

# LINEAR PROGRAMMING

## [V. CH6]: THE SIMPLEX METHOD IN MATRIX NOTATION

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December 19, 2023

## LP IN MATRIX NOTATION

### SIMPLEX METHOD IN MATRIX NOTATION

Primal Simplex Algorithm

Dual Simplex Algorithm

Two-Phase Methods

## STANDARD FORM LP

As usual, we begin our discussion with the standard-form linear programming problem:

$$\begin{aligned} \max_x \quad & \sum_{j=1}^n c_j x_j \\ \text{subject to} \quad & \sum_{j=1}^n a_{ij} x_j \leq b_i, \quad i = 1, 2, \dots, m \\ & x_j \geq 0, \quad j = 1, 2, \dots, n \end{aligned}$$

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It is convenient to introduce slack variables as follows:

$$x_{n+i} = b_i - \sum_{j=1}^n a_{ij} x_j, \quad i = 1, \dots, m$$

$w_i$  renamed as  $x_{n+i}$

## MATRIX FORM

With these slack variables, we now write our problem in matrix form:

$$\begin{aligned} \max_x \quad & c^T x \\ \text{subject to} \quad & Ax = b \\ & x \geq 0 \end{aligned}$$

where

$$A = \begin{pmatrix} a_{1,1} & a_{1,2} & \cdots & a_{1,n} & 1 & & \\ a_{2,1} & a_{2,2} & \cdots & a_{2,n} & & 1 & \\ \vdots & \vdots & \ddots & \vdots & & & \ddots \\ a_{m,1} & a_{m,2} & \cdots & a_{m,n} & & & 1 \end{pmatrix}, b = \begin{pmatrix} b_1 \\ b_2 \\ \vdots \\ b_m \end{pmatrix}, c = \begin{pmatrix} c_1 \\ c_2 \\ \vdots \\ c_n \\ 0 \\ \vdots \\ 0 \end{pmatrix}, x = \begin{pmatrix} x_1 \\ x_2 \\ \vdots \\ x_n \\ x_{n+1} \\ \vdots \\ x_{n+m} \end{pmatrix}$$

## SEPARATING BASIC AND NON-BASIC PARTS

Consider an iteration of the Simplex algorithm where  $\mathcal{B}$  and  $\mathcal{N}$  are the set of basic and non-basic indices.

The  $i$ th component of  $Ax$  can be broken up into a *basic* and a *nonbasic* part:

$$\sum_{j=1}^{n+m} a_{ij}x_j = \sum_{j \in \mathcal{B}} a_{ij}x_j + \sum_{j \in \mathcal{N}} a_{ij}x_j.$$

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To break up the matrix product  $Ax$  analogously:

- Let  $B$  denote an  $m \times m$  matrix whose columns are indexed by  $\mathcal{B}$ .
- Similarly, let  $N$  denote an  $m \times n$  matrix whose columns are indexed by  $\mathcal{N}$ .

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Now, one could write  $A$  and  $x$  in a partitioned-matrix form as:

$$A = [B \ N], x = \begin{bmatrix} x_{\mathcal{B}} \\ x_{\mathcal{N}} \end{bmatrix}$$



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This is a rearrangement (relabeling of the variables) so that basic columns/variables are listed first, followed by the nonbasic columns/variables. So technically, the equality is not correct.

## SIMPLIFYING

Now, we can write:

$$Ax = [B \ N] \begin{bmatrix} x_{\mathcal{B}} \\ x_{\mathcal{N}} \end{bmatrix} = Bx_{\mathcal{B}} + Nx_{\mathcal{N}}.$$

Check that this equality holds (and matrices have the right format).

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Similar partitioning on  $c$  gives:

$$c^T x = \begin{bmatrix} c_{\mathcal{B}} \\ c_{\mathcal{N}} \end{bmatrix}^T \begin{bmatrix} x_{\mathcal{B}} \\ x_{\mathcal{N}} \end{bmatrix} = c_{\mathcal{B}}^T x_{\mathcal{B}} + c_{\mathcal{N}}^T x_{\mathcal{N}}.$$

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**Example:** Write the following LP in matrix form, then calculate the above values for  $\mathcal{B} = \{1, 2\}$

$$\begin{array}{llll} \max_x & 3x_1 + & 4x_2 - & 2x_3 \\ \text{subject to} & x_1 + & 0.5x_2 - & 5x_3 \leq 2 \\ & 2x_1 - & x_2 + & 3x_3 \leq 3 \\ & x_1, & x_2, & x_3 \geq 0 \end{array}$$

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## DICTIONARIES IN MATRIX FORM: BASIC VARIABLES

A dictionary has the property that the

*basic variables are written as functions of the nonbasic variables.*

In matrix notation, we see that the constraint equations  $Ax = b$  can be written as

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$x_{\mathcal{B}}$  can be written as a function of the nonbasic variables  $x_{\mathcal{N}}$  iff the matrix  $B$  is *invertible*,

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The fact that  $B$  must be invertible means that its  $m$  column vectors are linearly independent and therefore form a basis for  $\mathbb{R}^m$ . This is why the basic variables are called *basic*.



## DICTIONARIES IN MATRIX FORM: OBJECTIVE

Similarly, the objective function can be written as

$$\begin{aligned}\zeta &= c_{\mathcal{B}}^T x_{\mathcal{B}} + c_{\mathcal{N}}^T x_{\mathcal{N}} \\ &= c_{\mathcal{B}}^T (B^{-1}b - B^{-1}N x_{\mathcal{N}}) + c_{\mathcal{N}}^T x_{\mathcal{N}} \\ &= c_{\mathcal{B}}^T B^{-1}b - \left( (B^{-1}N)^T c_{\mathcal{B}} - c_{\mathcal{N}} \right)^T x_{\mathcal{N}}\end{aligned}$$

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 \end{aligned}$$

Putting all together, we can write the dictionary associated with basis  $\mathcal{B}$  as

$$\begin{aligned}
 \zeta &= c_{\mathcal{B}}^T B^{-1}b - \left( (B^{-1}N)^T c_{\mathcal{B}} - c_{\mathcal{N}} \right)^T x_{\mathcal{N}} \\
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## DICTIONARIES IN MATRIX FORM

$$\zeta = c_{\mathcal{B}}^T B^{-1} b - \left( (B^{-1} N)^T c_{\mathcal{B}} - c_{\mathcal{N}} \right)^T x_{\mathcal{N}}$$

$$x_{\mathcal{B}} = B^{-1} b - B^{-1} N x_{\mathcal{N}}$$

Comparing against the component-form notation, we make the following identifications:

$$c_{\mathcal{B}}^T B^{-1} b = \bar{\zeta}$$

$$c_{\mathcal{N}} - (B^{-1} N)^T c_{\mathcal{B}} = [\bar{c}_j]$$

$$B^{-1} b = [\bar{b}_i]$$

$$B^{-1} N = [\bar{a}_{ij}]$$

bracketed expressions on the right denote vectors and matrices with the index  $i$  running over  $\mathcal{B}$  and the index  $j$  running over  $\mathcal{N}$ .

## MATRIX FORM: BASIC SOLUTIONS

Recall: We rewrote dictionaries in matrix form as

$$\begin{aligned}\zeta &= c_{\mathcal{B}}^T B^{-1}b - \left( (B^{-1}N)^T c_{\mathcal{B}} - c_{\mathcal{N}} \right)^T x_{\mathcal{N}} \\ x_{\mathcal{B}} &= B^{-1}b - B^{-1}N x_{\mathcal{N}}\end{aligned}$$

The basic solution associated with this dictionary is obtained by setting  $x_{\mathcal{N}}$  equal to zero.

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**Insight:**

The basic solution  $x_{\mathcal{B}}^*$  for a given  $\mathcal{B}$  is simply obtained by solving the linear system  $Bx_{\mathcal{B}} = b!$  All other variables are simply set to 0.

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The basic solution  $x_{\mathcal{B}}^*$  for a given  $\mathcal{B}$  is simply obtained by solving the linear system  $Bx_{\mathcal{B}} = b$ !

All other variables are simply set to 0.

Solving  $Bx_{\mathcal{B}} = b$  for some  $b$  may give us a feasible (or infeasible) solution:  $x_{\mathcal{B}}^*$  might be negative!

## EXAMPLE TIME

As an example, consider the same LP

$$\begin{array}{rcll}
 \max_x & 3x_1 + & 4x_2 - & 2x_3 \\
 \text{subject to} & x_1 + & 0.5x_2 - & 5x_3 \leq 2 \\
 & 2x_1 - & x_2 + & 3x_3 \leq 3 \\
 & x_1, & x_2, & x_3 \geq 0
 \end{array}$$

Write the initial dictionary. Do first pivot. You get a new basis  $\mathcal{B} = \{2, 5\}$ . Compute different part of this dictionary in matrix form and compare.

## TOWARDS DUAL SIMPLEX

$$\zeta = c_B^T B^{-1} b - \left( (B^{-1} N)^T c_B - c_N \right)^T x_N$$

$$x_B = B^{-1} b - B^{-1} N x_N$$

To write the associated dual dictionary using the negative transpose property, it is important to correctly associate *complementary pairs of variables*.

Recall that, we have appended the primal slack variables to the end of the original variables:

$$(x_1, \dots, x_n, w_1, \dots, w_m) \rightarrow (x_1, \dots, x_n, z_{n+1}, \dots, z_{n+m})$$

Recall that,

- dual slacks are complementary to the primal originals, and
- dual originals are complementary to the primal slacks

using similar index for complementary variables,

$$(z_1, \dots, z_n, y_1, \dots, y_m) \rightarrow (z_1, \dots, z_n, z_{n+1}, \dots, z_{n+m})$$



## DUAL DICTIONARY: NEGATIVE TRANSPOSE PROPERTY

Primal dictionary in matrix form:

$$\begin{aligned}\zeta &= c_{\mathcal{B}}^T B^{-1} b - \left( (B^{-1} N)^T c_{\mathcal{B}} - c_{\mathcal{N}} \right)^T x_{\mathcal{N}} \\ x_{\mathcal{B}} &= B^{-1} b - B^{-1} N x_{\mathcal{N}}\end{aligned}$$

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and the corresponding dual dictionary:

$$\begin{aligned}-\xi &= -c_{\mathcal{B}}^T B^{-1} b - (B^{-1} b)^T z_{\mathcal{B}} \\ z_{\mathcal{N}} &= \left( (B^{-1} N)^T c_{\mathcal{B}} - c_{\mathcal{N}} \right) + (B^{-1} N)^T z_{\mathcal{B}}\end{aligned}$$

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The dual solution associated with this is obtained by setting  $z_{\mathcal{B}}$  equal to zero:

$$z_{\mathcal{B}}^* = 0, \quad z_{\mathcal{N}}^* = (B^{-1} N)^T c_{\mathcal{B}} - c_{\mathcal{N}}$$

## SUCCINCT PRIMAL AND DUAL DICTIONARY

Using the shorthands

$$z_{\mathcal{N}}^* = (B^{-1}N)^T c_{\mathcal{B}} - c_{\mathcal{N}},$$

$$x_{\mathcal{B}}^* = B^{-1}b \text{ and}$$

$$\zeta^* = c_{\mathcal{B}}^T B^{-1}b,$$

we write the primal dictionary as

$$\zeta = \zeta^* - (z_{\mathcal{N}}^*)^T x_{\mathcal{N}}$$

$$x_{\mathcal{B}} = x_{\mathcal{B}}^* - B^{-1}N x_{\mathcal{N}}$$

and dual dictionary as

$$-\xi = -\zeta^* - (x_{\mathcal{B}}^*)^T z_{\mathcal{B}}$$

$$z_{\mathcal{N}} = z_{\mathcal{N}}^* + (B^{-1}N)^T z_{\mathcal{B}}$$

## PRIMAL SIMPLEX IN MATRIX NOTATION

## Primal Dictionary

$$\begin{aligned}\zeta &= \zeta^* - (z_{\mathcal{N}}^*)^T x_{\mathcal{N}} \\ x_{\mathcal{B}} &= x_{\mathcal{B}}^* - B^{-1} N x_{\mathcal{N}}\end{aligned}$$

## Dual Dictionary

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**Assumptions:** Given initial  $\mathcal{B}$  with  $m$  elements,  $B$  invertible,  $x_{\mathcal{B}}^* = B^{-1}b \geq 0$ .

Let us discuss the details of a single Simplex iteration (move to adjacent basis) in matrix notation.

## STEP 1. Check for optimality

if  $z_{\mathcal{N}}^* \geq 0$  stop

// Primal feasibility and complementary is already maintained, just check dual feasibility.

## STEP 2. Select entering variable

Else: pick  $j \in \mathcal{N}$  with  $z_j^* < 0$ .

// variable  $x_j$  is the entering variable.

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## Dual Dictionary

$$\begin{aligned}-\xi &= -\zeta^* - (x_{\mathcal{B}}^*)^T z_{\mathcal{B}} \\ z_{\mathcal{N}} &= z_{\mathcal{N}}^* + (B^{-1} N)^T z_{\mathcal{B}}\end{aligned}$$

STEP 3. Compute primal step direction  $\Delta x_{\mathcal{B}}$ 

Having selected the entering variable, we let

$$x_{\mathcal{N}} = t e_j$$

where  $e_j$  denote the unit vector that is zero in every component except for a one in the position associated with index  $j$ ,

$$x_{\mathcal{B}} = x_{\mathcal{B}}^* - B^{-1} N t e_j$$

Hence, the step direction  $\Delta x_{\mathcal{B}}$  for the primal basic variables is given by

$$\Delta x_{\mathcal{B}} = B^{-1} N e_j$$

## PRIMAL SIMPLEX IN MATRIX NOTATION

### STEP 4. Compute primal step length $t$

We wish to pick the largest  $t \geq 0$  for which

$$x_{\mathcal{B}}^* \geq t\Delta x_{\mathcal{B}}.$$

(every component of  $x_{\mathcal{B}}$  remains nonnegative)

Since, for each  $i \in \mathcal{B}^*$ ,  $x_i^* \geq 0$  and  $t \geq 0$

$$\frac{1}{t} \geq \frac{\Delta x_i}{x_i^*}, \quad \forall i \in \mathcal{B}$$

Hence, the largest  $t$  for which all of the inequalities hold is given by

$$t = \left( \max_{i \in \mathcal{B}} \frac{\Delta x_i}{x_i^*} \right)^{-1} \quad // \text{convention for } \frac{0}{0} \text{ is to set such ratios to } 0$$

if  $t \leq 0$  stop     // primal is unbounded

**STEP 5. Select leaving variable** The leaving variable is chosen as any variable  $x_i$ ,  $i \in \mathcal{B}$ , for which the maximum in the calculation of  $t$  is obtained.

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## Primal Dictionary

$$\begin{aligned}\zeta &= \zeta^* - (z_{\mathcal{N}}^*)^T x_{\mathcal{N}} \\ x_{\mathcal{B}} &= x_{\mathcal{B}}^* - B^{-1} N x_{\mathcal{N}}\end{aligned}$$

## Dual Dictionary

$$\begin{aligned}-\xi &= -\zeta^* - (x_{\mathcal{B}}^*)^T z_{\mathcal{B}} \\ z_{\mathcal{N}} &= z_{\mathcal{N}}^* + (B^{-1} N)^T z_{\mathcal{B}}\end{aligned}$$

Essentially all that remains is to explain changes to the objective function.

**STEP 6. Compute dual step direction  $\Delta z_{\mathcal{N}}$** 

Since in dual dictionary  $z_i$  is the entering variable, we see that

$$\Delta z_{\mathcal{N}} = - (B^{-1} N)^T e_i$$

**STEP 7. Compute dual step length  $s$** 

Since we know that  $j$  is the leaving variable in the dual dictionary,

$$s = \frac{z_j^*}{\Delta z_j}$$



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We now have everything we need to update the data in the dictionary:

STEP 8. *Update current primal and dual solutions*

$$\begin{aligned}x_j^* &\leftarrow t \\ x_{\mathcal{B}}^* &\leftarrow x_{\mathcal{B}}^* - t \Delta x_{\mathcal{B}}\end{aligned}$$

$$\begin{aligned}z_i^* &\leftarrow s \\ z_{\mathcal{N}}^* &\leftarrow z_{\mathcal{N}}^* - s \Delta z_{\mathcal{N}}\end{aligned}$$

STEP 9. *Update basis*

$$\mathcal{B} \leftarrow (\mathcal{B} \setminus \{i\}) \cup \{j\}$$

As an example, let us solve the following LP:

$$\begin{array}{ll} \max_x & 4x_1 + 3x_2 \\ \text{subject to} & x_1 - x_2 \leq 1 \\ & 2x_1 - x_2 \leq 3 \\ & \quad + x_2 \leq 5 \\ & x_1, x_2 \geq 0 \end{array}$$

Lets now derive *Dual simplex* in matrix notation.

RECALL:

*Dual Simplex is to apply simplex to the dual LP but (indirectly) on a sequence of primal pivots*

Here, instead of assuming that the **primal dictionary is feasible** ( $x_{\mathcal{B}} \geq 0$ ), we now assume that the **dual dictionary is feasible** ( $z_{\mathcal{N}} \geq 0$ ) and perform the analogous steps

## Primal Dictionary

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STEP 1. *Check for optimality*

if  $x_{\mathcal{B}}^* \geq 0$  stop

STEP 2. *Select Entering Variable*

Else: pick  $i \in \mathcal{B}$  with  $x_i^* < 0$ .  
//variable  $z_i$  is the entering variable.

STEP 3. *Compute Dual Step Direction  $\Delta z_{\mathcal{N}}$*

$$\Delta z_{\mathcal{B}} = - (B^{-1} N)^T e_i$$

STEP 4. *Compute Dual Step Length,  $s$*

$$s = \left( \max_{j \in \mathcal{N}} \frac{\Delta z_j}{z_j^*} \right)^{-1}$$

if  $s \leq 0$  stop

//dual is unbounded, primal infeasible

## Dual Dictionary

$$\begin{aligned}-\xi &= -\zeta^* - (x_{\mathcal{B}}^*)^T z_{\mathcal{B}} \\ z_{\mathcal{N}} &= z_{\mathcal{N}}^* + (B^{-1} N)^T z_{\mathcal{B}}\end{aligned}$$

STEP 5. *Select Leaving Variable*

Pick  $z_j$ , where the maximum obtained.

STEP 6. *Compute Primal Step Direction  $\Delta x_{\mathcal{B}}$*

$$\Delta x_{\mathcal{B}} = B^{-1} N e_j$$

STEP 7. *Compute Primal Step Length,  $t$*

$$t = \frac{x_i^*}{\Delta x_i}$$

STEP 8. *Update Current Primal and Dual Solutions*

$$\begin{aligned}z_i^* &\leftarrow s & x_j^* &\leftarrow t \\ z_{\mathcal{N}}^* &\leftarrow z_{\mathcal{N}}^* - s \Delta z_{\mathcal{N}} & x_{\mathcal{B}}^* &\leftarrow x_{\mathcal{B}}^* - t \Delta x_{\mathcal{B}}\end{aligned}$$

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$$\mathcal{B} \leftarrow (\mathcal{B} \setminus \{i\}) \cup \{j\}$$

Primal Simplex	Dual Simplex
<p>Suppose <math>x_B^* \geq 0</math></p> <p>while (<math>z_N^* \not\geq 0</math>) {</p> <p style="padding-left: 2em;">pick <math>j \in \{j \in N : z_j^* &lt; 0\}</math></p> <p style="padding-left: 2em;"><math>\Delta x_B = B^{-1} N e_j</math></p> <p style="padding-left: 2em;"><math>t = \left( \max_{i \in B} \frac{\Delta x_i}{x_i^*} \right)^{-1}</math></p> <p style="padding-left: 2em;">pick <math>i \in \operatorname{argmax}_{i \in B} \frac{\Delta x_i}{x_i^*}</math></p> <p style="padding-left: 2em;"><math>\Delta z_N = -(B^{-1} N)^T e_i</math></p> <p style="padding-left: 2em;"><math>s = \frac{z_j^*}{\Delta z_j}</math></p> <p style="padding-left: 2em;"><math>x_j^* \leftarrow t</math></p> <p style="padding-left: 2em;"><math>x_B^* \leftarrow x_B^* - t \Delta x_B</math></p> <p style="padding-left: 2em;"><math>z_i^* \leftarrow s</math></p> <p style="padding-left: 2em;"><math>z_N^* \leftarrow z_N^* - s \Delta z_N</math></p> <p style="padding-left: 2em;"><math>B \leftarrow B \setminus \{i\} \cup \{j\}</math></p> <p>}</p>	<p>Suppose <math>z_N^* \geq 0</math></p> <p>while (<math>x_B^* \not\geq 0</math>) {</p> <p style="padding-left: 2em;">pick <math>i \in \{i \in B : x_i^* &lt; 0\}</math></p> <p style="padding-left: 2em;"><math>\Delta z_N = -(B^{-1} N)^T e_i</math></p> <p style="padding-left: 2em;"><math>s = \left( \max_{j \in N} \frac{\Delta z_j}{z_j^*} \right)^{-1}</math></p> <p style="padding-left: 2em;">pick <math>j \in \operatorname{argmax}_{j \in N} \frac{\Delta z_j}{z_j^*}</math></p> <p style="padding-left: 2em;"><math>\Delta x_B = B^{-1} N e_j</math></p> <p style="padding-left: 2em;"><math>t = \frac{x_i^*}{\Delta x_i}</math></p> <p style="padding-left: 2em;"><math>x_j^* \leftarrow t</math></p> <p style="padding-left: 2em;"><math>x_B^* \leftarrow x_B^* - t \Delta x_B</math></p> <p style="padding-left: 2em;"><math>z_i^* \leftarrow s</math></p> <p style="padding-left: 2em;"><math>z_N^* \leftarrow z_N^* - s \Delta z_N</math></p> <p style="padding-left: 2em;"><math>B \leftarrow B \setminus \{i\} \cup \{j\}</math></p> <p>}</p>

Initially we set

$$\mathcal{N} = \{1, 2, \dots, n\} \quad , \quad \mathcal{B} = \{n+1, n+2, \dots, n+m\}$$

So we have

$$N = \begin{pmatrix} a_{1,1} & a_{1,2} & \cdots & a_{1,n} \\ a_{2,1} & a_{2,2} & \cdots & a_{2,n} \\ \vdots & \vdots & \ddots & \vdots \\ a_{m,1} & a_{m,2} & \cdots & a_{m,n} \end{pmatrix} \quad , \quad B = \begin{pmatrix} 1 & & & \\ & 1 & & \\ & & \ddots & \\ & & & 1 \end{pmatrix}$$

and

$$c_{\mathcal{N}} = \begin{pmatrix} c_1 \\ c_2 \\ \vdots \\ c_n \end{pmatrix} \quad , \quad c_{\mathcal{B}} = \begin{pmatrix} 0 \\ 0 \\ \vdots \\ 0 \end{pmatrix}$$

Substituting these expressions into the definitions of  $x_{\mathcal{B}}^*$ ,  $z_{\mathcal{N}}^*$  and  $\zeta^*$ , we find that

$$x_{\mathcal{B}}^* = B^{-1}b = b \quad , \quad z_{\mathcal{N}}^* = (B^{-1}N)^T c_{\mathcal{B}} - c_{\mathcal{N}} = -c_{\mathcal{N}} \quad , \quad \zeta^* = 0$$

$$\begin{array}{l} \zeta = \zeta^* - (z_{\mathcal{N}}^*)^T x_{\mathcal{N}} \\ x_{\mathcal{B}} = x_{\mathcal{B}}^* - B^{-1} N x_{\mathcal{N}} \end{array}$$

$$x_{\mathcal{B}}^* = B^{-1} b = b \quad , \quad z_{\mathcal{N}}^* = (B^{-1} N)^T c_{\mathcal{B}} - c_{\mathcal{N}} = -c_{\mathcal{N}} \quad , \quad \zeta^* = 0$$

Hence, the initial *primal* dictionary reads

$$\begin{array}{l} \zeta = c_{\mathcal{N}}^T x_{\mathcal{N}} \\ x_{\mathcal{B}} = b - N x_{\mathcal{N}} \end{array}$$

$$\begin{aligned}\zeta &= c_{\mathcal{N}}^T x_{\mathcal{N}} \\ x_{\mathcal{B}} &= b - N x_{\mathcal{N}}\end{aligned}$$

If  $b \geq 0$  and  $c \leq 0$

// primal feasibility + optimality observed  $\Rightarrow$  *stop*

If  $b \geq 0$  and  $c \not\leq 0$

// primal feasibility observed  $\Rightarrow$  start with *primal simplex*

If  $b \not\geq 0$  and  $c \leq 0$

// dual feasibility observed  $\Rightarrow$  start with *dual simplex*

If  $b \not\geq 0$  and  $c \not\leq 0$

// we need to do a *Phase I*



$$\begin{aligned}\zeta &= c_{\mathcal{N}}^T x_{\mathcal{N}} \\ x_{\mathcal{B}} &= b - N x_{\mathcal{N}}\end{aligned}$$

If  $b \not\geq 0$  and  $c \not\leq 0$

a Phase I could be :

↪ Define the *auxiliary problem*, as in Ch. 2, and apply **primal simplex**.

// In Phase II, proceed with **primal simplex**.

↪ Replace  $c_{\mathcal{N}}$  with a *non-positive* one and apply **dual simplex**.

// In Phase II, proceed with **primal simplex**.

↪ Replace  $b$  with a *non-negative* one and apply **primal simplex**.

// In Phase II, proceed with **dual simplex**.