



## **6.2: The Simplex Method: Maximization** **(with problem constraints of the form $\leq$ )**

The graphical method works well for solving optimization problems with only two decision variables and relatively few constraints. However, it is unmanageable or impossible to use if there are more decision variables or many constraints.

To solve these, we will use an algebraic method called the *simplex method*, which was developed in 1947 by George Dantzig. Small problems can be done by hand, and computers can use the method to solve problems with thousands of variables and constraints.

Before using the simplex method, we will need to learn some new vocabulary and make some modifications to our mathematical models.

**Example 1:** This is the mathematical model used to solve an example from the previous section on the graphical method (the tables and chairs).

Maximize  $P = 90x_1 + 25x_2$

subject to  $8x_1 + 2x_2 \leq 400$ .

$$2x_1 + x_2 \leq 120$$

$$x_1 \geq 0$$

$$x_2 \geq 0$$

This is an example of a *standard maximization problem*. It has a linear objective function along with constraints involving  $\leq$ , where  $c$  is a positive constant. It also has nonnegative constraints for all the decision variables.

### Standard Maximization Problem in Standard Form

A linear programming problem is said to be a *standard maximization problem in standard form* if its mathematical model is of the following form:

Maximize  $P = c_1x_1 + c_2x_2 + \dots + c_nx_n$

subject to problem constraints of the form

$$a_1x_1 + a_2x_2 + \dots + a_nx_n \leq b \text{ with } b \geq 0$$

and nonnegative constraints  $x_1, x_2, \dots, x_n \geq 0$ .

We will use the simplex method to solve standard maximization problems in standard form. The simplex method uses matrices to solve optimization problems. So, the constraint inequalities must be converted into equations before putting them into a matrix. This is done by the use of *slack variables*.

In our example,

$$\begin{aligned} 8x_1 + 2x_2 &\leq 400 \\ 2x_1 + x_2 &\leq 120 \end{aligned}$$

}  $\longrightarrow$

$$\begin{aligned} 8x_1 + 2x_2 + s_1 &= 400 \\ 2x_1 + x_2 + s_2 &= 120 \end{aligned}$$

book calls this the  $e$ -system  $e$  for equations

(book calls this an  $i$ -system  $i$  for inequalities)

If  $x_1$  and  $x_2$  satisfy the constraints, then  $s_1, s_2 \geq 0$

$s_1$  and  $s_2$  are called slack variables

These new variables  $s_1$  and  $s_2$  "take up the slack" between the left and right sides of our inequalities.

So now, our system looks like:

$$\begin{aligned} &\text{Maximize } P = 90x_1 + 25x_2 \\ &\text{subject to } \begin{aligned} 8x_1 + 2x_2 + s_1 &= 400 \\ 2x_1 + x_2 + s_2 &= 120 \end{aligned} \\ &\quad x_1, x_2, s_1, s_2 \geq 0 \end{aligned}$$

Be sure to include the slack variables in the nonnegative constraints as well. If they are negative, the constraints are violated.

Next, rewrite the objective function with all variables on one side, making sure that the quantity  $P$  is positive.

$$-90x_1 - 25x_2 + P = 0$$

Including the new form of the objective function, we now have the initial system:

$$\begin{aligned} 8x_1 + 2x_2 + s_1 &= 400 \\ 2x_1 + x_2 + s_2 &= 120 \\ -90x_1 - 25x_2 + P &= 0 \end{aligned}$$

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

We generate an augmented matrix for the initial system. This matrix is called the *initial simplex tableau*.

Initial  
Simplex  
Tableau

$$\begin{array}{c|ccccc|c} x_1 & x_2 & s_1 & s_2 & P & \text{RHS = right-hand side} \\ \hline 8 & 2 & 1 & 0 & 0 & 400 \\ 2 & 1 & 0 & 1 & 0 & 120 \\ -90 & -25 & 0 & 0 & 1 & 0 \end{array}$$

$$\begin{aligned} x_1 &= 0 \\ x_2 &= 0 \\ s_1 &= 400 \\ s_2 &= 120 \\ P &= 0 \end{aligned}$$

The bottom row of the tableau always corresponds to the objective function. The numbers in the bottom row except for the two on the far right are called *indicators*. Above each column, we list each variable used in the system.

### The Pivot:

To begin the simplex method, we perform a *pivot operation*.

First, we choose the pivot column. Our choice is determined by the indicators on the bottom row (the objective function row). If there are any negative numbers, we choose the "most negative" of these. The corresponding column is called the *pivot column*.

$$\begin{array}{c|ccccc|c} x_1 & x_2 & s_1 & s_2 & P & \text{RHS} \\ \hline 8 & 2 & 1 & 0 & 0 & 400 \\ 2 & 1 & 0 & 1 & 0 & 120 \\ -90 & -25 & 0 & 0 & 1 & 0 \end{array}$$

*Pivot element* (circled 8)

*most negative* (arrow to -90)

$\frac{400}{8} = 50$  ← *smallest positive quotient*

$\frac{120}{2} = 60$

Next, we choose the *pivot row*. For each ~~nonnegative~~ <sup>positive</sup> entry in the pivot column, we divide the value in the rightmost by the corresponding ~~nonnegative~~ <sup>positive</sup> value in the pivot column. Do this in each row except for the bottom row.

Look for the smallest of these quotients that is positive. The row with the smallest quotient is called the *pivot row*. The element at the intersection of the pivot row and the pivot column is called the *pivot* or *pivot element*. We circle this element for easy recognition.

*Important:* Do not form right-hand-side quotients for zero or negative entries in pivot column

**Pivot:**

Use row operations to put a 1 in the position of the pivot element and 0's elsewhere in the pivot column.

To do this, we multiply the pivot row by the reciprocal of the pivot element. This will change the pivot element to a 1. Then we add multiples of the pivot row to all the other rows in order to change all other elements in the pivot column to 0.

Important Note: Never exchange rows when doing the simplex method!

$$\begin{array}{l}
 \begin{array}{c} x_1 \quad x_2 \quad s_1 \quad s_2 \quad P \quad \text{RHS} \\
 \left[ \begin{array}{cccccc}
 8 & 2 & 1 & 0 & 0 & 400 \\
 2 & 1 & 0 & 1 & 0 & 120 \\
 -90 & -25 & 0 & 0 & 1 & 0
 \end{array} \right] \\
 \frac{1}{8} R_0 \rightarrow R_0 \\
 \begin{array}{c} \text{want 0} \nearrow \\
 \left[ \begin{array}{cccccc}
 1 & 1/4 & 1/8 & 0 & 0 & 50 \\
 2 & 1 & 0 & 1 & 0 & 120 \\
 -90 & -25 & 0 & 0 & 1 & 0
 \end{array} \right] \\
 -2R_0 + R_1 \rightarrow R_1 \\
 90R_0 + R_2 \rightarrow R_2 \\
 \left[ \begin{array}{cccccc}
 1 & 1/4 & 1/8 & 0 & 0 & 50 \\
 0 & 1/2 & -1/4 & 1 & 0 & 20 \\
 0 & -5/2 & 45/4 & 0 & 1 & 4500
 \end{array} \right]
 \end{array}
 \end{array}$$

This completes the pivot operation. We repeat the process, each time choosing a new pivot element, as long as there are negative numbers on the bottom row.

$$\begin{array}{l}
 \begin{array}{c} \text{want 1} \nearrow \\
 \left[ \begin{array}{cccccc}
 1 & 1/4 & 1/8 & 0 & 0 & 50 \\
 0 & 1/2 & -1/4 & 1 & 0 & 20 \\
 0 & -5/2 & 45/4 & 0 & 1 & 4500
 \end{array} \right] \\
 \text{most negative} \nearrow \\
 2R_1 \rightarrow R_1 \\
 \begin{array}{c} \text{want 0s} \nearrow \\
 \left[ \begin{array}{cccccc}
 1 & 1/4 & 1/8 & 0 & 0 & 50 \\
 0 & 1 & -1/2 & 2 & 0 & 40 \\
 0 & -5/2 & 45/4 & 0 & 1 & 4500
 \end{array} \right] \\
 -\frac{1}{4} R_1 + R_0 \rightarrow R_0 \\
 \frac{5}{2} R_1 + R_2 \rightarrow R_2 \\
 \left[ \begin{array}{cccccc}
 1 & 0 & 1/4 & -1/2 & 0 & 40 \\
 0 & 1 & -1/2 & 2 & 0 & 40 \\
 0 & 0 & 10 & 5 & 1 & 4600
 \end{array} \right]
 \end{array}
 \end{array}$$

$\frac{50}{1/4} = 50(\frac{4}{1}) = 200$   
 $\frac{20}{1/2} = 20(\frac{2}{1}) = 40$  ← choose smallest quotient  
 $P = 4500$

In initial tableau,  $s_1, s_2, P$  are called basic variables.  
 $x_1$  and  $x_2$  are nonbasic variables.  
 at a given stage of the process, the nonbasic variables are equal to 0.  
 Here, basic variables (1 with 0s) are  $x_1, s_2, P$   
 Nonbasic variables are  $x_2, s_1$   
 Values at this stage:  $x_1 = 50$   
 $x_2 = 0$   
 $s_1 = 0$   
 $s_2 = 20$   
 $P = 4500$

see next page

Nonbasic variables  
 "junk in the columns"  
 These are set equal to 0.

No more negatives in bottom row,  
 so we are done pivoting! This is the final tableau. 6.2.5

Basic Variables:  $x_1, x_2, P$       Solutions  
 $x_1 = 40$        $s_1 = 0$   
 Nonbasic Variables:  $s_1, s_2$        $x_2 = 40$        $s_2 = 0$   
     $P = 4600$

The maximum  $P$  is 4600, occurring  
 when  $x_1 = 40, x_2 = 40$ .

Since there are no negative numbers in the bottom row, we stop. This *final simplex tableau* represents the optimal solution.

The variables corresponding to the columns that look like columns of an identity matrix (a 1 in one entry and 0's elsewhere) are called *basic variables*. The variables corresponding to the other columns are called *nonbasic variables*. The solution represented by the simplex tableau is obtained by setting the nonbasic variables equal to 0.

The solution is:

So, we have obtained the same solution as we did using the geometric method.

Notes:

- If there are no positive numbers in the pivot column, then we cannot perform a pivot operation and we conclude that there is no optimal solution.
- If there is a tie for the "most negative" value in the bottom row, choose either column to be the pivot column. Unless there turns out to be no optimal solution, there will be multiple values of the variable that give the same maximum.
- If there is a tie for the smallest quotient when determining the pivot row, choose either row.
- The pivot element is always positive and is never in the bottom row.

**Example 2:** Use the simplex method to solve the following linear programming problem.

$$\text{Maximize } P = 20x_1 + 10x_2$$

$$\text{subject to } x_1 + x_2 \leq 5.$$

$$5x_1 + x_2 \leq 9$$

$$x_1 \geq 0$$

$$x_2 \geq 0$$

**Example 3:** Use the simplex method to solve the following linear programming problem.

$$\text{Maximize } P = 2x_1 + 2x_2 + x_3$$

$$\text{subject to } 2x_1 + x_2 + 2x_3 \leq 14$$

$$2x_1 + 4x_2 + x_3 \leq 26$$

$$x_1 + 2x_2 + 3x_3 \leq 28$$

$$x_1 \geq 0$$

$$x_2 \geq 0$$

$$x_3 \geq 0$$

2-System  
(system of  
equations)

$$\begin{array}{rcl} 2x_1 + x_2 + 2x_3 + \Delta_1 & & = 14 \\ 2x_1 + 4x_2 + x_3 + \Delta_2 & & = 26 \\ x_1 + 2x_2 + 3x_3 + \Delta_3 & & = 28 \\ -2x_1 - 2x_2 - x_3 + P & & = 0 \end{array}$$

Initial  
Tableau

$x_1$	$x_2$	$x_3$	$\Delta_1$	$\Delta_2$	$\Delta_3$	P	RHS
2	1	2	1	0	0	0	14
2	4	1	0	1	0	0	26
1	2	3	0	0	1	0	28
-2	-2	-1	0	0	0	1	0

$\frac{14}{2} = 7$  ← choose smallest

$\frac{26}{2} = 13$

$\frac{28}{1} = 28$

most neg  
(if a tie, choose either)

We finished this problem in the Jupyter, so I don't have the in-class notes for you.

So, I have appended a page from a previous semester that has the worked-out solution for this problem as well as a couple others. Keep scrolling down. There are additional worked-out examples in my videos.

6.2.7

**Example 3:** Use the simplex method to solve the following linear programming problem

Maximize  $P = 2x_1 + 2x_2 + x_3$

subject to  $2x_1 + x_2 + 2x_3 \leq 14$

$2x_1 + 4x_2 + x_3 \leq 26$

$x_1 + 2x_2 + 3x_3 \leq 28$

$x_1 \geq 0$

$x_2 \geq 0$

$x_3 \geq 0$

Initial System

$2x_1 + x_2 + 2x_3 + \lambda_1 = 14$

$2x_1 + 4x_2 + x_3 + \lambda_2 = 26$

$x_1 + 2x_2 + 3x_3 + \lambda_3 = 28$

$-2x_1 - 2x_2 - x_3 + P = 0$

$x_1, x_2, x_3, \lambda_1, \lambda_2, \lambda_3 \geq 0$

$x_1$	$x_2$	$x_3$	$\lambda_1$	$\lambda_2$	$\lambda_3$	$P$	RHS
2	1	2	1	0	0	0	14
2	4	1	0	1	0	0	26
1	2	3	0	0	1	0	28
-2	-2	-1	0	0	0	1	0

nonbasic

variables

"junk in the columns"

(set equal to 0)

most negative  
(if it's a tie, pick either)

basic variables

(columns look like  
columns from identity matrix)

Soln represented

by this tableau:

$x_1 = 0$

$x_2 = 0$

$x_3 = 0$

$\lambda_1 = 14$

$\lambda_2 = 26$

$\lambda_3 = 28$

$P = 0$

solution represented

by this tableau:

$x_1 = 7$   $\lambda_1 = 0$

$x_2 = 0$   $\lambda_2 = 12$

$x_3 = 0$   $\lambda_3 = 21$

$P = 14$

$x_1$	$x_2$	$x_3$	$\lambda_1$	$\lambda_2$	$\lambda_3$	$P$	RHS
1	$\frac{1}{2}$	1	$\frac{1}{2}$	0	0	0	7
0	3	-1	-1	1	0	0	12
0	$\frac{3}{2}$	2	$-\frac{1}{2}$	0	1	0	21
0	-1	1	1	0	0	1	14

$\frac{7}{\frac{1}{2}} = 14$

$\frac{12}{3} = 4$

$\frac{21}{\frac{3}{2}} = 14$

smallest  
quotientmost  
negativebasic variables:  $x_1, \lambda_2, \lambda_3, P$ nonbasic variables:  $x_2, x_3, \lambda_1$ See next  
page



$$\sim \begin{array}{c|ccccccc} & x_1 & x_2 & x_3 & s_1 & s_2 & s_3 & P & RHS \\ \hline 1 & 1 & 0 & 2/6 & 2/3 & -1/6 & 0 & 0 & 5 \\ 6 & 0 & 1 & -1/3 & -1/3 & 1/3 & 0 & 0 & 4 \\ 0 & 0 & 0 & 5/2 & 0 & -1/2 & 1 & 0 & 15 \\ 0 & 0 & 0 & 2/3 & 2/3 & 1/3 & 0 & 1 & 18 \end{array}$$

6.2.8

Basic:

$x_1, x_2, s_3, P$

Nonbasic:

$x_3, s_1, s_2$

No negatives on bottom row, so this  
is the optimal solution.

Solution represented:

$x_1 = 5$	$s_1 = s_2 = 0$
$x_2 = 4$	$s_3 = 15$
$x_3 = 0$	$P = 18$

The maximum is  $P = 18$ , occurring  
when  $(x_1, x_2, x_3) = (5, 4, 0)$ .

6.2.8

**Example 4:** Tristyn, who works for a non-profit organization, is raising money by visiting and telephoning local churches and businesses. She has discovered that each business requires a 2 hour personal visit and 1 hour of phone calls, while each church requires a 2 hour personal visit and 3 hours on the phone. Tristyn can typically raise \$1000 from each business and \$2000 from each church. In each month, she has 16 hours of time available for personal visits and 12 hours available for phone calls. Determine the most profitable mixture of groups she should contact and the most money she can raise in a month.

6.2.9

**Example 5:** The Sharp Company sells sets of kitchen knives. The Value Set consists of 2 paring knives and 1 medium knife. The Regular Set consists of 2 paring knives, 1 medium knife, and 1 chef's knife. The Deluxe Set consists of 3 paring knives, 1 medium knife, and 1 chef's knife. The profit is \$30 on a Value Set, \$40 on a Regular Set, and \$60 on a Deluxe Set. The factory has on hand 800 paring knives, 400 medium knives, and 200 chef's knives. Assuming that all sets will be sold, how many of each type should be made up in order to maximize profit? What is the maximum profit?

**Example 5:** The Sharp Company sells sets of kitchen knives. The Value Set consists of 2 paring knives and 1 medium knife. The Regular Set consists of 2 paring knives, 1 medium knife, and 1 chef's knife. The Deluxe Set consists of 3 paring knives, 1 medium knife, and 1 chef's knife. The profit is \$30 on a Value Set, \$40 on a Regular Set, and \$60 on a Deluxe Set. The factory has on hand 800 paring knives, 400 medium knives, and 200 chef's knives. Assuming that all sets will be sold, how many of each type should be made up in order to maximize profit? What is the maximum profit?

**Example 6:** A baker has 60 pounds of flour, 132 pounds of sugar, and 102 boxes of raisins. A batch of raisin bread requires 1 pound of flour, 1 pound of sugar, and 2 boxes of raisins, while a batch of raisin cakes needs 2 pounds of flour, 4 pounds of sugar, and 1 box of raisins. The profit is \$30 for a batch of raisin bread and \$40 for a batch of raisin cake. How many batches of each should be baked so that the profit is maximized? What is the maximum profit?