need to add slack variables to the left side to make sure they become an equality. (In the case that the slack variable will make the value of the left side become bigger than the right, we can think of the slack variable being 0 so the constraint still holds).

$$
\begin{aligned}
& 6 x+5 y+s_{1}=180 \\
& 6 x+8 y+s_{2}=240
\end{aligned}
$$

where $s_{1}, s_{2}$ are non-negative.
The new objective function is

$$
z^{\prime}=4 x+5 y+0 s_{1}+0 s_{2}
$$

So to maximize $z^{\prime}$, subject to the constraints, we can describe everything using matrix/vector notation:

$$
\bar{u}=\left[\begin{array}{c}
x \\
y \\
s_{1} \\
s_{2}
\end{array}\right] \quad \bar{b}=\left[\begin{array}{c}
180 \\
240
\end{array}\right] \quad A=\left[\begin{array}{cccc}
6 & 5 & 1 & 0 \\
6 & 8 & 0 & 1
\end{array}\right]
$$

So the full objective $z^{\prime}$ can be written as

$$
z^{\prime}=\bar{c}=\left[\begin{array}{l}
4 \\
5 \\
0 \\
0
\end{array}\right] \circ \bar{u}^{T}
$$

subject to $A \bar{u}=\bar{b}$ and $\bar{u} \geq \overline{0}$.

Example 8. Maximize the function $z=20-x-y$, subject to the constraints

$$
\begin{aligned}
& -3 x+3 y \leq 6 \\
& -8 x+4 y \leq 4
\end{aligned}
$$

where $x$ and $y$ are non-negative.
Right away you can tell that the origin $(0,0)$ is in the feasible region by attempting to plug them in. If we solve the 3 equations for $y$, and graph the lines, we can see that the feasible region $R$ is unbounded. We can then find the optimal value using a geometric approach, like before.

But lets use slack variables $s_{1} \geq 0$, and $s_{2} \geq 0$. We can rewrite the constraints as:

$$
\begin{aligned}
& -3 x+3 y+s_{1}=6 \\
& -8 x+4 y+s_{2}=4
\end{aligned}
$$

Next, we can rewrite the objective function $z$ with the new variables:

$$
z^{\prime}=20-x-y+0 s_{1}+0 s_{2}
$$

So now we can try to maximize $z^{\prime}$ subject to the new constraints (remember, all the variables are non-negative). This is now a LPP in standard form (canonical form) because it meets the following criteria:

1. All decision variables are non-negative.
2. Except the previous sign constraints, all constraints should be stated as equalities.
3. Right hand side coefficients of constraints are non-negative.
4. Each constraint has an isolated variable with $a+1$ coefficient. Moreover, such an isolated variable should not appear in another constraint. These variables also appear in the objective function with a zero coefficient.

In our case, $s_{1}$ and $s_{2}$ are the isolated variables. Such variables that satisfy all these conditions are called basic variables.

As a first attempt to solve a LPP in standard form, we set the remaining variables (non basic variables) equal to 0 , and obtain an initial solution. This initial solution is called a basic solution. If it is also feasible, then we call it a basic feasible solution (BFS).

Idea Check if the first BFS is optimal. If not, then use some linear operations (row reduction, substitution, elimination, pivoting, etc.) to obtain another BFS. On each iteration, this procedure provides a new BFS which corresponds to a corner point in the feasible region. We can continue this until an optimal value is reached, or there is no solution.

So, now to actually get our solution now that it is in standard form. The first BFS can be found by setting the non-basic variables to 0 :

$$
\begin{aligned}
0+0+s_{1} & =6 \\
s_{1} & =6 \\
0+0+s_{2} & =4 \\
s_{2} & =4
\end{aligned}
$$

So, $\left(x, y, s_{1}, s_{2}\right)=(0,0,6,4)$ is our BFS. We can find the corresponding $z^{\prime}$ :

$$
\begin{aligned}
z^{\prime} & =20-x-y+0 s_{1}+0 s_{2} \\
& =20-0-0-0-0 \\
& =20
\end{aligned}
$$

So is this optimal? Since $z=20-(x+y)$ is smaller than 20 when $x>0$ or $y>0$ in the feasible region, see Figure 2.1, it will only subtract from the 20 . So $z=20$ is actually the optimal value and $(x, y)=(0,0)$ is the optimal solution to the original problem.
This problem satisfies some conditions that ensures an optimal solution to a maximization problem.


Figure 2.1: A look at the feasible region

Definition 2 (Optimality criterion for a max LPP). Assume that in a maximization LPP, every non basic variable has a non-positive coefficient in the objective function (in a canonical form). Then, a BFS given by the canonical form maximizes the objective function (it is an optimal solution).

Example 9. Lets change the objective function of the last problem to

$$
z=3 x-y+30
$$

subject to the same constraints

$$
\begin{aligned}
& -3 x+3 y \leq 6 \\
& -8 x+4 y \leq 4
\end{aligned}
$$

So, we also get the revised constraints with our slack variables

$$
\begin{aligned}
& -3 x+3 y+s_{1}=6 \\
& -8 x+4 y+s_{2}=4
\end{aligned}
$$

So our $z^{\prime}$ is

$$
z^{\prime}=3 x-y+20+0 s_{1}+0 s_{2}
$$

Lets find our BFS by plugging in 0 for our non basic variables.

$$
\begin{aligned}
\left(x, y, s_{1}, s_{2}\right) & =(0,0,6,4) \\
z^{\prime} & =20
\end{aligned}
$$

However, since the $x$ variable is giving a positive contribution to the $z^{\prime}$ value (compared to the last problem), we should be able to improve the output. Unfortunately though our $x$ is unbounded in the region $R$, and the larger the $x$ value the larger the $z$ value, and $x \rightarrow \infty$, so the optimal solution doesn't exist.

Now, we can change the feasible area to find an improvement. Consider $x=0$, and allow $y$ to be positive. However, this implies that $y$ should be made a basic variable in a canonical form to replace either $s_{1}$ or $s_{2}$. So,

$$
\begin{aligned}
& 0+3 y+s 1=6 \\
& 0+4 y+s 2=4
\end{aligned}
$$

Which is equivalent to

$$
\begin{aligned}
& s 1=6-3 y \\
& s 2=4-4 y
\end{aligned}
$$

So we have some new constraints

$$
y \leq 2 \quad y \leq 1
$$

By imposing these new constraints and $y>0$, we get

$$
0<y \leq 1
$$

So lets choose $y=1$ in this range since $y$ has a positive coefficient in our objective function $z$. We can find $s_{1}$ and $s_{2}$ with $y=1$ :

$$
s_{1}=3 \quad s_{2} \quad=0
$$

So our new BFS is

$$
\left(x, y, s_{1}, s_{2}\right)=(0,1,3,0)
$$

For this BFS, our $z^{\prime}$ value is

$$
\begin{aligned}
z^{\prime} & =20-3(0)+1+0(3)+0(0) \\
& =21
\end{aligned}
$$

so the value has improved.

Definition 3 (Unboundedness criterion). We can tell if we're in an unbounded LPP more generally by applying the following criterion:

1. Assume that a non basic variable has a positive coefficient in the objective function (in canonical form) for a max LPP.
2. The coefficients of that variable is zero or negative in each constraint (except the sign constraints).

Then, the objective function is unbounded over the feasible region: no optimal solution exists.

Remark For a given minimization problem, we can convert it to a maximization problem by changing the sign of the objective function and use the same constraints. Then, the criteria above apply the equivalent maximization problem.

Example 10. Lets continue the last example.
We will work on a procedure to show some ratios of coefficients and the process of making $y$ a new basic variable (using row operations and pivoting).
We can rewrite the constraints

$$
\begin{aligned}
& c_{1}:-3 x+3 y+s 1=6 \\
& c_{2}:-8 x+4 y+s_{1}=4
\end{aligned}
$$

To determine the pivot row for $y$, we compute and compare the ratios of the right hand side constants to the coefficients of $y$ (with positive values). Then, we select the row with the smallest (positive) ratio to create a +1 coefficient for $y$.

$$
\begin{aligned}
& c_{1}: \text { ratio }=\frac{6}{3}=2 \\
& c_{2}: \text { ratio }=\frac{4}{4}=1 \leftarrow \text { smallest ratio }
\end{aligned}
$$

So the pivot row (constraint) is $c_{2}$. Lets multiply by sides of $c_{2}$ by $\frac{1}{4}$ to get our new constraint (which is equivalent):

$$
\begin{aligned}
c_{2}^{\prime} & =\frac{1}{4} c_{2} \\
& =-2 x+1 y+\frac{1}{4} s_{2} \\
& =1
\end{aligned}
$$

Next, eliminate $y$ from $c_{1}$ using $c_{2}^{\prime}$

$$
\begin{aligned}
c_{1}^{\prime} & =c_{1}-3 c_{2}^{\prime} \\
& =-3 x+3 y+s_{1}-3\left(-2 x+y+\frac{s_{2}}{4}\right) \\
& =3 x+s_{1}-\frac{3}{4} s_{2}
\end{aligned}
$$

And since $c_{1}=6$ and $c_{2}^{\prime}=1$, we have $3 x+s_{1}-\frac{3}{4} s_{2}=3$.

Finally, we need to write an objective function in canonical form based on the new basic variables. For that, we can substitute $y$ in terms of other variables. From $c_{2}^{\prime}$ :

$$
y=1+2 x-\frac{1}{4} s_{2}
$$

which we can then plug back into $z^{\prime}$

$$
\begin{aligned}
z^{\prime} & =20-3 x+y+0 s_{1}+0 s_{2} \\
& =20-3 x+\left(1+2 x-\frac{1}{4} s_{2}\right)+0 s_{1}+0 s_{2} \\
& =21-x-\frac{1}{4} s_{2}+0 s_{1}+0 y
\end{aligned}
$$

which we can call $z^{\prime \prime}$. We can maximize $z^{\prime \prime}=21-x-\frac{1}{4} s_{2}+0 s_{1}+0 y$ subject to the same constraints, where the non basic variables in this new canonical form have non-positive coefficients.. Therefore, the optimality principal applies.

Definition 4 (Improvement criterion). Assume that a non basic variable has a positive coefficient in the objective function. If this variable has a positive coefficient in a constraint equation in a canonical form, then a new BFS can be obtained by converting this variable into a basic variable by pivoting.

Definition 5 (Ratio and pivoting criterion). Assume that we want to convert a non basic variable $x_{n}$, to a basic variable for an improved BFS.

- We can compute the ratios of the right hand side constant to the coefficient of $x_{n}$ in each constraint equation where $x_{n}$ has a positive coefficient.
- We select the constraint with the smallest ratio as the pivot constraint and row.
- Then, we make the coefficient of $y$ in that constraint equal to 1 , by scaling.
- Finally, we eliminate $y$ from other constraints.

The new system is equivalent to the original.
Each time we obtain a new candidate for a new BFS, we also revise the objective function in canonical form and apply optimality criterion to check if it is optimal. If not, we can keep applying the criteria above to obtain another solution until an optimal solution is reached. This procedure is called the simplex method.

### 2.2 Criteria

Consider a maximization LPP problem in canonical form, recall all criterion:

- Optimality Criterion

If every nonbasic variable has a nonpositive coefficient in the objective function, then a BFS in the canonical form maximizes the objective function (so it is a optimal solution to LPP).

- Unboundedness Criterion

Assume that a nonbasic variable has a positive coefficient in the objective function (in a canonical form). If this variable has negative or zero coefficients in all constraints (except sign constraints), then the objective function is unbounded from above over the feasible region. In other words, no optimal solution to LPP exists.

- Improvement Criterion

Assume that a nonbasic variable has a positive coefficient in the objective function (in a canonical form). If this variable has a positive coefficient in a constraint equation, then a new BFS can be obtained by converting this variable into a basica variable via pivoting. The objective function's value improves with this BFS.

- Ratio and Pivoting Criterion

Assume that we want to convert a nonbasic variable into a basic variable to get a new BPS. We compute the ratio of right hand side constant to the coefficient of this variable in each constraint (where the corresponding coefficient is positive). We select the constraint with the smallest ratio to be the pivot constraint. So, we make the coefficient of the variable in this constraint +1 (normalization), and eliminate it from the other constraints.

Heres a new improvement criterion,

Definition 6 (Simplex algorithm improvement criterion). Start with a variable with the largest positive coefficient in the objective function.

- Note that after the normalization and elimination steps, we need to identify the new basic variable and revise the objective function to describe it in a canonical form (by eliminating the basic variables in the objective function via a zero coefficnet).
- If there are any other nonbasic variables with a positive coefficient in the objective function, we can repeat the ideas in the improvement ratio/pivot criteria to obtain a new BFS with a corresponding improved value of the objective function ( $z$ value).
- However, there is one decision item that we haven't addressed yet: what do we do if there are multiple variables with a positive coefficient in the objective function (assuming that two or more of them satisfy the conditions of the improvement criteria)?

Example 11. Maximize $z=6 x_{1}+14 x_{2}+13 x_{3}$ subject to

$$
\begin{aligned}
\frac{1}{2} x_{1}+2 x_{2}+x_{3} & \leq 24 \\
x_{1}+2 x_{2}+4 x_{3} & \leq 60 \\
x_{k} & \geq 0, \text { for each } k
\end{aligned}
$$

Due to the " $\leq$ " in both constraints, we add slack variables $s_{1}=x_{4}$ and $s_{2}=x_{5}$ to obtain a canonical form:

$$
\begin{array}{r}
c_{1}: \frac{1}{2} x_{1}+2 x_{2}+x_{3}+x_{4}=24 \\
c_{2}: x_{1}+2 x_{2}+4 x_{3}+x_{5}=60
\end{array}
$$

with $x_{k} \geq 0$ for $k=1,2, \ldots, 5$.
Note that are basic variables are $x_{4}$ and $x_{5}$. Our nonbasic variables are $x_{1}, x_{2}, x_{3}$. We can obtain our initial BFS by letting our nonbasic variables $=0$ and solve for our basic variables $x_{4}$ and $x_{5}$. So, let $x_{1}=x_{2}=x_{3}=0$ and we get:

$$
\begin{aligned}
& x_{4}=24 \\
& x_{5}=60
\end{aligned}
$$

This gives us an objective function of

$$
z=6 x_{1}+14 x_{2}+13 x_{3}+0 x_{4}+0 x_{5}
$$

and constraints $c_{1}$ and $c_{2}$ can be described in a matrix form $A \bar{x}=\bar{b}$ :

$$
\begin{aligned}
A & =\left[\begin{array}{lllll}
\frac{1}{2} & 2 & 1 & 1 & 0 \\
1 & 2 & 4 & 0 & 1
\end{array}\right] \\
\bar{b} & =\left[\begin{array}{l}
24 \\
60
\end{array}\right] \\
\bar{x} & =\left[\begin{array}{lllll}
x_{1} & x_{2} & x_{3} & x_{4} & x_{5}
\end{array}\right]^{T}
\end{aligned}
$$

So our BFS is given by

$$
\left[\begin{array}{lllll}
0 & 0 & 0 & 24 & 60
\end{array}\right]
$$

with a corresponding $z=0$. This is not an optimal solution because the nonbasic variables have positive coefficients in the objective function, and there is room for improvement because there are positive coefficients in the constraints.

So, lets use the simplex criterion for improvement, and pick the variable with the biggest positive coefficient in the objective function, which is $x_{2}$. Then, we apply the ratio and pivot criterion to decide the pivot row/constraint. Compute and compare ratios of right hand side constants to the coefficients of $x_{2}$ :

$$
\begin{array}{ll}
c_{1}: \frac{1}{2} x_{1}+2 x_{2}+x_{3}+x_{4}=24 & \text { ratio: } \frac{24}{2}=12 \\
c_{2}: x_{1}+2 x_{2}+4 x_{3}+x_{5}=60 & \text { ratio: } \frac{60}{2}=30
\end{array}
$$

So we select the smallest ratio 12 . So pivot on $c_{2}$ and apply normalization/elimination steps. So we can divide $c_{1}$ by 2 to normalize the coefficient of $x_{2}$ to 1 . Then, we can subtract $c_{1}$ from $c_{2}$ :

$$
\begin{aligned}
c_{1}^{\prime} & =\frac{1}{2} c_{1}: \\
c_{2}^{\prime} & =c_{2}-c_{1}:
\end{aligned}
$$

$$
\frac{1}{4} x_{1}+x_{2}+\frac{1}{2} x_{3}+\frac{1}{2} x_{4}=12
$$

$$
\frac{1}{2} x_{1}+0+3 x_{3}-x_{4}+x_{5}=36
$$

This is in a canonical form for the new basic variables $x_{2}$ and $x_{5}\left(x_{2}\right.$ replaced $\left.x_{4}\right)$. To complete the canonical form, we need to eliminate $x_{2}$ from the objective function First,

$$
x_{2}=12-\frac{1}{4} x_{1}-\frac{1}{2} x_{3}-\frac{1}{2} x_{4}
$$

from $c_{1}^{\prime}$. We can substitute this into the objective function:

$$
\begin{aligned}
z^{\prime} & =6 x_{1}+14 x_{2}+13 x_{3}+0 x_{4}+0 x_{5} \\
& =6 x_{1}+14\left(12-\frac{1}{4} x_{1}-\frac{1}{2} x_{3}-\frac{1}{2} x_{4}\right)+13 x_{3}+0 x_{4}+0 x_{5} \\
& =168+\frac{5}{2} x_{1}+6 x_{3}-7 x_{4}+0 x_{2}+0 x_{5}
\end{aligned}
$$

Now all conditions of canonical form are satisfied.
We can take our nonbasic variables $x_{1}, x_{3}, x_{4}$ and set them to 0 . And our basic variables are $x_{2}$ and $x_{5}$, which we can solve for to get our new BFS.

$$
x_{2}=12 \quad x_{5}=36
$$

So our BFS is

$$
\begin{aligned}
\bar{x} & =\left[\begin{array}{lllll}
0 & 12 & 0 & 0 & 36
\end{array}\right] \\
z^{\prime} & =168
\end{aligned}
$$

This is an improvement from the previous $z=0$. However, this is still not an improvement because we have nonbasic variables in the objective function with positive coefficients.

The next variable we will convert to basic variable will be $x_{3}$, because it has the biggest positive coefficient in the objective function $z^{\prime}$. We can apply the pivoting criterion to the constraints $c_{1}^{\prime}$ and $c_{2}^{\prime}$

$$
\begin{aligned}
c_{1}^{\prime}: \frac{1}{4} x_{1}+x_{2}+\frac{1}{2} x_{3}+\frac{1}{2} x_{4}+0 x_{5} & =12 & \text { ratio: } \frac{12}{\frac{1}{2}}=24 \\
c_{2}^{\prime}: \frac{1}{2} x_{1}+0 x_{2}+3 x_{3}-x_{4}+x_{5} & =36 & \text { ratio: } \frac{36}{3}=12
\end{aligned}
$$

So, since 12 is the smallest ratio, we will use $c_{2}^{\prime}$ as the pivot. In other words, we need to make $x_{3}$ 's coefficient 1 in $c_{2}^{\prime}$, and eliminate $x_{3}$ in $c_{1}^{\prime}$.

$$
\begin{array}{ll}
c_{2}^{\prime \prime}=\frac{1}{3} c_{2}^{\prime}: & \frac{1}{6} x_{1}+0 x_{2}+x_{3}-\frac{1}{3} x_{4}+\frac{1}{3} x_{5}=12 \\
c_{1}^{\prime \prime}=c_{1}^{\prime}-\frac{1}{2} c_{2}^{\prime \prime}: & \frac{1}{6} x_{1}+x_{2}+0 x_{3}+\frac{2}{3} x_{4}-\frac{1}{6} x_{5}=6
\end{array}
$$

Using the coefficients, we can describe them like this to see everything together

$$
\begin{aligned}
& c_{1}^{\prime \prime}:\left[\begin{array}{llllll}
\frac{1}{6} & 1 & 0 & \frac{2}{3} & -\frac{1}{6} & 6
\end{array}\right] \\
& c_{2}^{\prime \prime}:\left[\begin{array}{llllll}
\frac{1}{6} & 0 & 1 & -\frac{1}{3} & \frac{1}{3} & 12
\end{array}\right]
\end{aligned}
$$

To find the values of our basic variables $x_{2}$ and $x_{3}$, we can set the non basic variables to 0 :

$$
\begin{aligned}
& x_{2}=6 \\
& x_{3}=12
\end{aligned}
$$

We can write $x_{3}$ in terms of the other variables in $c_{2}^{\prime \prime}$ :

$$
x_{3}=12-\frac{1}{6} x_{1}+\frac{1}{3} x_{4}-\frac{1}{3} x_{5}
$$

We can find the next objective function $z^{\prime \prime}$ by plugging in $x_{2}$ into the older $z^{\prime}$ :

$$
\begin{aligned}
z^{\prime \prime} & =168+\frac{5}{2} x_{1}+6\left(12-\frac{1}{6} x_{1}+\frac{1}{3} x_{4}-\frac{1}{3} x_{5}\right)-7 x_{4} \\
& =240+\frac{3}{2} x_{1}-5 x_{4}-2 x_{5}+0 x_{2}+0 x_{3}
\end{aligned}
$$

So our new BFS is

$$
\begin{aligned}
\bar{x} & =\left[\begin{array}{lllll}
0 & 6 & 12 & 0 & 0
\end{array}\right] \\
z^{\prime \prime} & =240
\end{aligned}
$$

This is an improved value of $z^{\prime \prime}=240$. As we can see, we have one more step to find the optimal solution because we still have one variable, $x_{1}$ with a positive coefficient in the objective function.

### 2.3 Simplex Tableau

Definition 7 (Extended canonical form of LPP). Give the objective function of a maximization LPP, say

$$
z=z_{0}+c_{1} x_{1}+c_{2} x_{2}+\cdots+c_{n} x_{n}
$$

in $n$ decision variables, rewrite it so that the constant term $z_{0}$ is the right hand side term:

$$
z-c_{1} x_{1}-c_{2} x_{2}-\cdots-c_{n} x_{n}=z_{0}
$$

with variable $z$, or

$$
(-z)+c_{1} x_{1}+c_{2} x_{2}+\cdots+c_{n} x_{n}=-z_{0}
$$

with variable $-z$.
Either version will work for a simplex tableau method, noting that the second version we try to make the coefficients $c_{1}, c_{2}, \ldots, c_{n}$ non positive gradually using improvement step.

A typical simplex tableau will look like a table, for example it may start out like this, assuming that $x_{1}, x_{2}$ are nonbasic variables, and $x_{3}, x_{4}, x_{5}$ are basic variables:

| Basic variables | Current Values | Coefficients of variables | Constraints/constraint operations | Ratio test |
| :---: | :---: | :---: | :---: | :---: |
| $x_{3}$ | $b_{1}$ |  | $C_{1}$ |  |
| $x_{4}$ | $b_{2}$ |  | $C_{2}$ |  |
| $x_{5}$ | $b_{3}$ |  | $C_{3}$ |  |
| $(-z)$ | $-z_{0}$ | $c_{1}, c_{2}, c_{3}, c_{4}, c_{5}$ | $C_{4}$ |  |

This ends up being a more organized way of keeping track of our coefficients while we apply improvement procedures. We want to make all the coefficients in the last row non-positive. We can revise our BFS gradually (changing basic variables in each tableau). The resulting value of $z_{0}$ is the optimal value.

Example 12. Maximize

$$
z=x_{1}+2 x_{2}
$$

subject to the constraints

$$
\begin{array}{rlr}
x_{1}-2 x_{2} & \leq 3 & \\
x_{1}+x_{2} & \leq 3 x_{1} & \geq 0 \\
x_{2} & \geq 0 &
\end{array}
$$

Use two slack variables, $x_{3}$ and $x_{4}$ to get the constraints:

$$
\begin{array}{r}
c_{1}: x_{2}-2 x_{2}+x_{2}=3 \\
c_{2}: x_{1}+x_{2}+x_{4}=3
\end{array}
$$

Next, the $z$ equation can be rewritten as

$$
c_{3}:(-z)+x_{1}+2 x_{2}+0 x_{3}+0 x_{4}=0
$$

We have basic variables $x_{3}$ and $x_{4}$. The rest of the variables are our non basic variables $x_{1}$ and $x_{2}$. Our BFS can be obtained by setting our non basic variables to 0 :

$$
\left(x_{1}, x_{2}, x_{3}, x_{4}\right)=(0,0,3,3)
$$

Now we can set up our first tableau:

| Basic variables | Current Values | Coefficients of variables | Constraints | Ratio test |
| :---: | :---: | :---: | :--- | ---: |
| $x_{3}$ | 3 | $1-210$ | $C_{1}$ |  |
| $x_{4}$ | 3 | 1101 | $C_{2}$ |  |
| $(-z)$ | 0 | 1200 | $C_{3}$ |  |

We can see that this is not optimal because the coefficients in the last row are still positive. We can start with a positive coefficient in that row. Since we are using the simplex procedure, we will select the largest positive coefficient to determine the entering variable. So we will select $x_{2}$ because it has a coefficient of 2 , to be the next basic variable (to replace $x_{3}$ or $x_{4}$ ). So we can do the ratio test to see which column to pivot on (ratio of current value over coefficients of $x_{2}$, ignore negative ratios).

| Basic variables | Current Values | Coefficients of variables | Constraints | Ratio test |
| :---: | :---: | :---: | :--- | :--- |
| $x_{3}$ | 3 | $1-210$ | $C_{1}$ | $\frac{3}{-2}=-2$ |
| $x_{4}$ | 3 | 1101 | $C_{2}$ | $\frac{3}{1}=3$ |
| $(-z)$ | 0 | 1200 | $C_{3}$ |  |

So we pick the $C_{2}$ row to pivot on, because it has the smallest positive ratio. Note that $x_{2}$ in $C_{2}$ already has a coefficient of 1 , so it is already normalized. We can use elimination to create a 0 in the $x_{2}$ column of $C_{1}$ :

| Basic variables | Current Values | Coefficients of variables | Constraints | Ratio test |
| :---: | :---: | :---: | :--- | :--- |
| $x_{3}$ | 9 | 3012 | $C_{1}^{\prime}=C_{1}+2 C_{2}$ |  |
| $x_{2}$ | 3 | 1101 | $C_{2}^{\prime}=C_{2}$ |  |
| $(-z)$ | -6 | $-100-2$ | $C_{3}^{\prime}=C_{3}-2 C_{2}$ |  |

Now, since we have all non positive coefficients in the last row, we have reached an optimal value. Our optimal BFS is

$$
\left(x_{1}, x_{2}, x_{3}, x_{4}\right)=(0,3,9,0)
$$

Since $x_{1}$ and $x_{2}$ are our original decision variables, we really only care about them. So our optimal value of $z=6$ happens when $x_{1}=0$ and $x_{2}=3$.


Figure 2.2: The feasible region, with the optimal solution at the point $(0,3)$.

Example 13. Maximize

$$
z=2 x_{1}+x_{2}
$$

subject to the constraints

$$
\begin{aligned}
x_{2} & \leq 10 \\
12 x_{1}+3 x_{2} & \leq 6 \\
-3 x_{1}+x_{2} & \leq 7
\end{aligned}
$$

and sign constraints. We can introduce the slack variables $x_{3}, x_{4}, x_{5}$ for a canonical form:

$$
\begin{aligned}
C_{1}: x_{2}+x_{3} & =10 \\
C_{2}: 12 x_{1}+3 x_{2}+x_{4} & =6 \\
C_{3}:-3 x_{1}+x_{2}+x_{5} & =7
\end{aligned}
$$

We can rewrite the $z$ equation in this extended canonical form:

$$
C_{4}:(-z)+2 x_{1}+x_{2}+0 x_{3}+0 x_{4}+0 x_{5}=0
$$

So we have basic variables $x_{3}, x_{4}, x_{5}$ and non basic variables $x_{1}, x_{2}$. So our first BFS is:

$$
\left(x_{1}, x_{2}, x_{3}, x_{4}, x_{5}\right)=(0,0,10,6,7)
$$

with a corresponding $z=0$.
Lets translate the information to a tableau:

| Basic variables | Current Values | Coefficients of variables | Constraints | Ratio test |
| :---: | :---: | :---: | :--- | :--- |
| $x_{3}$ | 10 | 01100 | $C_{1}$ |  |
| $x_{4}$ | 6 | 123010 | $C_{2}$ |  |
| $x_{5}$ | 7 | -31001 | $C_{3}$ |  |
| $(-z)$ | 0 | 21000 |  |  |

So, we know it is not optimal because we have positive coefficients in the last row. We can start with the first column (representing $x_{1}$ ), because it has the largest positive coefficient in the last row, 2. So $x_{1}$ is our entering variable. So lets look at ratios:

| Basic variables | Current Values | Coefficients of variables | Constraints | Ratio test |
| :---: | :---: | :---: | :--- | :--- |
| $x_{3}$ | 10 | 01100 | $C_{1}$ | $\frac{10}{0}$, undefined |
| $x_{4}$ | 6 | 123010 | $C_{2}$ | $\frac{6}{12}=\frac{1}{2}$ |
| $x_{5}$ | 7 | -31001 | $C_{3}$ | $\frac{7}{-3}$ |
| $(-z)$ | 0 | 21000 |  |  |

So we have one option for the pivot, the $x_{4}$ row. First, we need to normalize the $x_{4}$ row to create a 1 in the $x_{1}$ column. The new basic variable can be swapped out for $x_{1}$, and then we will create 0 s in the $x_{1}$ column using the normalized $C_{2}$.

| Basic variables | Current Values | Coefficients of variables | Constraints | Ratio test |
| :---: | :---: | :---: | :--- | :--- |
| $x_{3}$ | 10 | 01100 | $C_{1}^{\prime}=C_{1}$ | 10 |
| $x_{1}$ | $\frac{1}{2}$ | $1 \frac{1}{4} 0 \frac{1}{12} 0$ | $C_{2}^{\prime}=\frac{1}{12} C_{2}$ | 2 |
| $x_{5}$ | $\frac{17}{2}$ | $0 \frac{7}{4} 0 \frac{1}{4} 1$ | $C_{3}^{\prime}=C_{3}+3 C_{2}^{\prime}$ | $\frac{34}{7}$ |
| $(-z)$ | -1 | $0 \frac{1}{2} 0-\frac{1}{6} 0$ | $C_{4}^{\prime}=C_{4}-2 C_{2}^{\prime}$ |  |

And we have a new entering variable $x_{2}$, because it still has a positive coefficient in the last row.
Procedure for minimzation LPP:

- Consider minimizing $z=z_{0}+a_{1} x_{1}+a_{2} x_{2}+\cdots+a_{n} x_{n}$ subject to some constraints and sign contraints.
- It is equivalent to maximizing $-z=-z_{0}-a_{1} x_{1}-a_{2} x_{2}-\cdots-a_{n} x_{n}$ subject to the same constraints.
- Let $z^{\prime}=-z, z_{0}^{\prime}=-z_{0}, a_{k}^{\prime}=-a_{k}$ for each $k$
- So, we get the equivalent maximization problem with:

$$
\begin{aligned}
-z_{0} & =z-a_{1} x_{1}-a_{2} x_{2}-\cdots-a_{n} x_{n} \\
\left(-z^{\prime}\right)+a_{1}^{\prime} x_{1}+a_{2}^{\prime} x_{2}+\cdots+a_{n}^{\prime} x_{n} & =-z_{0}^{\prime}
\end{aligned}
$$

Example 14. Minimize $z=2+x_{1}-x_{2}$ subject to

$$
2 x_{1}+x_{2} \leq 2 \quad x_{1}, x_{2} \geq 0
$$

Since we are minimizing, we want to keep $x_{1}$ small and $x_{2}$ large. See Figure ??
Check that the optimal value occurs at the corner $\left(x_{1}, x_{2}\right)=(0,2)$ with a corresponding $z=0$ value. The new constraint with the slack variable $x_{3}$ is:

$$
c_{1}: x_{1}+x_{2}+x_{3}=2
$$

with a corresponding objective function

$$
\begin{aligned}
c_{2}:-z & =-2-x_{1}+x_{2} \\
2 & =z-x_{1}+x_{2}
\end{aligned}
$$

which we can put in canonical form:

$$
z-x_{1}+x_{2}+0 x_{3}=2
$$

So, our basic variable is $x_{3}$, and our non basic variable $x_{1}$ and $x_{2}$. Our initial BFS is

$$
\left(x_{1}, x_{2}, x_{3}\right)=(0,0,2)
$$

So lets use a simplex tableau to represent this information.

| Basic variables | Current Values | Coefficients of variables | Constraints | Ratio test |
| :---: | :---: | :---: | :--- | :--- |
| $x_{3}$ | 2 | 111 | $c_{1}$ |  |
| $z$ | 2 | -110 | $c_{2}$ |  |

We can tell that it is not optimal because $x_{2}$ has a positive coefficient in the objective function. $x_{2}$ will be our entering variable. Since we only have 1 basic variable, the ratio of that variable will be our pivot: $\frac{2}{1}=2$.

| Basic variables | Current Values | Coefficients of variables | Constraints | Ratio test |
| :---: | :---: | :---: | :--- | ---: |
| $x_{2}$ | 2 | 111 | $c_{1}^{\prime}=c_{1}$ |  |
| $z$ | 0 | $-20-1$ | $c_{2}^{\prime}=c_{2}-c_{1}$ |  |

Now that we have all negative values in our objective function's coefficients, we have obtained the optimal minimal value. So our BFS is

$$
\left(x_{1}, x_{2}, x_{3}\right)=(0,2,0)
$$

with a corresponding $z=0$ value. This can be corroborated via the corner check we did in the beginning.

### 2.4 Big-M method

Handling " $\geq$ " and " $=$ " constraints If a " $\geq$ " constraint is present with a non negative right hand side constant, then we apply surplus (excess) and artificial variables. For example,

$$
\begin{array}{r}
2 x+y \geq 3 \\
2 x+y-s=3
\end{array}
$$

So what is our basic variable? We can choose one of the decision variables, $x$ or $y$, by eliminating it in other constraints and objective function, or add another non negative variable called an artificial variable (with a +1 coefficient).

$$
2 x+y-s+a=3
$$

but make $a$ to be 0 via a simplex procedure at the end. For pure " $=$ " constraints, we only add artificial variables.

Example 15. Minimize $z=2 x_{2}+x_{2}$ subject to the constraints

$$
\begin{aligned}
x_{2} & \leq 10 \\
-3 x_{1}+x_{2} & \leq 7
\end{aligned}
$$

with sign constraints $x_{1}, x_{2} \geq 0$.

$$
\begin{aligned}
c_{1}: x_{2}+x_{3} & =10 \\
c_{2}:-3 x_{1}+x_{2}-x_{4}+x_{5} & =7
\end{aligned}
$$

So we have $x_{4}$ as our surplus variable, and $x_{5}$ as our artificial variable. Our basic variables are $x_{3}$ and $x_{5}$, and our non basic variables are $x_{1}, x_{2}, x_{4}$. Our objective function is

$$
z=2 x_{1}+x_{2}+0\left(x_{3}+x_{4}\right)+? x_{5}
$$

We want to penalize positive values of $x_{5}$ in any BFS so that the algorithm forces $x_{5}$ to be 0 in future BFS values. So, we can add $M x_{5}$ into the $z$ equation where $M$ is a very large positive constant. (This is called the $\mathrm{Big}-M$ approach.)

$$
z=2 x_{1}+x_{2}+0\left(x_{3}+x_{4}\right)+M x_{5}
$$

where $x_{5}=7+3 x_{1}-x_{2}+x_{4}$. Then, in a corresponding max LPP canonical form:

$$
\begin{aligned}
0 & =z-2 x_{1}-x_{2}-M x_{5} \\
& =z-2 x_{1}-x_{2}-M\left(7+3 x_{1}-x_{2}+x_{4}\right) \\
& =z-(3 M+2) x_{1}+(M-1) x_{2}-M x_{4}-7 M
\end{aligned}
$$

So, $c_{3}$ for $z$ becomes

$$
z-(3 M+2) x_{1}+(M-1) x_{2}-M x_{4}=7 M
$$

Lets describe this in a simplex tableau:

| Basic variables | Current Values | $x_{1}$ | $x_{2}$ | $x_{3}$ | $x_{4}$ | $x_{5}$ | Constraints | Ratio test |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $x_{3}$ | 10 | 0 | 1 | 1 | 0 | 0 | $c_{1}$ | $\frac{10}{1}=10$ |
| $x_{5}$ | 7 | -3 | 1 | 0 | -1 | 1 | $c_{2}$ | $\frac{7}{1}=7$ |
| $z$ | $7 M$ | $-3 M-2$ | $M-1$ | 0 | $-M$ | 0 | $c_{3}$ |  |


| Basic variables | Current Values | $x_{1}$ | $x_{2}$ | $x_{3}$ | $x_{4}$ | $x_{5}$ | Constraints | Ratio test |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :--- | ---: |
| $x_{3}$ | 3 | 3 | 0 | 1 | 1 | -1 | $c_{1}^{\prime}=c_{2}-c_{1}$ |  |
| $x_{2}$ | 7 | -3 | 1 | 0 | -1 | 1 | $c_{2}^{\prime}=c_{2}$ |  |
| $z$ | 7 | -5 | 0 | 0 | -1 | $1-M$ | $c_{3}^{\prime}=c_{3}-(M-1) c_{2}$ |  |

Consider a maximization LPP with an objective function $z$, and a constraint with a " $\geq$ " or " $=$ ".
For example,

$$
c: 5 x-3 y \geq 2
$$

As usual, we integrate excess (surplus) and artificial variables:

$$
5 x-3 y-e+a=2
$$

where $a$ is a candidate to be a basic variable.
We want the value of $a$ to be zero in a subsequent BFS. So, if $a>0$ in a BFS, we penalize this by adding $(-M a)$ to $z$, where $M$ is a large positive number. Then, we can maximize

$$
z^{\prime}=z-M a
$$

For multiple constraints that involve artificial variables, say $a_{1}, a_{2}, \ldots, a_{r}$, we use

$$
z-M\left(a_{1},+a_{2},+\cdots+a_{r}\right)
$$

in a maximization LPP. Similarly, for a minimization LPP we use

$$
z+M\left(a_{1}+a_{2}+\cdots+a_{r}\right)
$$

We try to obtain an optimal solution to the extended LPP with non negative artificial variables. If all artificial variables are all $0, a_{k}=0$ for each $k$, then the resulting BFS is also the optimal solution to the original problem.

Example 16. Maximize

$$
z=3 x_{1}+4 x_{2}
$$

subject to the constraints

$$
\begin{aligned}
x_{1}+x_{2} & \leq 3 \\
x_{1}-2 x_{2} & \geq 4 \\
x_{1}, x_{2} & \geq 0
\end{aligned}
$$

Recall that the feasible set for this problem is empty (the constraints do not intersect).

$$
\begin{array}{r}
c_{1}: x_{1}+x_{2}+x_{3}=3 \\
c_{2}: x_{1}-2 x_{2}-x_{4}+x_{5}=4
\end{array}
$$

where $x_{3}$ is a slack variable, $x_{4}$ is an excess variable, and $x_{5}$ is an artificial variable. We want $x_{5}$ to be zero eventually in an optimal solution.
Our extended LPP is maximizing

$$
z^{\prime}=z+0\left(x_{3}+x_{4}\right)-M x_{5}
$$

where our basic variables are $x_{3}$ and $x_{5}$. We can solve for $x_{5}$ :

$$
x_{5}=4-x_{1}+2 x_{2}+x_{4}
$$

We write $z^{\prime}$ as

$$
\begin{aligned}
z^{\prime} & =3 x_{1}+4 x_{2}-M\left(4-x_{1}+2 x_{2}+x_{4}\right) \\
4 M & =\left(-z^{\prime}\right)+(3+M) x_{1}+(4-2 M) x_{2}-M x_{4}
\end{aligned}
$$

which is canonical form in simplex tableau.

| BV | Value | $x_{1}$ | $x_{2}$ | $x_{3}$ | $x_{4}$ | $x_{5}$ | Constraints | Ratio test |
| :--- | :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $x_{3}$ | 3 | 1 | 1 | 1 | 0 | 0 | $c_{1}$ | $\frac{3}{1}=3$ |
| $x_{5}$ | 4 | 1 | -2 | 0 | -1 | 1 | $c_{2}$ | $\frac{4}{1}=4$ |
| $\left(-z^{\prime}\right)$ | $4 M$ | $3+M$ | $4-2 M$ | 0 | $-M$ | 0 | $c_{3}$ |  |

where $x_{1}$ is our entering variable, with the smallest ratio being 3 , so we pivot on $x_{3}$.

| BV | Value | $x_{1}$ | $x_{2}$ | $x_{3}$ | $x_{4}$ | $x_{5}$ | Constraints | Ratio test |
| :--- | :--- | :---: | :---: | :---: | :---: | :---: | :--- | ---: |
| $x_{1}$ | 3 | 1 | 1 | 1 | 0 | 0 | $c_{1}^{\prime}=c_{1}$ |  |
| $x_{5}$ | 1 | 0 | -3 | -1 | -1 | 1 | $c_{2}^{\prime}=c_{2}-c_{1}$ |  |
| $\left(-z^{\prime}\right)$ | $M-9$ | 0 | $1-2 M$ | $-M-3$ | $-M$ | 0 | $c_{3}^{\prime}=c_{3}-(3+M) c_{1}$ |  |

This extended problem has an optimal solution $x_{1}=3, x_{5}=1$ and $x_{k}=0$ for other $k$ values, for large $M>0$. However, this solution involves $x_{5}=1$ (which is positive, where we were trying to get it to be $0)$. In conclusion, the original problem does not have a solution.

Definition 8. If there is a constraint where the right hand side constraint is 0 , we say that the LPP is degenerate.

Example 17. Minimize

$$
z=x+2 y-2
$$

subject to

$$
\begin{aligned}
x & \leq 10 \\
-2 x+5 y & \leq 0 \\
2 x-5 y & \geq 0 \\
2 x+5 y & \geq 20
\end{aligned}
$$

In canonical form this would be

$$
\begin{aligned}
c_{1}: x+s_{1} & =10 \\
c_{2}:-2 x+5 y+s_{2} & =0 \\
c_{3}: 2 x+5 y-e_{1}+a & =20
\end{aligned}
$$

So

$$
a=\left(20-2 x-5 y+e_{1}\right)
$$

and

$$
c_{4}: z^{\prime}=x+2 y-2+M a
$$

We can then describe $z^{\prime}$ in a maximization LPP format for the initial simplex tableau. Our basic variables are $s_{1}, s_{2}$ and $a$. Our non basic variables are $s_{1}=10$. Our initial BFS is

$$
\left(x, y, s_{1}, s_{2}, s_{3}, a\right)=(0,0,10,0,0,20)
$$

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