

Assignment 1: Printed circuits

Pranav Kasela

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Introduction

MC Manufacturing has contracted to provide *DISCO Electronics* with printed circuit (“PC”) boards under the following terms: (1) 100,000 PC boards will be delivered to DISCO in one month, and (2) DISCO has an option to take delivery of an additional 100,000 boards in three months by giving Aba 30 days notice. DISCO will pay \$5.00 for each board that it purchases. MC manufactures the PC boards using a batch process, and manufacturing costs are as follows: (1) there is a fixed setup cost of \$250,000 for any manufacturing batch run, regardless of the size of the run, and (2) there is a marginal manufacturing cost of \$2.00 per board regardless of the size of the batch run. MC must decide whether to manufacture all 200,000 PC boards now or whether to only manufacture 100,000 now and manufacture the other 100,000 boards only if DISCO exercises its option to buy those boards. If MC manufactures 200,000 now and DISCO does not exercise its option, then the manufacturing cost of the extra 100,000 boards will be totally lost. MC believes there is a 50% chance DISCO will exercise its option to buy the additional 100,000 PC boards.

The decision tree

- Draw a decision tree for the decision that MC faces.

```
library(yaml)
library(radiant)
library(radiant.model)

tree = yaml.load_file(input = "./Board_Production.yaml")

result = dtree(yl = tree)

plot(result, final = FALSE)
```

In the Decision Tree initially *MC Manufacturing* need to choose either to produce the whole batch of 200,000 pieces together or to do it in two different moments, each time *MC Manufacturing* starts the batch production procedure as mentioned in the introduction *MC Manufacturing* pays \$250,000, *MC Manufacturing* does not know if *DISCO Electronics* will buy the second batch, but *MC Manufacturing* knows its the probability. Also we assume that *MC Manufacturing* does not have an option not to produce anything since in introduction we have that the contract is already signed. In the image we can see the initial choice to produce everything or not to produce everything and wait for the decision of *DISCO Electronics*, in both branches we have a chance node to indicate possibility that *DISCO Electronics* will ask for another 100,000 PC boards. We chose also to scale the values by 1000 to have smaller number during the calculations, so a profit of \$350 indicates a profit of \$350,000. One thing we note immediately is that the alternative to produce everything together avoid the setup cost of \$250,000 again but at the same moment it is the most risky one, since we have 50% probability to have a loss of \$150,000.

Expected value

- Determine the preferred course of action for MC assuming it uses expected profit as its decision criterion.

```
plot(result, final = TRUE)
```

From the decision tree we can see that the preferred course of action is to produce the two batches together since it has an expected value of \$100,000 against \$75,000 of the other branch in which *MC Manufacturing* produces the two batch separately.

Utility Function and Certainty Equivalent

Assume that all the information still holds, except assume now that MC has an exponential utility function with a risk tolerance of \$100,000.

```
utilityFunctionExp <- function(X, R) {
  res <- 1 - exp(-X/R)
  return(res)
}

CertEquivalent = function(EU, R){
  CE = -R*ln(1-EU)
  return(CE)
}

CalcExpectedUtilityFunction = function(profit, R){
  #-----Branch 1-----#
  UF1 = utilityFunctionExp(profit$profitBranch1, R)
  EU1 = UF1[1]*0.5 + UF1[2]*0.5

  #-----Branch 2-----#
  UF2 = utilityFunctionExp(profit$profitBranch2, R)
  EU2 = UF2[1]*0.5 + UF2[2]*0.5

  #----Return Final Result----#
  return(c(EU1, EU2))
}

CalcBranchCE = function(profit, R){
  CE_vett = CertEquivalent(CalcExpectedUtilityFunction(profit, R), R)
  return(CE_vett)
}

#Create a DataFrame with Profits per Branch

index <- 1:2
profitBranch1 <- c(35,-15)
profitBranch2 <- c(10,5)
profit <- data.frame("X"=index,"profitBranch1"=profitBranch1,"profitBranch2"=profitBranch2)
R=10
```

- Determine MC's preferred course of action.

```
CE <- CalcBranchCE(profit,R)
```

```
CE_Branch1 <- CE[1]
```

```
CE_Branch2 <- CE[2]
```

```
cat(paste0('Certainty Equivalent of Branch 1:',CE_Branch1),paste0('Certainty Equivalent of Branch 2:',CE_Branch2))
```

Certainty Equivalent of Branch 1:-8.13568167929173
Certainty Equivalent of Branch 2:7.19070196379839

We can see that the preferred course is the Branch 2, in which we wait before producing the other batch, which could have been expected since the R is positive thus the *MC Manufacturing* is risk averse, and the Branch 2 have 0 probability of loss, while in the Branch 1 *MC Manufacturing* has 50% chance of failing.

Modification of the process

For the decision in the preceding point, MC Manufacturing has created a new option: it can conduct some research and development in an attempt to lower the fixed setup cost associated with manufacturing a batch of the PC boards. This research and development would not be completed in time to influence the setup cost for the initial batch that DISCO has ordered, but would be completed before the second batch would have to be manufactured. The research and development will cost \$25,000, and there is a 0.4 probability that it will be successful. If it is successful, then the fixed setup cost per batch will be reduced by \$200,000 to \$50,000. If the research and development is not successful, then there will be no reduction in the setup cost. There will be no other benefits from the research and development besides the potential reduction in setup cost for the DISCO reorder.

- Using expected profit as the decision criterion, determine whether MC should undertake the research and development.

```
tree_RnD = yaml.load_file(input = "./Board_Production_RnD.yaml")
result_RnD = dtree(yl = tree_RnD)

plot(result_RnD, final = TRUE)
```

The R&D(Research and Development) branch has an Expected Value of \$90,000 which is still lower than the Branch 1 of producing everything together, so using the expected profit the preferred course is still Branch 1, thus *MC Manufacturing* should not undertake the R&D.

Value of Information

Using expected profit as the decision criteria, determine the value of learning for certain whether the research and development will be successful before a decision has to be made about whether to initially manufacture 100,000 or 200,000 PC boards.

```
tree_PI = yaml.load_file(input = "./Board_Production_PI.yaml")
result_PI = dtree(yl = tree_PI)

plot(result_PI, final = TRUE)
```

The Expected Value using this information is \$120,000 while the expected value without the information on the success of R&D was \$100,000 so the value of information using the expected profit is $\$120,000 - \$100,000 = \$20,000$.