MTM4501-Operations Research

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Week 14



Course Content

- Definition of OR and Its History
- Decision Theory and Models
- Network Analysis
- Inventory Management Models
- Queue Models
 - Waiting Line Models
 - Queuing Theory

Consider the following examples:

- Customers waiting for hair cutting at a barber shop
- Customers waiting for bank service at a bank teller
- Customers waiting for bar service at a cafeteria
- Customers waiting to pay at a supermarket cash desk
- Cars waiting to pay at a highway exit cash desk
- Cars waiting at traffic lights
- Trucks waiting to load or unload at a dock
- Airplanes waiting to take off at a runway
- Items waiting to be processed by a machine
- Machines waiting to be repaired for maintenance
- Items waiting to be inspected at a quality control desk
- Jobs waiting to be executed by a computer
- Documents waiting to be signed in an office
- Bills waiting to be processed at a legislative system



- All above examples may be given as examples of queues (or waiting lines)
- Customers wait for a service as the service capacity is not sufficient to supply the service at once.
- The objective of queuing analysis is to offer a reasonably satisfactory service to waiting customers.

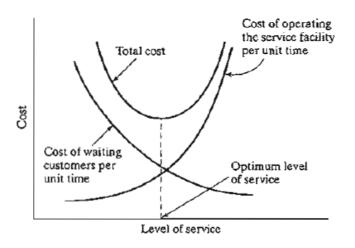


Figure: Cost-based queuing decision model



Fundamentals of Queue Models

- ► Customers: Independent entities that arrive to a service provider at random times and wait for some type of service, then leave.
- Queue: Customers that arrived to the server/service provider and are waiting in line for their service to start in the queue.
- Server (Tur: Hizmet Sağlayıcı/Sunucu): Able to serve only one customer at a time; An entity that serves customers on a first-in, first-out (FIFO) basis, with the length of service delivery time dependent on the type of service.
- ▶ Arrival Rate (Tur: Geliş Oranı): The average number of customers per unit time (customers have arrived with the aim of getting service). It is represented by λ . λ is assumed to be described by normal distribution.
- **Service Rate (Tur: Hizmet Oranı):** The average number of customers served per unit time. It is represented by μ .

Remark: $\mu > \lambda$: A queue is formed when customers arrive faster than they can get served.



Examples:

- If the Service Time is 10 minutes and a customer arrives every 15 minutes, there will be no queue at all!!!
- ► If the Service Time is 15 minutes and a customer arrives every 10 minutes, the queue will extend indefinitely!!!
- Service Discipline: Represents the order in which customers are selected from a queue. Considering the first-come, first-served (FIFO) discipline is the most common.
- Arrival Source: The source where customers are generated can be either infinite or finite. A limited resource constrains the incoming customers for service (e.g., machines requesting service from a mechanic). An example of an infinite resource could be calls coming to a call center.
- ▶ Number of Customers Waiting in the Queue (Queue Length): The expected number of waiting customers for a service. Represented by *L*_q.



- Number of Customers in the System: The total of customers waiting for service and those being serviced. Represented by L_s .
- ▶ Waiting Time in the Queue: The total waiting time in the queue per customer. Represented by W_q .
- Total Waiting Time in the System: The sum of waiting time in the queue per customer and the total service time. Represented by W_s.

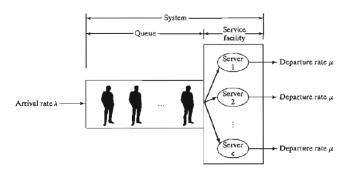
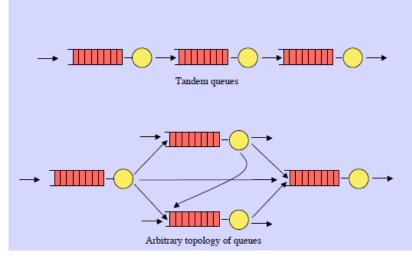


Figure: Schematic representation of a queue system with *c* parallel servers

Notation - single queueing systems Single Server Queue Oueue Multiple Servers Single Server Multi-Queue Multiple Servers Multi-Oueue

Notation - Networks of queues



- \triangleright P_n : Probability of having n customers in the system
- ► *n*: Number of customers in the system (in the queue and being served)

This model derives P_n as a function of λ and μ . These probabilities are then used to determine performance measures such as the average queue length, average waiting time, and the average utilization of the facility. The probabilities P_n are determined using the transition rate diagram shown below.

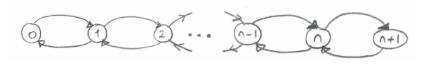


Figure: Transition rate diagram

The queue system is in state n when the number of customers in the system is n.

- λ: Arrival rate
- μ: Service rate



When the system is in state *n*, three possible events can occur:

- ▶ When a departure occurs at a rate of μ , the system is in state n-1.
- ▶ When an arrival occurs at a rate of λ , the system is in state n + 1.
- ▶ When there is no arrival or departure, the system remains in state *n*.

These are the last three nodes of the transition diagram. Note that state 0 can transition to state 1 only if there is an arrival at a rate of λ . Also, note that μ is undefined at state 0 since no departure can occur if the system is empty. Based on the fact that the expected flow rates entering and leaving state n must be equal, considering that state n can only transition to states n-1 and n+1, the following formula is derived:

(Expected flow rate into *n* state) =
$$\lambda \cdot P_{n-1} + \mu \cdot P_{n+1}$$

Similarly:

(Expected flow rate out of *n* state) =
$$\lambda \cdot P_n + \mu \cdot P_n$$



According to these two formulas, the balance equation is written as follows:

$$\lambda P_{n-1} + \mu P_{n+1} = (\lambda + \mu) P_n, \quad n = 1, 2, ...$$

For n = 0, the balance equation is written as follows:

$$\lambda P_0 = \mu P_1,\tag{1}$$

The balance equation can be solved recursively. That is, for n = 1:

$$\lambda P_0 + \mu P_2 = \lambda P_1 + \mu P_1,\tag{2}$$

Obtained by substituting (1) into (2):

$$P_2 = \left(\frac{\lambda}{\mu}\right)^2 P_0,$$

can be written. Similarly, for n = 2:

$$P_3 = \left(\frac{\lambda}{\mu}\right)^3 P_0,$$

can be obtained. This expression can be generalized as follows:

$$P_n = \left(\frac{\lambda}{\mu}\right)^n P_0.$$

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 P_0 can be determined from the fact that the sum of all probabilities is 1:

$$\sum_{n=0}^{\infty} P_n = \sum_{n=0}^{\infty} \left[\left(\frac{\lambda}{\mu} \right)^n P_0 \right] = P_0 \sum_{n=0}^{\infty} \left(\frac{\lambda}{\mu} \right)^n = P_0 \lim_{n \to \infty} \frac{1 - \left(\frac{\lambda}{\mu} \right)^{n+1}}{1 - \frac{\lambda}{\mu}}$$
$$= P_0 \frac{1}{1 - \frac{\lambda}{\mu}} = 1.$$

Thus, the probability of the system being empty, P_0 , can be calculated as follows:

$$P_0 = 1 - \frac{\lambda}{\mu}$$
.

Conversely, the probability of the system being busy is calculated as follows:

$$P_m=1-P_0=\frac{\lambda}{\mu}.$$

The probability of having *n* customers in the system is:

$$P_n = \left(\frac{\lambda}{\mu}\right)^n P_0 = \left(\frac{\lambda}{\mu}\right)^n \left(1 - \frac{\lambda}{\mu}\right).$$

*L*_s: Expected number of customers in the system

$$L_s = \mathbb{E}(n) = \sum_{n=0}^{\infty} n P_n = \sum_{n=1}^{\infty} n P_n = \sum_{n=1}^{\infty} n \left(\frac{\lambda}{\mu}\right)^n P_0 = P_0 \sum_{n=1}^{\infty} n \left(\frac{\lambda}{\mu}\right)^n$$

Here, if we make a definition for the first *m* sums:

$$\begin{split} S_{\textit{m}} &= \frac{\lambda}{\mu} + 2 \left(\frac{\lambda}{\mu}\right)^2 + 3 \left(\frac{\lambda}{\mu}\right)^3 + ... + m \left(\frac{\lambda}{\mu}\right)^{\textit{m}} \\ &\Longrightarrow \quad -\frac{\lambda}{\mu} S_{\textit{m}} = - \left(\frac{\lambda}{\mu}\right)^2 - 2 \left(\frac{\lambda}{\mu}\right)^3 - 3 \left(\frac{\lambda}{\mu}\right)^4 - ... - m \left(\frac{\lambda}{\mu}\right)^{\textit{m}+1} \end{split}$$

By summing these two equations:

$$S_{m} - \frac{\lambda}{\mu} S_{m} = \frac{\lambda}{\mu} + \left(\frac{\lambda}{\mu}\right)^{2} + \left(\frac{\lambda}{\mu}\right)^{3} + \dots + \left(\frac{\lambda}{\mu}\right)^{m} - m\left(\frac{\lambda}{\mu}\right)^{m+1}$$

$$\underbrace{\left(1 - \frac{\lambda}{\mu}\right)}_{P_{s}} S_{m} = \frac{\lambda}{\mu} \frac{1 - \left(\frac{\lambda}{\mu}\right)^{m}}{1 - \frac{\lambda}{\mu}} - m\left(\frac{\lambda}{\mu}\right)^{m+1}$$

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is obtained.



$$\lim_{m \to \infty} P_0 S_m = \lim_{m \to \infty} \left[\frac{\lambda}{\mu} \frac{1 - \left(\frac{\lambda}{\mu}\right)^m}{1 - \frac{\lambda}{\mu}} - m \left(\frac{\lambda}{\mu}\right)^{m+1} \right] = \frac{\lambda/\mu}{1 - \frac{\lambda}{\mu}} = \frac{\lambda}{\mu - \lambda} = L_s$$

 L_a : Expected number of customers in the queue

In the limit,

$$L_q = L_s - \frac{\lambda}{\mu} = \frac{\lambda}{\mu - \lambda} - \frac{\lambda}{\mu} = \frac{\lambda^2}{\mu(\mu - \lambda)}$$

W_s: Average time a customer spends in the system

$$W_s = \frac{L_s}{\lambda} = \frac{1}{\mu - \lambda}$$

 W_q : Average time a customer spends in the queue

$$W_q = \frac{L_q}{\lambda} = \frac{\lambda}{\mu(\mu - \lambda)}$$

The total cost per unit time is calculated as follows:

(Total cost per unit time) =
$$\underbrace{\begin{pmatrix} \text{Cost per} \\ \text{service} \end{pmatrix}}_{c_1} \cdot \mu + \underbrace{\begin{pmatrix} \text{Cost per} \\ \text{waiting} \end{pmatrix}}_{c_2} \cdot L_s$$

= $c_1 \mu + c_2 L_s$

In a factory, the average malfunction time of a machine is 12 minutes, and the average repair time is 8 minutes.

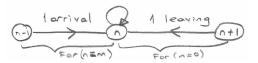
- (a) At any given moment, what is the number of machines that are not in production?
- (b) How much time should pass for the broken machines to return to production?
- (c) What is the probability of the repairman being idle (i.e. out of work)?
- (d) For the case where the probability of malfunction increases by 20%, answer (a), (b), and (c) again.

The system can contain at most m customers at any given time. A single server serves a customer, and the queue length cannot exceed m-1.

- λ: Arrival rate
- \blacktriangleright μ : Service rate

Balance Equations:

- ► For n = 0: $\lambda P_0 = \mu P_1$
- For n = 1, 2, ..., m 1: $\lambda P_{n-1} + \mu P_{n+1} = \lambda P_n + \mu P_n$
- For n = m: $\lambda P_{m-1} = \mu P_m$



- For n = 0: $\lambda P_0 = \mu P_1 \implies P_1 = \frac{\lambda}{\mu} P_0$
- For n = 1: $\lambda P_0 + \mu P_2 = \lambda P_1 + \mu P_1 \implies P_2 = \left(\frac{\lambda}{\mu}\right)^2 P_0$
- For n = 2: $\lambda P_1 + \mu P_3 = \lambda P_2 + \mu P_2 \implies P_3 = \left(\frac{\lambda}{\mu}\right)^3 P_0$

For
$$n = m$$
: $\Longrightarrow P_m = \frac{\lambda}{\mu} P_{m-1} = \left(\frac{\lambda}{\mu}\right)^m P_0$

In this model, due to the assumption of finite queue length, the sum of probabilities for a finite number of states will be 1. Depending on the values of λ and μ , two cases arise:

▶ In the case of $\lambda = \mu$:

$$\sum_{n=0}^{m} P_{n} = 1 \implies \sum_{n=0}^{m} \left(\frac{\lambda}{\mu}\right)^{n} P_{0} = (m+1)P_{0} = 1 \implies P_{0} = \frac{1}{m+1}$$

▶ In the case of $\lambda \neq \mu$:

$$\sum_{n=0}^{m} P_n = 1 \implies \sum_{n=0}^{m} \left(\frac{\lambda}{\mu}\right)^n P_0 = P_0 \frac{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}}{1 - \left(\frac{\lambda}{\mu}\right)} = 1$$

$$\implies P_0 = \frac{1 - \left(\frac{\lambda}{\mu}\right)}{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}}$$

Accordingly, the probability of the system being empty can be summarized as follows:

$$P_{0} = \begin{cases} \frac{1 - \left(\frac{\lambda}{\mu}\right)}{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}} & , \lambda \neq \mu \\ \frac{1}{m+1} & , \lambda = \mu \end{cases}$$

The probability of having n customers in the system can be calculated as follows:

$$P_{n} = \begin{cases} \left(\frac{\lambda}{\mu}\right)^{n} \cdot \frac{1 - \left(\frac{\lambda}{\mu}\right)}{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}} & , \lambda \neq \mu \\ \left(\frac{\lambda}{\mu}\right)^{n} \cdot \frac{1}{m+1} & , \lambda = \mu \end{cases}$$

L_s: Expected number of customers in the system

$$L_s = \mathbb{E}(n) = \sum_{n=0}^m nP_n = \sum_{n=1}^m nP_n$$

Again, depending on the values of λ and μ , there are two cases for L_s :

▶ In the case of $\lambda = \mu$:

$$L_s = \sum_{n=1}^m n P_n = \sum_{n=1}^m n \cdot \frac{1}{m+1} = \frac{1}{m+1} \sum_{n=1}^m n = \frac{1}{m+1} \frac{m(m+1)}{2} = \frac{m}{2}$$

▶ In the case of $\lambda \neq \mu$:

$$\begin{split} L_s &= \sum_{n=1}^m n P_n = \sum_{n=1}^m n \left(\frac{\lambda}{\mu}\right)^n P_0 = P_0 \underbrace{\sum_{n=1}^m n \left(\frac{\lambda}{\mu}\right)^n}_{S_m} \\ S_m &= 1 \cdot \frac{\lambda}{\mu} + 2 \cdot \left(\frac{\lambda}{\mu}\right)^2 + 3 \cdot \left(\frac{\lambda}{\mu}\right)^3 + ... + m \cdot \left(\frac{\lambda}{\mu}\right)^m \\ - \frac{\lambda}{\mu} S_m &= -\left(\frac{\lambda}{\mu}\right)^2 - 2 \cdot \left(\frac{\lambda}{\mu}\right)^3 - 3 \cdot \left(\frac{\lambda}{\mu}\right)^4 - ... - m \cdot \left(\frac{\lambda}{\mu}\right)^{m+1} \end{split}$$

The last two equations are summed side by side:

$$\left(1 - \frac{\lambda}{\mu}\right) S_{m} = \frac{\lambda}{\mu} + \left(\frac{\lambda}{\mu}\right)^{2} + \left(\frac{\lambda}{\mu}\right)^{3} + \dots + \left(\frac{\lambda}{\mu}\right)^{m} - m\left(\frac{\lambda}{\mu}\right)^{m+1} \\
= \frac{\lambda}{\mu} \frac{1 - \left(\frac{\lambda}{\mu}\right)^{m}}{1 - \frac{\lambda}{\mu}} - m\left(\frac{\lambda}{\mu}\right)^{m+1} \\
= \frac{\frac{\lambda}{\mu} - \left(\frac{\lambda}{\mu}\right)^{m+1}}{1 - \frac{\lambda}{\mu}} - (m+1)\left(\frac{\lambda}{\mu}\right)^{m+1} + \left(\frac{\lambda}{\mu}\right)^{m+1} \\
= \frac{\frac{\lambda}{\mu} - \left(\frac{\lambda}{\mu}\right)^{m+1} + \left(\frac{\lambda}{\mu}\right)^{m+1} - \left(\frac{\lambda}{\mu}\right)^{m+2}}{1 - \frac{\lambda}{\mu}} - (m+1)\left(\frac{\lambda}{\mu}\right)^{m+1} \\
= \frac{\frac{\lambda}{\mu}\left(1 - \left(\frac{\lambda}{\mu}\right)^{m+1}\right)}{1 - \frac{\lambda}{\mu}} - (m+1)\left(\frac{\lambda}{\mu}\right)^{m+1}$$

If the expression is rearranged:

$$S_{m} = \frac{\frac{\lambda}{\mu} \left(1 - \left(\frac{\lambda}{\mu} \right)^{m+1} \right)}{\left(1 - \frac{\lambda}{\mu} \right)^{2}} - \frac{(m+1) \left(\frac{\lambda}{\mu} \right)^{m+1}}{1 - \frac{\lambda}{\mu}}$$

Substituting this sum into $L_s = P_0 S_m$:

$$L_{s} = \frac{1 - \frac{\lambda}{\mu}}{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}} \frac{\frac{\lambda}{\mu} \left(1 - \left(\frac{\lambda}{\mu}\right)^{m+1}\right)}{\left(1 - \frac{\lambda}{\mu}\right)^{2}} - \frac{(m+1)\left(\frac{\lambda}{\mu}\right)^{m+1}}{1 - \frac{\lambda}{\mu}}$$
$$= \frac{\frac{\lambda}{\mu}}{1 - \frac{\lambda}{\mu}} - \frac{(m+1)\left(\frac{\lambda}{\mu}\right)^{m+1}}{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}}$$

Accordingly, the expected number of customers in the system can be summarized as follows:

$$L_{s} = \begin{cases} \frac{\lambda}{\mu - \lambda} - (m+1) \frac{\left(\frac{\lambda}{\mu}\right)^{m+1}}{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}} &, \lambda \neq \mu \\ \frac{m}{2} &, \lambda = \mu \end{cases}$$

 \triangleright P_m : Probability of the system being busy

$$P_m = 1 - P_0$$

 $ightharpoonup L_q$: Expected number of customers in the queue

$$L_q = L_s - P_m = L_s - (1 - P_0)$$

 $\triangleright \lambda_e$: Effective arrival rate

$$\lambda_e = \lambda (1 - P_m)$$

 \triangleright W_s : Average waiting time in the system

$$W_s = \frac{L_s}{\lambda_e} = \frac{L_s}{\lambda(1 - P_m)}$$

 \triangleright W_q : Average waiting time in the queue

$$W_q = \frac{L_q}{\lambda_e} = \frac{L_q}{\lambda(1 - P_m)}$$



In this model, it is assumed that there are *s* parallel servers, and each parallel server is identical.

- λ: Arrival rate
- \triangleright μ : Service rate of each server
- s: Number of parallel servers
- n: Number of customers in the system

The effect of using parallel servers is a proportionate increase in the facility service rate:

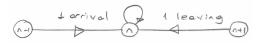
- ▶ $n \le s$ \Longrightarrow No queue forms
- n > s ⇒ s customers are in service, and (n − s) customers are waiting in the queue.

In the previous models, it was assumed that $\lambda < \mu$. In this multi-server model, due to s parallel servers, it is assumed that $\lambda < \mu \cdot s$. Here, the product $\mu \cdot s$ can be interpreted as the service capacity.



Balance Equations: For $0 \le n < s$;

► For n = 0, 1, 2, ..., s, $\implies \lambda P_{n-1} + (n+1)\mu P_{n+1} = \lambda P_n + n\mu P_n$



- For $n = 0 \implies \lambda P_0 = \mu P_1 \implies P_1 = \frac{\lambda}{\mu} P_0$
- For n = 1 $\implies \lambda P_0 + 2\mu P_2 = \lambda P_1 + \mu P_1 \implies P_2 = \frac{1}{2} \left(\frac{\lambda}{\mu}\right)^2 P_0$
- ► For n = 2 $\implies \lambda P_1 + 3\mu P_3 = \lambda P_2 + 2\mu P_2$ $\implies P_3 = \frac{1}{3 \cdot 2} \left(\frac{\lambda}{\mu}\right)^3 P_0$
- For $n = s \implies P_s = \frac{1}{s!} \left(\frac{\lambda}{\mu}\right)^s P_0$



Balance Equations: For $s \le n$;

► For
$$n = s$$
 $\implies \lambda P_{s-1} + s\mu P_{s+1} = \lambda P_s + s\mu P_s$ $\implies P_{s+1} = \frac{\lambda}{s\mu} P_s$

For $n = s+1 \implies \lambda P_s + s\mu P_{s+2} = \lambda P_{s+1} + s\mu P_{s+1} \implies P_{s+2} = \left(\frac{\lambda}{s\mu}\right)^2 P_s$

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► For
$$n = s + k$$
 \Longrightarrow $P_{s+k} = \left(\frac{\lambda}{s\mu}\right)^k P_s$

By writing k = n - s in the last expression, the probability of having n customers in the system for $s \le n$ is obtained:

$$P_n = \left(\frac{\lambda}{s\mu}\right)^{n-s} P_s = \left(\frac{\lambda}{s\mu}\right)^{n-s} \frac{1}{s!} \left(\frac{\lambda}{\mu}\right)^s P_0 = \frac{1}{s!} \frac{1}{s^{n-s}} \left(\frac{\lambda}{\mu}\right)^n P_0$$

For all cases, the probability of having *n* customers in the system can be summarized as follows:

$$P_n = \begin{cases} \frac{1}{n!} \left(\frac{\lambda}{\mu}\right)^n P_0 & , 0 \le n < s \\ \frac{1}{s!} \frac{1}{s^{n-s}} \left(\frac{\lambda}{\mu}\right)^n P_0 & , s \le n \end{cases}$$



Considering the sum of all probabilities:

$$\sum_{n=0}^{\infty} P_n = \sum_{n=0}^{s-1} P_n + \sum_{n=s}^{\infty} P_n = \sum_{n=0}^{s-1} \frac{1}{n!} \left(\frac{\lambda}{\mu}\right)^n P_0 + \underbrace{\sum_{n=s}^{\infty} \frac{1}{s!} \frac{1}{s^{n-s}} \left(\frac{\lambda}{\mu}\right)^n P_0}_{T}$$

T can be calculated as follows:

$$T = \sum_{n=s}^{\infty} \frac{1}{s!} \frac{1}{s^{n-s}} \left(\frac{\lambda}{\mu}\right)^n P_0 = \sum_{n=s}^{\infty} \frac{1}{s!} \frac{1}{s^{-s}} \left(\frac{\lambda}{s\mu}\right)^n P_0 = \frac{P_0}{s! s^{-s}} \sum_{n=s}^{\infty} \left(\frac{\lambda}{s\mu}\right)^n P_0$$

Under the assumption $\lambda < \mu \cdot s$;

$$T = \frac{P_0}{s! s^{-s}} \left(\frac{\lambda}{s\mu}\right)^s \frac{1}{1 - \frac{\lambda}{s\mu}} = \frac{P_0}{s!} \left(\frac{\lambda}{\mu}\right)^s \frac{1}{1 - \frac{\lambda}{s\mu}}$$

Substituting this into the sum of probabilities;

$$\sum_{n=0}^{\infty} P_n = \sum_{n=0}^{s-1} \frac{1}{n!} \left(\frac{\lambda}{\mu}\right)^n P_0 + \frac{P_0}{s!} \left(\frac{\lambda}{\mu}\right)^s \frac{1}{1 - \frac{\lambda}{s\mu}} = 1$$

Therefore, the probability of the system being empty is calculated as follows:

$$P_0 = \left[\sum_{n=0}^{s-1} \frac{1}{n!} \left(\frac{\lambda}{\mu}\right)^n + \frac{1}{s!} \left(\frac{\lambda}{\mu}\right)^s \frac{1}{1 - \frac{\lambda}{s\mu}}\right]^{-1}$$

 L_q : Expected number of customers in the queue

$$L_q = \mathbb{E}(n-s) = \sum_{n=s}^{\infty} (n-s)P_n = \frac{P_0}{s!s^{-s}} \sum_{n=s}^{\infty} (n-s) \left(\frac{\lambda}{s\mu}\right)^n = \frac{\left(\frac{\lambda}{\mu}\right)^s \frac{\lambda}{s\mu}}{s!\left(1-\frac{\lambda}{s\mu}\right)^2} P_0$$

L_s: Expected number of customers in the system

$$L_s = L_q + s \frac{\lambda}{s\mu} = L_q + \frac{\lambda}{\mu}$$



 W_s : Average waiting time in the system

$$W_s = \frac{L_s}{\lambda}$$

 W_q : Average waiting time in the queue

$$W_q = \frac{L_q}{\lambda}$$

Probability of waiting for service

$$\mathbb{P}(n \geq s) = \sum_{n=s}^{\infty} P_n = \frac{\left(\frac{\lambda}{\mu}\right)^s}{s! \left[1 - \frac{\lambda}{s\mu}\right]} P_0.$$

There are 3 service desks at a post office. Approximately 192 customers arrive every day. Each business day consists of 8 hours. The average service time for each customer is 5 minutes. Therefore;

- a) What is the probability of having no customers in the post office?
- b) What is the probability of at least one service desk being busy?
- c) What is the probability of waiting for service?
- d) What is the expected number of customers in the queue?
- e) What is the expected number of customers in the system?
- f) What is the average waiting time for each customer in the queue?

