INTRODUCTION TO OPERATIONS RESEARCH

Tenth Edition

FREDERICK S. HILLIER

Stanford University

GERALD J. LIEBERMAN

Late of Stanford University



Frederick S. Hillier was born and raised in Aberdeen, Washington, where he was an award winner in statewide high school contests in essay writing, mathematics, debate, and music. As an undergraduate at Stanford University, he ranked first in his engineering class of over 300 students. He also won the McKinsey Prize for technical writing, won the Outstanding Sophomore Debater award, played in the Stanford Woodwind Quintet and Stanford Symphony Orchestra, and won the Hamilton Award for combining excellence in engineering with notable achievements in the humanities and social sciences. Upon his graduation with a BS degree in industrial engineering, he was awarded three national fellowships (National Science Foundation, Tau Beta Pi, and Danforth) for graduate study at Stanford with specialization in operations research. During his three years of graduate study, he took numerous additional courses in mathematics, statistics, and economics beyond what was required for his MS and PhD degrees while also teaching two courses (including "Introduction to Operations Research"). Upon receiving his PhD degree, he joined the faculty of Stanford University and began work on the 1st edition of this textbook two years later. He subsequently earned tenure at the age of 28 and the rank of full professor at 32. He also received visiting appointments at Cornell University, Carnegie-Mellon University, the Technical University of Denmark, the University of Canterbury (New Zealand), and the University of Cambridge (England). After 35 years on the Stanford faculty, he took early retirement from his faculty responsibilities in order to focus full time on textbook writing, and now is Professor Emeritus of Operations Research at Stanford.

Dr. Hillier's research has extended into a variety of areas, including integer programming, queueing theory and its application, statistical quality control, and the application of operations research to the design of production systems and to capital budgeting. He has published widely, and his seminal papers have been selected for republication in books of selected readings at least 10 times. He was the first-prize winner of a research contest on "Capital Budgeting of Interrelated Projects" sponsored by The Institute of Management Sciences (TIMS) and the U.S. Office of Naval Research. He and Dr. Lieberman also received the honorable mention award for the 1995 Lanchester Prize (best English-language publication of any kind in the field of operations research), which was awarded by the Institute of Operations Research and the Management Sciences (INFORMS) for the 6th edition of this book. In addition, he was the recipient of the prestigious 2004 INFORMS Expository Writing Award for the 8th edition of this book.

Dr. Hillier has held many leadership positions with the professional societies in his field. For example, he has served as treasurer of the Operations Research Society of America (ORSA), vice president for meetings of TIMS, co-general chairman of the 1989 TIMS International Meeting in Osaka, Japan, chair of the TIMS Publications Committee, chair of the ORSA Search Committee for Editor of *Operations Research*, chair of the ORSA Resources Planning Committee, chair of the ORSA/TIMS Combined Meetings Committee, and chair of the John von Neumann Theory Prize Selection Committee for INFORMS. He also is a Fellow of INFORMS. In addition, he recently completed a 20-year tenure as the series editor for Springer's International Series in Operations Research and Management Science, a particularly prominent book series with over 200 published books that he founded in 1993.

ABOUT THE AUTHORS

In addition to Introduction to Operations Research and two companion volumes, Introduction to Mathematical Programming (2nd ed., 1995) and Introduction to Stochastic Models in Operations Research (1990), his books are The Evaluation of Risky Interrelated Investments (North-Holland, 1969), Queueing Tables and Graphs (Elsevier North-Holland, 1981, co-authored by O. S. Yu, with D. M. Avis, L. D. Fossett, F. D. Lo, and M. I. Reiman), and Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (5th ed., McGraw-Hill/Irwin, 2014, co-authored by his son Mark Hillier).

The late **Gerald J. Lieberman** sadly passed away in 1999. He had been Professor Emeritus of Operations Research and Statistics at Stanford University, where he was the founding chair of the Department of Operations Research. He was both an engineer (having received an undergraduate degree in mechanical engineering from Cooper Union) and an operations research statistician (with an AM from Columbia University in mathematical statistics, and a PhD from Stanford University in statistics).

Dr. Lieberman was one of Stanford's most eminent leaders in recent decades. After chairing the Department of Operations Research, he served as associate dean of the School of Humanities and Sciences, vice provost and dean of research, vice provost and dean of graduate studies, chair of the faculty senate, member of the University Advisory Board, and chair of the Centennial Celebration Committee. He also served as provost or acting provost under three different Stanford presidents.

Throughout these years of university leadership, he also remained active professionally. His research was in the stochastic areas of operations research, often at the interface of applied probability and statistics. He published extensively in the areas of reliability and quality control, and in the modeling of complex systems, including their optimal design, when resources are limited.

Highly respected as a senior statesman of the field of operations research, Dr. Lieberman served in numerous leadership roles, including as the elected president of The Institute of Management Sciences. His professional honors included being elected to the National Academy of Engineering, receiving the Shewhart Medal of the American Society for Quality Control, receiving the Cuthbertson Award for exceptional service to Stanford University, and serving as a fellow at the Center for Advanced Study in the Behavioral Sciences. In addition, the Institute of Operations Research and the Management Sciences (INFORMS) awarded him and Dr. Hillier the honorable mention award for the 1995 Lanchester Prize for the 6th edition of this book. In 1996, INFORMS also awarded him the prestigious Kimball Medal for his exceptional contributions to the field of operations research and management science.

In addition to Introduction to Operations Research and two companion volumes, Introduction to Mathematical Programming (2nd ed., 1995) and Introduction to Stochastic Models in Operations Research (1990), his books are Handbook of Industrial Statistics (Prentice-Hall, 1955, co-authored by A. H. Bowker), Tables of the Non-Central t-Distribution (Stanford University Press, 1957, co-authored by G. J. Resnikoff), Tables of the Hypergeometric Probability Distribution (Stanford University Press, 1961, co-authored by D. Owen), Engineering Statistics, (2nd ed., Prentice-Hall, 1972, co-authored by A. H. Bowker), and Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (McGraw-Hill/Irwin, 2000, co-authored by F. S. Hillier and M. S. Hillier). Karl Schmedders is professor of quantitative business administration at the University of Zurich in Switzerland and a visiting associate professor at the Kellogg Graduate School of Management (Northwestern University). His research interests include management science, financial economics, and computational economics and finance. in 2003, a paper by Dr. Schmedders received a nomination for the Smith-Breeden Prize for the best paper in Journal of Finance. He received his doctorate in operations research from Stanford University, where he taught both undergraduate and graduate classes in operations research, including a case studies course in operations research. He received several teaching awards at Stanford, including the university's prestigious Walter J. Gores Teaching Award. After post-doctoral research at the Hoover Institution, a think tank on the Stanford campus, he became assistant professor of managerial economics and decision sciences at the Kellogg School. He was promoted to associate professor in 2001 and received tenure in 2005. In 2008, he joined the University of Zurich, where he currently teaches courses in management science, spreadsheet modeling, and computational economics and finance. At Kellogg he received several teaching awards, including the L. G. Lavengood Professor of the Year Award. More recently he won the best professor award of the Kellogg School's European EMBA program (2008, 2009, and 2011) and its Miami EMBA program (2011).

Molly Stephens is a partner in the Los Angeles office of Quinn, Emanuel, Urquhart & Sullivan, LLP. She graduated from Stanford University with a BS degree in industrial engineering and an MS degree in operations research. Ms. Stephens taught public speaking in Stanford's School of Engineering and served as a teaching assistant for a case studies course in operations research. As a teaching assistant, she analyzed operations research problems encountered in the real world and the transformation of these problems into classroom case studies. Her research was rewarded when she won an undergraduate research grant from Stanford to continue her work and was invited to speak at an INFORMS conference to present her conclusions regarding successful classroom case studies. Following graduation, Ms. Stephens worked at Andersen Consulting as a systems integrator, experiencing real cases from the inside, before resuming her graduate studies to earn a JD degree (with honors) from the University of Texas Law School at Austin. She is a partner in the largest law firm in the United States devoted solely to business litigation, where her practice focuses on complex financial and securities litigation.

DEDICATION

To the memory of our parents

and

To the memory of my beloved mentor, Gerald J. Lieberman, who was one of the true giants of our field

TABLE OF CONTENTS

PREFACE xxii

CHAPTER 1 Introduction 1

- 1.1 The Origins of Operations Research 1
- 1.2 The Nature of Operations Research 2
- 1.3 The Rise of Analytics Together with Operations Research 3
- 1.4 The Impact of Operations Research 5
- 1.5 Algorithms and OR Courseware 7

Selected References 9

Problems 9

CHAPTER 2

Overview of the Operations Research Modeling Approach 10

- 2.1 Defining the Problem and Gathering Data 10
- 2.2 Formulating a Mathematical Model 13
- 2.3 Deriving Solutions from the Model 15
- 2.4 Testing the Model 18
- 2.5 Preparing to Apply the Model 19
- 2.6 Implementation 20
- 2.7 Conclusions 21
- Selected References 21

Problems 23

CHAPTER 3

Introduction to Linear Programming 25

- 3.1 Prototype Example 26
- 3.2 The Linear Programming Model 32
- 3.3 Assumptions of Linear Programming 38
- 3.4 Additional Examples 44
- 3.5 Formulating and Solving Linear Programming Models on a Spreadsheet 62
- 3.6 Formulating Very Large Linear Programming Models 71
- 3.7 Conclusions 79
- Selected References 79

Learning Aids for This Chapter on Our Website 80

Problems 81

Case 3.1 Auto Assembly 90

Previews of Added Cases on Our Website 92

- Case 3.2 Cutting Cafeteria Costs 92
- Case 3.3 Staffing a Call Center 92
- Case 3.4 Promoting a Breakfast Cereal 92

CHAPTER 4

Solving Linear Programming Problems: The Simplex Method 93

4.1 The Essence of the Simplex Method 93

- 4.2 Setting Up the Simplex Method 98
- 4.3 The Algebra of the Simplex Method 101
- 4.4 The Simplex Method in Tabular Form 107
- 4.5 Tie Breaking in the Simplex Method 112
- 4.6 Adapting to Other Model Forms 115
- 4.7 Postoptimality Analysis 133
- 4.8 Computer Implementation 141
- 4.9 The Interior-Point Approach to Solving Linear Programming Problems 143
- 4.10 Conclusions 147

Appendix 4.1 An Introduction to Using LINDO and LINGO 147

Selected References 151

Learning Aids for This Chapter on Our Website 151

Problems 152

Case 4.1 Fabrics and Fall Fashions 160

Previews of Added Cases on Our Website 162

Case 4.2 New Frontiers 162

Case 4.3 Assigning Students to Schools 162

CHAPTER 5

The Theory of the Simplex Method 163

- 5.1 Foundations of the Simplex Method 163
- 5.2 The Simplex Method in Matrix Form 174
- 5.3 A Fundamental Insight 183
- 5.4 The Revised Simplex Method 186
- 5.5 Conclusions 189
- Selected References 189

Learning Aids for This Chapter on Our Website 190 Problems 190

CHAPTER 6

Duality Theory 197

6.1 The Essence of Duality Theory 197
6.2 Economic Interpretation of Duality 205
6.3 Primal–Dual Relationships 208
6.4 Adapting to Other Primal Forms 213
6.5 The Role of Duality Theory in Sensitivity Analysis 217
6.6 Conclusions 220
Selected References 220
Learning Aids for This Chapter on Our Website 220
Problems 221

CHAPTER 7 Linear Programming under Uncertainty 225

- 7.1 The Essence of Sensitivity Analysis 226
- 7.2 Applying Sensitivity Analysis 233
- 7.3 Performing Sensitivity Analysis on a Spreadsheet 250
- 7.4 Robust Optimization 264
- 7.5 Chance Constraints 268

7.6 Stochastic Programming with Recourse 271
7.7 Conclusions 276
Selected References 276
Learning Aids for This Chapter on Our Website 277
Problems 277
Case 7.1 Controlling Air Pollution 288
Previews of Added Cases on Our Website 289
Case 7.2 Farm Management 289
Case 7.3 Assigning Students to Schools, Revisited 289
Case 7.4 Writing a Nontechnical Memo 289

CHAPTER 8

Other Algorithms for Linear Programming 290

- 8.1 The Dual Simplex Method 290
- 8.2 Parametric Linear Programming 294
- 8.3 The Upper Bound Technique 299
- 8.4 An Interior-Point Algorithm 301
- 8.5 Conclusions 312
- Selected References 313

Learning Aids for This Chapter on Our Website 313 Problems 314

CHAPTER 9

The Transportation and Assignment Problems 318

- 9.1 The Transportation Problem 319
- 9.2 A Streamlined Simplex Method for the Transportation Problem 333
- 9.3 The Assignment Problem 348
- 9.4 A Special Algorithm for the Assignment Problem 356
- 9.5 Conclusions 360
- Selected References 361

Learning Aids for This Chapter on Our Website 361

Problems 362

Case 9.1 Shipping Wood to Market 370

- Previews of Added Cases on Our Website 371
 - Case 9.2 Continuation of the Texago Case Study 371
 - Case 9.3 Project Pickings 371

CHAPTER 10

Network Optimization Models 372

- 10.1 Prototype Example 373
- 10.2 The Terminology of Networks 374
- 10.3 The Shortest-Path Problem 377
- 10.4 The Minimum Spanning Tree Problem 382
- 10.5 The Maximum Flow Problem 387
- 10.6 The Minimum Cost Flow Problem 395
- 10.7 The Network Simplex Method 403
- 10.8 A Network Model for Optimizing a Project's Time-Cost Trade-Off 413

10.9 Conclusions 424

Selected References 425

Learning Aids for This Chapter on Our Website 425

Problems 426 Case 10.1 Money in Motion 434 Previews of Added Cases on Our Website 437 Case 10.2 Aiding Allies 437 Case 10.3 Steps to Success 437

CHAPTER 11

Dynamic Programming 438

11.1 A Prototype Example for Dynamic Programming 438

11.2 Characteristics of Dynamic Programming Problems 443

11.3 Deterministic Dynamic Programming 445

11.4 Probabilistic Dynamic Programming 462

11.5 Conclusions 468

Selected References 468

Learning Aids for This Chapter on Our Website 468

Problems 469

CHAPTER 12

Integer Programming 474

- 12.1 Prototype Example 475
- 12.2 Some BIP Applications 478
- 12.3 Innovative Uses of Binary Variables in Model Formulation 483
- 12.4 Some Formulation Examples 489
- 12.5 Some Perspectives on Solving Integer Programming Problems 497
- 12.6 The Branch-and-Bound Technique and Its Application to Binary Integer Programming 501
- 12.7 A Branch-and-Bound Algorithm for Mixed Integer Programming 513
- 12.8 The Branch-and-Cut Approach to Solving BIP Problems 519
- 12.9 The Incorporation of Constraint Programming 525
- 12.10 Conclusions 531
- Selected References 532

Learning Aids for This Chapter on Our Website 533

Problems 534

Case 12.1 Capacity Concerns 543

Previews of Added Cases on Our Website 545

- Case 12.2 Assigning Art 545
- Case 12.3 Stocking Sets 545
- Case 12.4 Assigning Students to Schools, Revisited Again 546

CHAPTER 13

Nonlinear Programming 547

- 13.1 Sample Applications 548
- 13.2 Graphical Illustration of Nonlinear Programming Problems 552
- 13.3 Types of Nonlinear Programming Problems 556
- 13.4 One-Variable Unconstrained Optimization 562
- 13.5 Multivariable Unconstrained Optimization 567
- 13.6 The Karush-Kuhn-Tucker (KKT) Conditions for Constrained Optimization 573
- 13.7 Quadratic Programming 577

13.8 Separable Programming 583
13.9 Convex Programming 590
13.10 Nonconvex Programming (with Spreadsheets) 598
13.11 Conclusions 602
Selected References 603
Learning Aids for This Chapter on Our Website 603
Problems 604
Case 13.1 Savvy Stock Selection 615
Previews of Added Cases on Our Website 616
Case 13.2 International Investments 616
Case 13.3 Promoting a Breakfast Cereal, Revisited 616

CHAPTER 14 Metaheuristics 617

14.1 The Nature of Metaheuristics 618
14.2 Tabu Search 625
14.3 Simulated Annealing 636
14.4 Genetic Algorithms 645
14.5 Conclusions 655
Selected References 656
Learning Aids for This Chapter on Our Website 656
Problems 657

CHAPTER 15

Game Theory 661

15.1 The Formulation of Two-Person, Zero-Sum Games 661

15.2 Solving Simple Games—A Prototype Example 663

15.3 Games with Mixed Strategies 668

15.4 Graphical Solution Procedure 670

- 15.5 Solving by Linear Programming 672
- 15.6 Extensions 676
- 15.7 Conclusions 677

Selected References 677 Learning Aids for This Chapter on Our Website 677

Problems 678

CHAPTER 16

Decision Analysis 682

- 16.1 A Prototype Example 683
- 16.2 Decision Making without Experimentation 684
- 16.3 Decision Making with Experimentation 690
- 16.4 Decision Trees 696
- 16.5 Using Spreadsheets to Perform Sensitivity Analysis on Decision Trees 700
- 16.6 Utility Theory 707
- 16.7 The Practical Application of Decision Analysis 715
- 16.8 Conclusions 716
- Selected References 716

Learning Aids for This Chapter on Our Website 717

Problems 718

Case 16.1 Brainy Business 728

Preview of Added Cases on Our Website 730

- Case 16.2 Smart Steering Support 730
- Case 16.3 Who Wants to be a Millionaire? 730
- Case 16.4 University Toys and the Engineering Professor Action Figures 730

CHAPTER 17

Queueing Theory 731

17.1 Prototype Example 732

17.2 Basic Structure of Queueing Models 732

- 17.3 Examples of Real Queueing Systems 737
- 17.4 The Role of the Exponential Distribution 739
- 17.5 The Birth-and-Death Process 745

17.6 Queueing Models Based on the Birth-and-Death Process 750

- 17.7 Queueing Models Involving Nonexponential Distributions 762
- 17.8 Priority-Discipline Queueing Models 770
- 17.9 Queueing Networks 775
- 17.10 The Application of Queueing Theory 779
- 17.11 Conclusions 784

Selected References 784

Learning Aids for This Chapter on Our Website 785

Problems 786

Case 17.1 Reducing In-Process Inventory 798

Preview of an Added Case on Our Website 799

Case 17.2 Queueing Quandary 799

CHAPTER 18

Inventory Theory 800

- 18.1 Examples 801
- 18.2 Components of Inventory Models 803
- 18.3 Deterministic Continuous-Review Models 805
- 18.4 A Deterministic Periodic-Review Model 815
- 18.5 Deterministic Multiechelon Inventory Models for Supply Chain Management 820
- 18.6 A Stochastic Continuous-Review Model 838
- 18.7 A Stochastic Single-Period Model for Perishable Products 842
- 18.8 Revenue Management 854

18.9 Conclusions 862

Selected References 862

Learning Aids for This Chapter on Our Website 863

Problems 864

Case 18.1 Brushing Up on Inventory Control 874

Previews of Added Cases on Our Website 876

Case 18.2 TNT: Tackling Newsboy's Teaching 876

Case 18.3 Jettisoning Surplus Stock 876

CHAPTER 19

Markov Decision Processes 877

19.1 A Prototype Example 878

19.2 A Model for Markov Decision Processes 880

19.3 Linear Programming and Optimal Policies 88319.4 Conclusions 887Selected References 888Learning Aids for This Chapter on Our Website 888Problems 889

CHAPTER 20 Simulation 892

20.1 The Essence of Simulation 892
20.2 Some Common Types of Applications of Simulation 904
20.3 Generation of Random Numbers 908
20.4 Generation of Random Observations from a Probability Distribution 912
20.5 Outline of a Major Simulation Study 917
20.6 Performing Simulations on Spreadsheets 921
20.7 Conclusions 939
Selected References 941
Learning Aids for This Chapter on Our Website 942
Problems 943
Case 20.1 Reducing In-Process Inventory, Revisited 950
Case 20.2 Action Adventures 950
Previews of Added Cases on Our Website 951
Case 20.4 Pricing under Pressure 951

APPENDIXES

- 1. Documentation for the OR Courseware 952
- 2. Convexity 954
- 3. Classical Optimization Methods 959
- 4. Matrices and Matrix Operations 962
- 5. Table for a Normal Distribution 967

PARTIAL ANSWERS TO SELECTED PROBLEMS 969

INDEXES

Author Index 983 Subject Index 992