



# CHAPTER 7: ILP - TRANSSHIPMENT MODEL

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*Innovating Solutions*

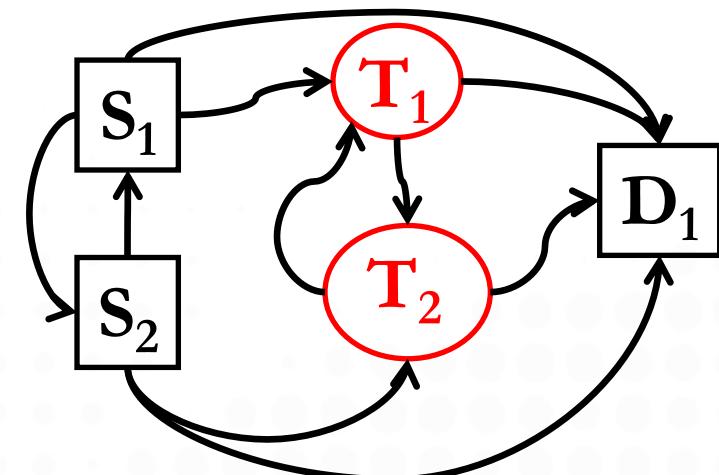


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# The Transshipment Model

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- Extension of the transportation model.
- Intermediate transshipment points are added between the sources and destinations. An example of a transshipment point is a distribution center or warehouse located between plants and stores.
- Items may be transported from:
  - Sources through transshipment points to destinations
  - One source to another
  - One transshipment point to another
  - One destination to another
  - Directly from sources to destinations
  - Some combination of these



# Example 1

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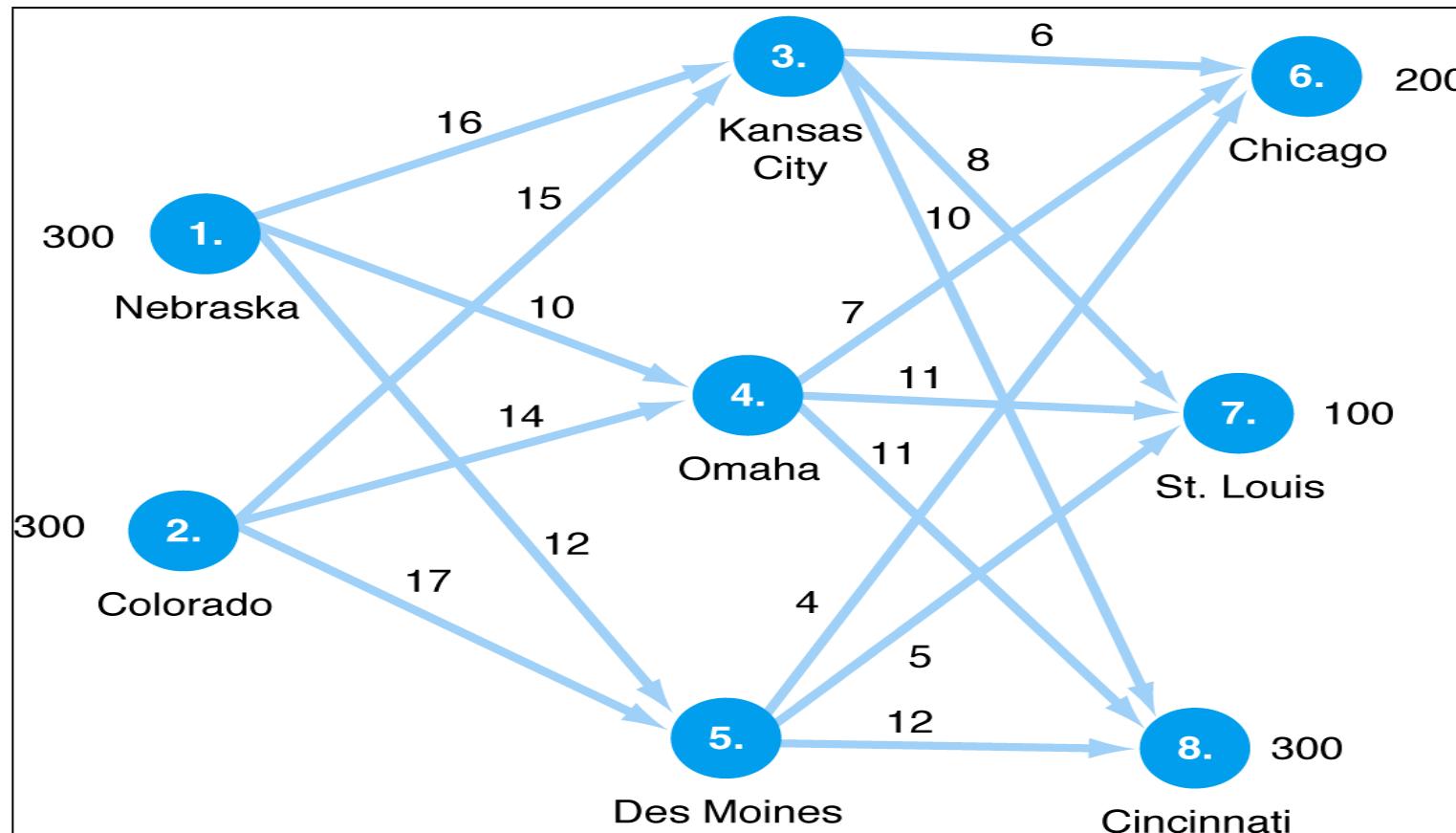
Wheat is harvested at farms in Nebraska and Colorado before being shipped to the three grain elevators in Kansas City, Omaha, and Des Moines, which are now transshipment points. The amount of wheat harvested at each farm is 300 tons. The wheat is then shipped to the mills in Chicago, St. Louis, and Cincinnati. The shipping costs from the grain elevators to the mills remain the same, and the shipping costs from the farms to the grain elevators are as follows:

| Farm        | 3. Kansas City | 4. Omaha | 5. Des Moines |
|-------------|----------------|----------|---------------|
| 1. Nebraska | \$16           | 10       | 12            |
| 2. Colorado | 15             | 14       | 17            |

| Grain Elevator | 6. Chicago | 7. St. Louis | 8. Cincinnati |
|----------------|------------|--------------|---------------|
| 3. Kansas City | \$ 6       | \$ 8         | \$ 10         |
| 4. Omaha       | 7          | 11           | 11            |
| 5. Des Moines  | 4          | 5            | 12            |

# Example 1: Transshipment Network Routes

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# Example 1: Model Formulation

**Minimize,**  $Z = 16x_{13} + 10x_{14} + 12x_{15} + 15x_{23} + 14x_{24} + 17x_{25} + 6x_{36} + 8x_{37} + 10x_{38} + 7x_{46} + 11x_{47} + 11x_{48} + 4x_{56} + 5x_{57} + 12x_{58}$

**subject to:**

$$x_{13} + x_{14} + x_{15} = 300 \text{ ( Availability supply in Nebraska)}$$

$$x_{23} + x_{24} + x_{25} = 300 \text{ ( Availability supply in Colorado)}$$

$$x_{36} + x_{46} + x_{56} = 200 \text{ (Demand at Chicago)}$$

$$x_{37} + x_{47} + x_{57} = 100 \text{ (Demand at St. Louis)}$$

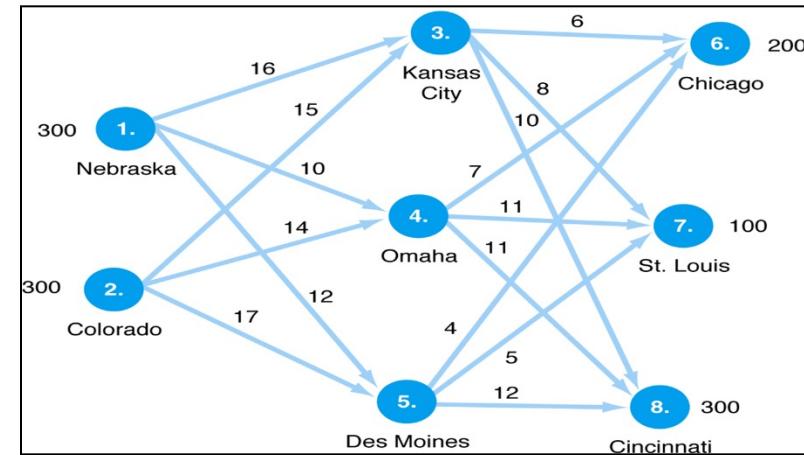
$$x_{38} + x_{48} + x_{58} = 300 \text{ (Demand at Cincinnati)}$$

$$x_{13} + x_{23} - x_{36} - x_{37} - x_{38} = 0 \text{ (shipped into =out Kansas City)}$$

$$x_{14} + x_{24} - x_{46} - x_{47} - x_{48} = 0 \text{ (shipped into =out Omaha)}$$

$$x_{15} + x_{25} - x_{56} - x_{57} - x_{58} = 0 \text{ (shipped into =out Des Moines )}$$

$$x_{ij} \geq 0$$



# Example 1: Solution with Excel Solver (1 of 3)

Objective Function

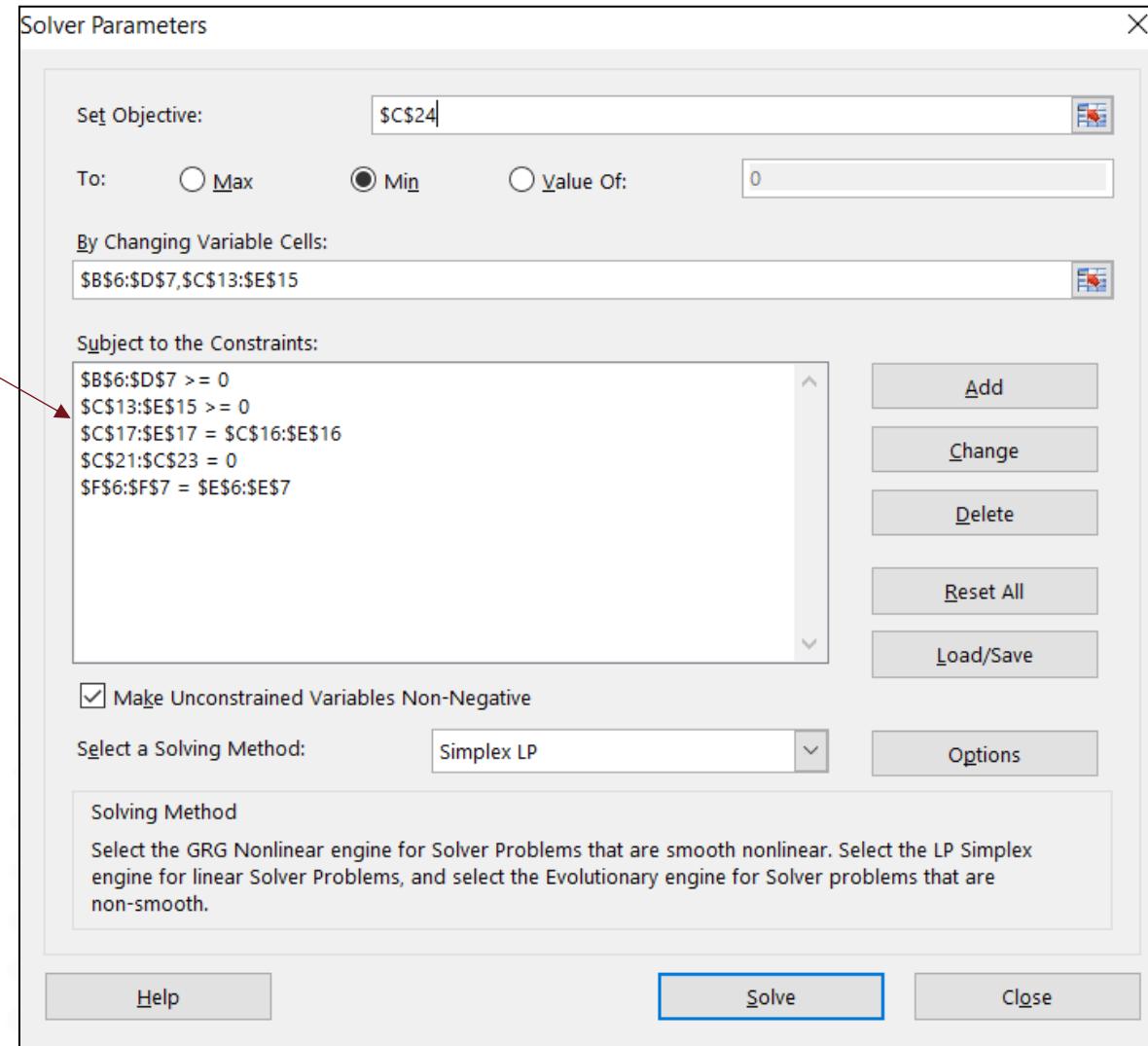
C24 :  $=SUMPRODUCT(B6:D7,I6:K7)+SUMPRODUCT(C13:E15,J13:L15)$

**The Wheat Shipping Transshipment Example**

|                    |                 | Grain Elevators |              |                 | Grain Shipped | Shipping Cost |            |              |
|--------------------|-----------------|-----------------|--------------|-----------------|---------------|---------------|------------|--------------|
| Farms              | 3.Kansas City   | 4. Omaha        | 5.Des Moined | Supply          |               | 3.Kansas Cit  | 4. Omaha   | 5.Des Moined |
| 1.Nebraska         | 0               | 0               | 0            | 300             | 0             | 16            | 10         | 12           |
| 2. Colorado        | 0               | 0               | 0            | 300             | 0             | 15            | 14         | 17           |
| Shipped            | 0               | 0               | 0            |                 |               |               |            |              |
|                    |                 |                 |              |                 |               |               |            |              |
|                    |                 | Mills           |              |                 | Grain Shipped | Mills         |            |              |
| Grain Elevators    | 6.Chicago       | 7.St Louis      | 8.Cincinnati | Chicago         |               | St Louis      | Cincinnati |              |
| 3.Kansas City      | 0               | 0               | 0            | 0               | 6             | 8             | 10         |              |
| 4. Omaha           | 0               | 0               | 0            | 0               | 7             | 11            | 11         |              |
| 5. Des Moined      | 0               | 0               | 0            | 0               | 4             | 5             | 12         |              |
| Demand             | 200             | 100             | 300          |                 |               |               |            |              |
| Shipped            | 0               | 0               | 0            |                 |               |               |            |              |
|                    |                 |                 |              |                 |               |               |            |              |
| Transhipment flows | $=SUM(C13:C15)$ |                 |              | $=SUM(C13:E13)$ |               |               |            |              |
| 3.Kansas City      | 0               | $=B8-F13$       |              |                 |               |               |            |              |
| 4. Omaha           | 0               |                 |              |                 |               |               |            |              |
| 5. Des Moined      | 0               |                 |              |                 |               |               |            |              |
| Cost               | 0               |                 |              |                 |               |               |            |              |

# Example 1: Solution with Excel Solver (2 of 3)

Transshipment  
constraints in  
cells C21:C23



# Example 1: Solution with Excel Solver (3 of 3)

| The Wheat Shipping Transshipment Example |                 |           |              |              |               |
|--|-----------------|-----------|--------------|--------------|---------------|
| Farms                                    | Grain Elevators |           |              | Supply       | Grain Shipped |
|  | 3.Kansas City   | 4. Omaha  | 5.Des Moines |              |               |
| 1.Nebraska                               | 0               | 0         | 300          | 300          | 300           |
| 2. Colorado                              | 0               | 300       | 0            | 300          | 300           |
| Shipped                                  | 0               | 300       | 300          |              |               |
|  |                 |           |              |              |               |
|  |                 | Mills     |              |              | Grain Shipped |
| Grain Elevators                          |                 | 6.Chicago | 7.St Louis   | 8.Cincinnati |               |
| 3.Kansas City                            |                 | 0         | 0            | 0            | 0             |
| 4. Omaha                                 |                 | 0         | 0            | 300          | 300           |
| 5. Des Moines                            | 200             | 100       | 0            | 300          |               |
| Demand                                   | 200             | 100       | 300          |              |               |
| Shipped                                  | 200             | 100       | 300          |              |               |
|  |                 |           |              |              |               |
| Transshipment flows                      |                 |           |              |              |               |
| 3.Kansas City                            |                 | 0         |              |              |               |
| 4. Omaha                                 |                 | 0         |              |              |               |
| 5. Des Moines                            |                 | 0         |              |              |               |
| Cost                                     |                 | 12400     |              |              |               |
| 25                                       |                 |           |              |              |               |

Variable Cells

| Cell    | Name                       | Original Value | Final Value |
|---------|----------------------------|----------------|-------------|
| \$B\$6  | 1.Nebraska 3.Kansas City   | 0              | 0           |
| \$C\$6  | 1.Nebraska 4. Omaha        | 0              | 0           |
| \$D\$6  | 1.Nebraska 5.Des Moines    | 0              | 300         |
| \$B\$7  | 2. Colorado 3.Kansas City  | 0              | 0           |
| \$C\$7  | 2. Colorado 4. Omaha       | 0              | 300         |
| \$D\$7  | 2. Colorado 5.Des Moines   | 0              | 0           |
| \$C\$13 | 3.Kansas City 6.Chicago    | 0              | 0           |
| \$D\$13 | 3.Kansas City 7.St Louis   | 0              | 0           |
| \$E\$13 | 3.Kansas City 8.Cincinnati | 0              | 0           |
| \$C\$14 | 4. Omaha 6.Chicago         | 0              | 0           |
| \$D\$14 | 4. Omaha 7.St Louis        | 0              | 0           |
| \$E\$14 | 4. Omaha 8.Cincinnati      | 0              | 300         |
| \$C\$15 | 5. Des Moines 6.Chicago    | 0              | 200         |
| \$D\$15 | 5. Des Moines 7.St Louis   | 0              | 100         |
| \$E\$15 | 5. Des Moines 8.Cincinnati | 0              | 0           |

# Exercise 1

The manager of Harley's Sand and Gravel Pit has decided to utilize two intermediate nodes as transshipment points for temporary storage of topsoil.

Table 1

Cost of Shipping One Unit from the Farms to Warehouses

| From/To    | Warehouse 1 (4) | Warehouse 2 (5) |
|------------|-----------------|-----------------|
| Farm A (1) | 3               | 2               |
| Farm B (2) | 4               | 3               |
| Farm C (3) | 2.5             | 3.5             |

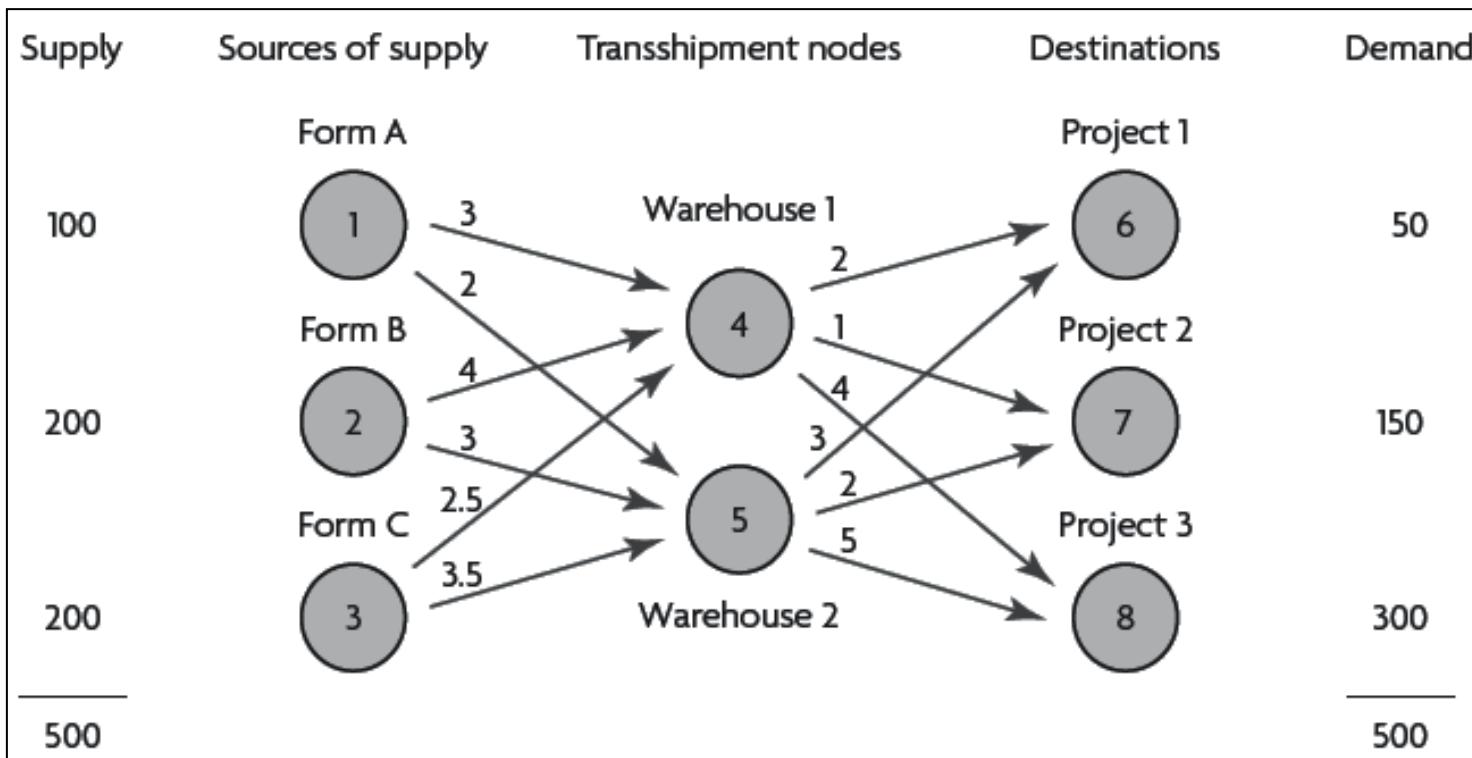
Table 2

Cost of Shipping One Unit from the Warehouses to Projects

| From/To         | Project 1 (6) | Project 2 (7) | Project 3 (8) |
|-----------------|---------------|---------------|---------------|
| Warehouse 1 (4) | 2             | 1             | 4             |
| Warehouse 2 (5) | 3             | 2             | 5             |

# Exercise 1 (cont'd)

A Network Diagram of Harley's Sand and Gravel Pit Transshipment



- Formulate the problem as a transshipment model.
- Determine the optimal solution using Excel Solver.



# CHAPTER 7: ILP - ASSIGNMENT MODEL

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# The Assignment Model

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- Special form of linear programming model similar to the transportation model.
- ***Supply*** at each source and ***demand*** at each destination ***limited to one unit***.  
Workers represent **sources** and jobs represent **destinations**.
- Involve the matching or pairing of two sets of items such as jobs and machines, secretaries and reports, lawyers and cases, and so forth. Have different cost, distance or time requirements for different pairings.
- Use in a **balanced** model (supply equals demand).
- The goal is to determine the minimum cost assignment of workers to jobs.

# The Assignment Model

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- The assignment problem in which  $i$ -workers are assigned to  $j$ -jobs can be represented as an LP model .
- Let  $c_{ij}$  be the cost of assigning worker  $i$  to job  $j$

$$x_{ij} = \begin{cases} 1, & \text{if worker } i \text{ is assigned to job } j \\ 0, & \text{otherwise} \end{cases}$$

Then the LP model is given as

$$\text{Minimize } z = \sum_{i=1}^n \sum_{j=1}^n c_{ij} x_{ij}$$

subject to

$$\sum_{j=1}^n x_{ij} = 1, i = 1, 2, \dots, n$$

$$\sum_{i=1}^n x_{ij} = 1, j = 1, 2, \dots, n$$

$$x_{ij} = 0 \text{ or } 1$$

## Example 2

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Problem: Assign four teams of officials to four games in a way that will minimize total distance traveled by the officials. Supply is always one team of officials; demand is for only one team of officials at each game.

| Officials | Game Sites |         |        |         |
|-----------|------------|---------|--------|---------|
|           | RALEIGH    | ATLANTA | DURHAM | CLEMSON |
| A         | 210        | 90      | 180    | 160     |
| B         | 100        | 70      | 130    | 200     |
| C         | 175        | 105     | 140    | 170     |
| D         | 80         | 65      | 105    | 120     |

## Example 2: Model Formulation

$$\begin{aligned} \text{Minimize } Z = & 210x_{A1} + 90x_{A2} + 180x_{A3} + 160x_{A4} + 100x_{B1} + 70x_{B2} \\ & + 130x_{B3} + 200x_{B4} + 175x_{C1} + 105x_{C2} + 140x_{C3} \\ & + 170x_{C4} + 80x_{D1} + 65x_{D2} + 105x_{D3} + 120x_{D4} \end{aligned}$$

subject to:

$$x_{A1} + x_{A2} + x_{A3} + x_{A4} = 1 \quad x_{ij} \geq 0$$

$$x_{B1} + x_{B2} + x_{B3} + x_{B4} = 1$$

$$x_{C1} + x_{C2} + x_{C3} + x_{C4} = 1$$

$$x_{D1} + x_{D2} + x_{D3} + x_{D4} = 1$$

$$x_{A1} + x_{B1} + x_{C1} + x_{D1} = 1$$

$$x_{A2} + x_{B2} + x_{C2} + x_{D2} = 1$$

$$x_{A3} + x_{B3} + x_{C3} + x_{D3} = 1$$

$$x_{A4} + x_{B4} + x_{C4} + x_{D4} = 1$$

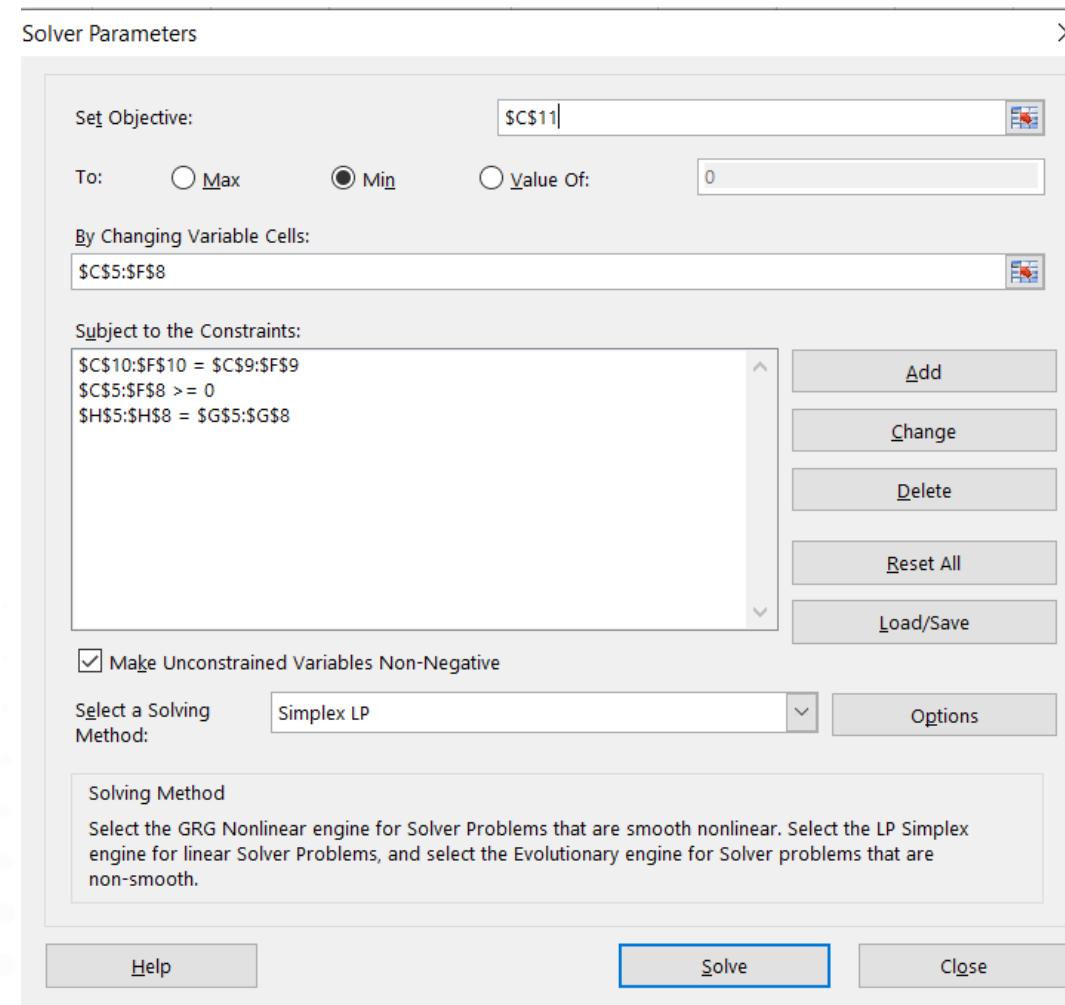
| Officials | Game Sites   |              |             |              |
|-----------|--------------|--------------|-------------|--------------|
|           | 1<br>RALEIGH | 2<br>ATLANTA | 3<br>DURHAM | 4<br>CLEMSON |
| A         | 210          | 90           | 180         | 160          |
| B         | 100          | 70           | 130         | 200          |
| C         | 175          | 105          | 140         | 170          |
| D         | 80           | 65           | 105         | 120          |

## Example 2: Assignment Model Example with Excel Solver (1 of 3)

Objective Function

| The ACC Basketball Example |  |            |           |          |            |                |               |
|----------------------------|--|------------|-----------|----------|------------|----------------|---------------|
| Official Team              |  | Game Sites |           |          |            | Team Available | Team Assigned |
|                            |  | 1.Raleigh  | 2.Atlanta | 3.Durham | 4.Clelmson |                |               |
| A                          |  | 0          | 0         | 0        | 0          | 1              | 0             |
| B                          |  | 0          | 0         | 0        | 0          | 1              | 0             |
| C                          |  | 0          | 0         | 0        | 0          | 1              | 0             |
| D                          |  | 0          | 0         | 0        | 0          | 1              | 0             |
| Teams Demanded             |  | 1          | 1         | 1        | 1          | 4              | 4             |
| Teams Assigned             |  | 0          | 0         | 0        | 0          |                |               |
| Total Mileage              |  | 0          |           |          |            |                |               |
| Game Sites                 |  |            |           |          |            |                |               |
| Official Team              |  | 1.Raleigh  | 2.Atlanta | 3.Durham | 4.Clelmson |                |               |
|                            |  | 210        | 90        | 180      | 160        |                |               |
| A                          |  | 100        | 70        | 130      | 200        |                |               |
| B                          |  | 175        | 105       | 140      | 170        |                |               |
| C                          |  | 80         | 65        | 105      | 120        |                |               |

## Example 2: Assignment Model Example with Excel Solver (2 of 3)



## Example 2: Assignment Model Example with Excel Solver (3 of 3)

|    | A                          | B          | C         | D        | E          | F              | G             | H |
|----|----------------------------|------------|-----------|----------|------------|----------------|---------------|---|
| 1  | The ACC Basketball Example |            |           |          |            |                |               |   |
| 2  | Official Team              | Game Sites |           |          |            | Team Available | Team Assigned |   |
| 3  |                            | 1.Raleigh  | 2.Atlanta | 3.Durham | 4.Clelmson |                |               |   |
| 4  | A                          | 0          | 1         | 0        |            | 0              | 1             | 1 |
| 5  | B                          | 1          | 0         | 0        |            | 0              | 1             | 1 |
| 6  | C                          | 0          | 0         | 1        |            | 0              | 1             | 1 |
| 7  | D                          | 0          | 0         | 0        |            | 1              | 1             | 1 |
| 8  | Teams Demanded             | 1          | 1         | 1        |            | 1              | 4             | 4 |
| 9  | Teams Assigned             | 1          | 1         | 1        |            | 1              |               |   |
| 10 | Total Mileage              | 450        |           |          |            |                |               |   |
| 11 |                            |            |           |          |            |                |               |   |
| 12 |                            |            |           |          |            |                |               |   |
| 13 |                            |            |           |          |            |                |               |   |
| 14 |                            |            |           |          |            |                |               |   |
| 15 | Official Team              | Game Sites |           |          |            |                |               |   |
| 16 |                            | 1.Raleigh  | 2.Atlanta | 3.Durham | 4.Clelmson |                |               |   |
| 17 | A                          | 210        | 90        | 180      |            | 160            |               |   |
| 18 | B                          | 100        | 70        | 130      |            | 200            |               |   |
| 19 | C                          | 175        | 105       | 140      |            | 170            |               |   |
| 20 | D                          | 80         | 65        | 105      |            | 120            |               |   |

Variable Cells

| Cell   | Name         | Original Value | Final Value |
|--------|--------------|----------------|-------------|
| \$C\$5 | A 1.Raleigh  | 0              | 0           |
| \$D\$5 | A 2.Atlanta  | 0              | 1           |
| \$E\$5 | A 3.Durham   | 0              | 0           |
| \$F\$5 | A 4.Clelmson | 0              | 0           |
| \$C\$6 | B 1.Raleigh  | 0              | 1           |
| \$D\$6 | B 2.Atlanta  | 0              | 0           |
| \$E\$6 | B 3.Durham   | 0              | 0           |
| \$F\$6 | B 4.Clelmson | 0              | 0           |
| \$C\$7 | C 1.Raleigh  | 0              | 0           |
| \$D\$7 | C 2.Atlanta  | 0              | 0           |
| \$E\$7 | C 3.Durham   | 0              | 1           |
| \$F\$7 | C 4.Clelmson | 0              | 0           |
| \$C\$8 | D 1.Raleigh  | 0              | 0           |
| \$D\$8 | D 2.Atlanta  | 0              | 0           |
| \$E\$8 | D 3.Durham   | 0              | 0           |
| \$F\$8 | D 4.Clelmson | 0              | 1           |

# Assignment Problem - Hungarian Method.

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**Step 1:** Determine  $p_i$ , the minimum cost element of row- $i$  in the original cost matrix and subtract it from all the elements of row  $i$ ,  $i = 1, 2, 3$ .

**Step 2.** For the matrix created in step 1, determine  $q_j$ , the minimum cost element of column  $j$ , and subtract it from all the elements of column  $j$ ,  $j = 1, 2, 3$ .

**Step 3.** From the matrix in step 2, attempt to find a *feasible* assignment among all the resulting zero entries.

**3a.** If such an assignment can be found, it is optimal.

**3b.** Else, additional calculations are needed (Extension Hungarian Method)

|        |     | Jobs     |          |     |          |   |  |
|--------|-----|----------|----------|-----|----------|---|--|
|        |     | 1        | 2        | ... | $n$      |   |  |
| Worker | 1   | $c_{11}$ | $c_{12}$ | ... | $c_{1n}$ | 1 |  |
|        | 2   | $c_{21}$ | $c_{22}$ | ... | $c_{2n}$ | 1 |  |
|        | :   | :        | :        | :   | :        | : |  |
|        | $N$ | $c_{n1}$ | $c_{n2}$ | ... | $c_{nn}$ | 1 |  |
|        |     | 1        | 1        | ... | 1        |   |  |

# Assignment Problem - Hungarian Method.

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**3b.** If no feasible zero-element assignments can be found,

- i. Draw the *minimum* number of horizontal and vertical lines in the last reduced matrix to cover *all* the zero entries.
- ii. Select the *smallest uncovered* entry, subtract it from every uncovered entry, and then add it to every entry at the intersection of two lines.
- iii. If no feasible assignment can be found among the resulting zero entries, repeat step **3b.**

## Example 3

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Joe Ken's three children, John, Karen, and Terri, want to earn some money for personal expenses. Mr. Ken has chosen three chores for his children: mowing the lawn, painting the garage door and washing the family cars.

To avoid anticipated sibling competition, he asks them to submit individual (secret) bids for what they feel is fair pay for each of the three chores. Table 1 summarizes the bids received. The children will abide by their father's decision regarding the assignment of chores.

**Table 1**

|       | Mow  | Paint | Wash |
|-------|------|-------|------|
| John  | \$15 | \$10  | \$9  |
| Karen | \$9  | \$15  | \$10 |
| Terri | \$10 | \$12  | \$8  |

# Example 3: Solution using Hungarian Method

Step 1:

|       | Mow | Paint | Wash | Row min   |
|-------|-----|-------|------|-----------|
| John  | 15  | 10    | 9    | $p_1 = 9$ |
| Karen | 9   | 15    | 10   | $p_2 = 9$ |
| Terri | 10  | 12    | 8    | $p_3 = 8$ |

Step 2:

⇒

|       | Mow | Paint | Wash |
|-------|-----|-------|------|
| John  | 6   | 1     | 0    |
| Karen | 0   | 6     | 1    |
| Terri | 2   | 4     | 0    |

Column min     $q_1 = 0$      $q_2 = 1$      $q_3 = 0$

Step 3:

|       | Mow      | Paint    | Wash     |
|-------|----------|----------|----------|
| John  | 6        | <u>0</u> | 0        |
| Karen | <u>0</u> | 5        | 1        |
| Terri | 2        | 3        | <u>0</u> |

The cells with underscored zero provide the (feasible) optimum solution:

**John gets the paint job,  
Karen gets to mow the lawn,  
Terri gets to wash the family cars.**

The total cost to Mr. Ken is  $9 + 10 + 8 = \$27$ .

## Example 4

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Suppose that the situation discussed in Example 3 is extended to four children and four chores. Table 2 summarizes the cost elements of the problem.

**Table 2**

|       |   | Chore |     |      |     |
|-------|---|-------|-----|------|-----|
|       |   | 1     | 2   | 3    | 4   |
| Child | 1 | \$1   | \$4 | \$6  | \$3 |
|       | 2 | \$9   | \$7 | \$10 | \$9 |
|       | 3 | \$4   | \$5 | \$11 | \$7 |
|       | 4 | \$8   | \$7 | \$8  | \$5 |

# Example 4 - Solution

Step 1

|       | Chores |   |   |    |         |
|-------|--------|---|---|----|---------|
|       | 1      | 2 | 3 | 4  | Row min |
| Child | 1      | 1 | 4 | 6  | 3 p1=1  |
|       | 2      | 9 | 7 | 10 | 9 p2=7  |
|       | 3      | 4 | 5 | 11 | 7 p3=4  |
|       | 4      | 8 | 7 | 8  | 5 p4=5  |

Step 2

|         | 1    | 2    | 3    | 4    |   |
|---------|------|------|------|------|---|
| Child   | 1    | 0    | 3    | 5    | 2 |
|         | 2    | 2    | 0    | 3    | 2 |
|         | 3    | 0    | 1    | 7    | 3 |
|         | 4    | 3    | 2    | 3    | 0 |
| Col min | q1=0 | q2=0 | q2=3 | q4=0 |   |

Step 3

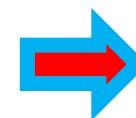
|       | Chores |   |   |   |   |
|-------|--------|---|---|---|---|
|       | 1      | 2 | 3 | 4 |   |
| Child | 1      | 0 | 3 | 2 | 2 |
|       | 2      | 2 | 0 | 0 | 2 |
|       | 3      | 0 | 1 | 4 | 3 |
|       | 4      | 3 | 2 | 0 | 0 |

The locations of the zero entries do not allow assigning unique chores to all the children.

# Example 4 - Solution

## Step 3b(i)

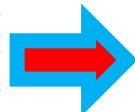
|       |   | Chores |   |   |   |
|-------|---|--------|---|---|---|
|       |   | 1      | 2 | 3 | 4 |
| Child | 1 | 0      | 3 | 2 | 2 |
|       | 2 | 2      | 0 | 0 | 2 |
|       | 3 | 0      | 1 | 4 | 3 |
|       | 4 | 3      | 2 | 0 | 0 |



Draw the *minimum* number of horizontal and vertical lines in the last reduced matrix to cover *all* the zero entries.

## Step 3b(ii)

|       |   | Chores |   |   |   |
|-------|---|--------|---|---|---|
|       |   | 1      | 2 | 3 | 4 |
| Child | 1 | 0      | 2 | 1 | 1 |
|       | 2 | 3      | 0 | 0 | 2 |
|       | 3 | 0      | 0 | 3 | 2 |
|       | 4 | 4      | 2 | 0 | 0 |



Select the *smallest uncovered* entry, subtract it from every uncovered entry, and then add it to every entry at the intersection of two lines.

## Step 3b(iii)

|       |   | Chores |   |   |   |
|-------|---|--------|---|---|---|
|       |   | 1      | 2 | 3 | 4 |
| Child | 1 | 0      | 2 | 1 | 1 |
|       | 2 | 3      | 0 | 0 | 2 |
|       | 3 | 0      | 0 | 3 | 2 |
|       | 4 | 4      | 2 | 0 | 0 |

The cells with underscore zero provide the (feasible) optimum solution:

Child 1 to chore 1, Child 2 to chore 3

Child 3 to chore 2, Child 4 to chore 4

The total cost to Mr. Ken is  $1 + 10 + 5 + 5 = \$21$ .

## Exercise 2

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A manager has prepared a table that shows the cost of performing each of five jobs by each of five employees .

| Job | Employee |      |       |       |      |
|-----|----------|------|-------|-------|------|
|     | Al       | Bill | Cindy | David | Earl |
| 1   | 15       | 20   | 18    | 24    | 19   |
| 2   | 12       | 17   | 16    | 15    | 14   |
| 3   | 14       | 15   | 19    | 17    | 18   |
| 4   | 11       | 14   | 12    | 13    | 15   |
| 5   | 13       | 16   | 17    | 18    | 16   |

The manager has stated that his goal is to develop a set of job assignments that will minimize the total cost of getting all four jobs done. It is further required that the jobs be performed simultaneously, thus requiring one job being assigned to each employee.

- (a) Formulate the problem as an assignment model.
- (b) Determine the optimal solution using Excel solver.
- (c) Obtain the optimal solution using Hungarian method.