# MTM4501-Operations Research

Gökhan Göksu, PhD

Week 14



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# **Course Content**

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

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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

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- 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.

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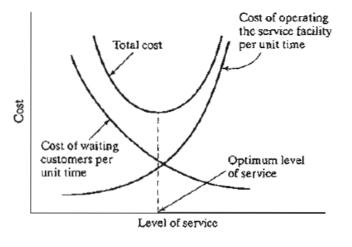


Figure: Cost-based queuing decision model

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# 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.

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#### 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<sub>q</sub>.

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- Number of Customers in the System: The total of customers waiting for service and those being serviced. Represented by L<sub>s</sub>.
- ▶ Waiting Time in the Queue: The total waiting time in the queue per customer. Represented by *W*<sub>q</sub>.
- Total Waiting Time in the System: The sum of waiting time in the queue per customer and the total service time. Represented by W<sub>s</sub>.

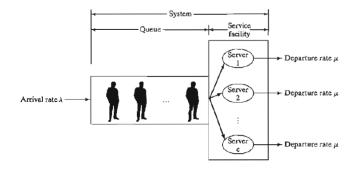
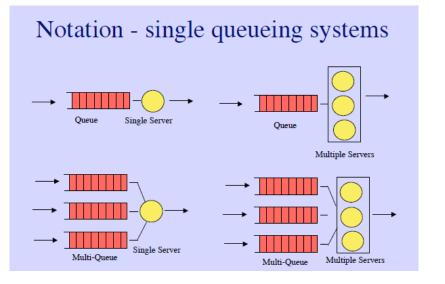


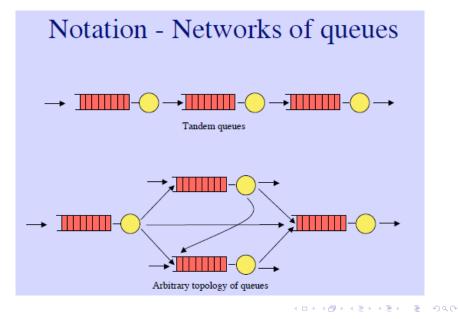
Figure: Schematic representation of a queue system with *c* parallel servers



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- *P<sub>n</sub>*: 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  $\lambda$  and  $\mu$ . 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.

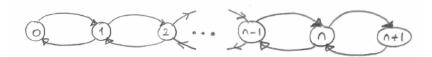


Figure: Transition rate diagram

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

- λ: Arrival rate
- µ: Service rate

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

- When a departure occurs at a rate of  $\mu$ , the system is in state n 1.
- When an arrival occurs at a rate of  $\lambda$ , 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  $\lambda$ . Also, note that  $\mu$  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) = 
$$\lambda \cdot P_n + \mu \cdot P_n$$

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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):

$$P_2 = \left(rac{\lambda}{\mu}
ight)^2 P_0$$

can be written. Similarly, for n = 2:

$$P_3 = \left(rac{\lambda}{\mu}
ight)^3 P_0,$$

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

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

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Model 1: Single-Server Queue Model with Infinite Arrival Source  $P_0$  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:

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

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L<sub>s</sub>: Expected number of customers in the system

$$L_{s} = \mathbb{E}(n) = \sum_{n=0}^{\infty} nP_{n} = \sum_{n=1}^{\infty} nP_{n} = \sum_{n=1}^{\infty} n\left(\frac{\lambda}{\mu}\right)^{n} P_{0} = P_{0} \sum_{n=1}^{\infty} n\left(\frac{\lambda}{\mu}\right)^{n}$$

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

$$S_{m} = \frac{\lambda}{\mu} + 2\left(\frac{\lambda}{\mu}\right)^{2} + 3\left(\frac{\lambda}{\mu}\right)^{3} + \dots + m\left(\frac{\lambda}{\mu}\right)^{m}$$
$$\implies -\frac{\lambda}{\mu}S_{m} = -\left(\frac{\lambda}{\mu}\right)^{2} - 2\left(\frac{\lambda}{\mu}\right)^{3} - 3\left(\frac{\lambda}{\mu}\right)^{4} - \dots - m\left(\frac{\lambda}{\mu}\right)^{m+1}$$

By summing these two equations:

$$S_{m} - \frac{\lambda}{\mu}S_{m} = \frac{\lambda}{\mu} + \left(\frac{\lambda}{\mu}\right)^{2} + \left(\frac{\lambda}{\mu}\right)^{3} + \dots + \left(\frac{\lambda}{\mu}\right)^{m} - m\left(\frac{\lambda}{\mu}\right)^{m+1}$$
$$\underbrace{\left(1 - \frac{\lambda}{\mu}\right)}_{P_{0}}S_{m} = \frac{\lambda}{\mu}\frac{1 - \left(\frac{\lambda}{\mu}\right)^{m}}{1 - \frac{\lambda}{\mu}} - m\left(\frac{\lambda}{\mu}\right)^{m+1}$$

is obtained.

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

Lq: Expected number of customers in the queue

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

 $W_s$ : Average time a customer spends in the system

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

 $W_q$ : Average time a customer spends in the queue

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

The total cost per unit time is calculated as follows:

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

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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.

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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.

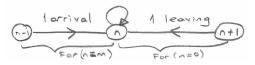
- λ: Arrival rate
- μ: Service rate

#### **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 
$$n = m$$
:  $\implies P_m = \frac{\lambda}{\mu} P_{m-1} = \left(\frac{\lambda}{\mu}\right)^m P_m$ 

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  $\lambda$ and  $\mu$ , two cases arise:

ln 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 
$$\lambda \neq \mu$$
:

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

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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:

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

*L<sub>s</sub>*: Expected number of customers in the system

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

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Again, depending on the values of  $\lambda$  and  $\mu$ , there are two cases for  $L_s$ :

ln the case of  $\lambda = \mu$ :

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

ln the case of  $\lambda \neq \mu$ :

$$L_{s} = \sum_{n=1}^{m} nP_{n} = \sum_{n=1}^{m} n\left(\frac{\lambda}{\mu}\right)^{n} P_{0} = P_{0} \underbrace{\sum_{n=1}^{m} n\left(\frac{\lambda}{\mu}\right)^{n}}_{S_{m}}$$
$$S_{m} = 1 \cdot \frac{\lambda}{\mu} + 2 \cdot \left(\frac{\lambda}{\mu}\right)^{2} + 3 \cdot \left(\frac{\lambda}{\mu}\right)^{3} + \dots + m \cdot \left(\frac{\lambda}{\mu}\right)^{m}$$
$$-\frac{\lambda}{\mu} S_{m} = -\left(\frac{\lambda}{\mu}\right)^{2} - 2 \cdot \left(\frac{\lambda}{\mu}\right)^{3} - 3 \cdot \left(\frac{\lambda}{\mu}\right)^{4} - \dots - m \cdot \left(\frac{\lambda}{\mu}\right)^{m+1}$$

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The last two equations are summed side by side:

$$\begin{split} \left(1 - \frac{\lambda}{\mu}\right) S_m &= \frac{\lambda}{\mu} + \left(\frac{\lambda}{\mu}\right)^2 + \left(\frac{\lambda}{\mu}\right)^3 + \dots + \left(\frac{\lambda}{\mu}\right)^m - m\left(\frac{\lambda}{\mu}\right)^{m+1} \\ &= \frac{\lambda}{\mu} \frac{1 - \left(\frac{\lambda}{\mu}\right)^m}{1 - \frac{\lambda}{\mu}} - m\left(\frac{\lambda}{\mu}\right)^{m+1} \\ &= \frac{\frac{\lambda}{\mu} - \left(\frac{\lambda}{\mu}\right)^{m+1}}{1 - \frac{\lambda}{\mu}} - (m+1)\left(\frac{\lambda}{\mu}\right)^{m+1} + \left(\frac{\lambda}{\mu}\right)^{m+1} \\ &= \frac{\frac{\lambda}{\mu} - \left(\frac{\lambda}{\mu}\right)^{m+1} + \left(\frac{\lambda}{\mu}\right)^{m+1} - \left(\frac{\lambda}{\mu}\right)^{m+2}}{1 - \frac{\lambda}{\mu}} - (m+1)\left(\frac{\lambda}{\mu}\right)^{m+1} \\ &= \frac{\frac{\lambda}{\mu}\left(1 - \left(\frac{\lambda}{\mu}\right)^{m+1}\right)}{1 - \frac{\lambda}{\mu}} - (m+1)\left(\frac{\lambda}{\mu}\right)^{m+1} \end{split}$$

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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  $L_s = P_0 S_m$ :

$$\begin{split} \mathcal{L}_{s} &= \frac{1 - \frac{\lambda}{\mu}}{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}} \frac{\frac{\lambda}{\mu} \left(1 - \left(\frac{\lambda}{\mu}\right)^{m+1}\right)}{\left(1 - \frac{\lambda}{\mu}\right)^{2}} - \frac{(m+1)\left(\frac{\lambda}{\mu}\right)^{m+1}}{1 - \frac{\lambda}{\mu}} \\ &= \frac{\frac{\lambda}{\mu}}{1 - \frac{\lambda}{\mu}} - \frac{(m+1)\left(\frac{\lambda}{\mu}\right)^{m+1}}{1 - \left(\frac{\lambda}{\mu}\right)^{m+1}} \end{split}$$

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

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

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*P<sub>m</sub>*: Probability of the system being busy

$$P_m = 1 - P_0$$

L<sub>q</sub>: Expected number of customers in the queue

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

>  $\lambda_e$ : Effective arrival rate

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

W<sub>s</sub>: Average waiting time in the system

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

► *W<sub>q</sub>*: Average waiting time in the queue

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

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A barbershop serves one customer at a time and provides three seats for waiting customers. If the place is full, customers go elsewhere. Arrivals occur with mean 4 per hour. The mean time to get a haircut is 15 minutes. Determine the following.

- a) What is the probability of having no customers in the system?
- b) What is the expected number of customers in the system?
- c) What is the average waiting time in the system?

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

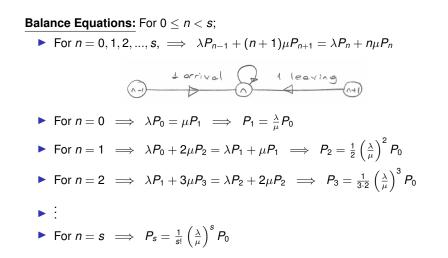
- λ: Arrival rate
- μ: Service rate of each server
- s: Number of parallel servers
- n: Number of customers in the system

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

- $n \le s \implies$  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.

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# Model 3: Infinite Arrival Rate Multi-Server Queue Model 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  
 $n = s+1 \implies \lambda P_s + s\mu P_{s+2} = \lambda P_{s+1} + s\mu P_{s+1} \implies P_{s+2} = \left(\frac{\lambda}{s\mu}\right)^2 P_s$   
► :  
► For  $n = s + k \implies P_{s+k} = \left(\frac{\lambda}{s\mu}\right)^k P_s$ 

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:

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

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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:

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

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;

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

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

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

 $L_q$ : 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<sub>s</sub>: Expected number of customers in the system

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

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 $W_s$ : 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

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

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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?

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