

## RESEARCH MEMORANDUM



## TILBURG UNIVERSITY

DEPARTMENT OF ECONOMICS
Postbus 90153-5000 LE Tilburg
Netherlands


Contents

## Abstract

1. Introduction
2. Problem formulation
3. Reformulation of the original problem
4. Relaxation of both primal and dual prbolem
5. Solution strategy
6. Generation of globally feasible solutions
7. Economic interpretation
8. Conclusion

References

Appendices
A. Proof of theorem 1 .
B. Further relaxation of problem (4.2)
C. A convergence proof for the algorithm as presented in section 5.

B.R. Meijboom ${ }^{1)}$<br>Subfaculty of Econometrics, Tilburg University, The Netherlands

Abstract

In this contribution a new decomposition approach for block-angular programming problems is presented. Historically, decomposition methods are either price or resource directive. The present paper integrates the two in the sense that part of the common constraints are coordinated by prices, while, at the same time, the other part of the common constraints are coordinated by direct allocations. We find increasing lower and decreasing upper bounds for the optimal value and globally feasible solutions with improving value can easily be obtained. The resulting algorithm has an appealing economic interpretation in terms of mixed price-budget oriented planning in a two-level organization.

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1. Introduction

Block-angular $L P$ problems can be decomposed in various ways. Both problem and solution method of ten have an economic interpretation in terms of a multilevel organization. Therefore classifications of decomposition algorithms are frequently based on the distinction "pricedirective" versus "resource-directive". This paper contains a hybrid algorithm in the sense that the pricing operations and resource allocation operations occur simultaneously. Following Obel (1978), who has introduced this mixed approach, we will speak of "horizontal mixed decomposition". The present method is essentially an extension to the theory because we explicitly analyse the master problem. Similar ideas, with emphasis on the economic implications, have been found in a working paper by Atkins (1979).

After the introduction of the problem (section 2), it is reformulated (section 3) and then replaced by two approximating formulations (section 4) so that an iterative two-level solution strategy can be applied (section 5). Realization of near-optimal solution values by globally feasible solutions is then discussed (section 6) followed by the economic interpretation of the algorithm (section 7).

## 2. Problem formulation

The class of problems to be analysed is of the form

$$
\begin{align*}
& \text { Maximize } c_{1} x_{1}+\ldots+c_{n} x_{n} \\
& \text { s.t. } \quad A_{1} x_{1}+\ldots+A_{n} x_{n} \leqslant a \\
& \mathrm{~B}_{1} \mathrm{x}_{1}+\ldots+\mathrm{B}_{\mathrm{n}} \mathrm{x}_{\mathrm{n}} \leqslant \mathrm{~b} \quad \text { (**) } \\
& \mathrm{D}_{1} \mathrm{x}_{1} \quad \leqslant \mathrm{~d}_{1}  \tag{2.1}\\
& D_{n} x_{n} \leqslant d_{n} \\
& x_{1}, \ldots, x_{n} \geqslant 0
\end{align*}
$$

Here: $\quad a, b, c_{j}, d_{j}(j=1, \ldots, n)$ are known vectors,
$A_{j}, B_{j}, D_{j}(j=1, \ldots, n)$ are known matrices,
$x_{j}(j=1, \ldots, n)$ are variable vectors,
all of appropriate dimensions.
It is well known that problem (2.1) can be viewed as a model of a divisionalized organization (Dirickx and Jennergren (1979, chapter 6). The common constraints (*) en (**) express the common use of certain resources by all divisions. In this paper we will develop a two-level solution algorithm in which the common resources (*) are coordinated by prices while the common resources (**) are coordinated by allocations. This treatment of the common constraints (*) and (**) will be referred to as horizontal mixed decomposition.

Before we present our algorithm, a few assumptions and definitions are in order.

We presume the existence of a feasible solution of problem (2.1). The
divisional feasible regions $X_{j}$, which are defined as $X_{j}:=$
$\left\{x_{j} \mid D_{j} x_{j} \leqslant d_{j}, x_{j} \geqslant 0\right\}$ are assumed to be bounded. So (2.1) has a finite optimum.

For $j=1, \ldots, n$, the set $Y_{j}$ is defined as follows:

$$
\begin{equation*}
y_{j} \in y_{j}:-\left\{x_{j} \mid x_{j} \in x_{j}, B_{j} x_{j} \leqslant y_{j}\right\} \neq \phi \tag{2.2}
\end{equation*}
$$

Set $Y_{j}$ will be called the set of feasible allocations for division $f$ concerning common resources (**).

For notational convenience, the set $Y$ is introduced:

$$
\begin{equation*}
y:=\left\{\left(y_{1}, \ldots, y_{n}\right) \mid \sum_{j=1}^{n} y_{j} \leqslant b ; y_{j} \in Y_{j}, j=1, \ldots, n\right\} \tag{2.3}
\end{equation*}
$$

Set $Y$ will be called the set of globally feasible allocations concerning common resources (**).

## 3. Reformulation of the original problem

We define the Lagrangian function relative to the common constraints (*):

$$
L(x, \pi):=\sum_{j=1}^{n} c_{j} x_{j}+\pi\left(a-\sum_{j=1}^{n} A_{j} x_{j}\right)
$$

where $x$ replaces $x_{1}, \ldots, x_{n}$. Now the (Lagrangian) dual of (2.1) is:

$$
\begin{align*}
& \operatorname{Min}_{\pi>0} \quad \operatorname{Max}_{x}^{L}(x, \pi)  \tag{3.1}\\
& \\
& \quad \text { s.t. } x_{j} \in x_{j}, j=1, \ldots, n, \sum_{j=1}^{n} B_{j} x_{j} \leqslant b
\end{align*}
$$

Optimal solutions $(\tilde{x}, \tilde{\pi})$ to the minmax problem (3.1) are saddle points of $L(x, \pi)$. The next theorem provides for necessary and sufficient conditions for the existence of a saddle point.

Theorem 1:
A vector $\bar{x}=\left(\tilde{x}, \ldots, \tilde{x}_{n}\right)$ is a solution to the $L P$ problem (2.1) if and only if there exists a vector $\tilde{\pi} \geqslant 0$ such that ( $\tilde{x}, \tilde{\pi}$ ) is a saddle point of $L(x, \pi)$.

Proof: see Appendix A.
Now the usefulness of a saddle point is evident: if ( $\bar{x}, \bar{\pi}$ ) is a saddle point of $L(x, \pi)$, then $\bar{x}$ solves the original problem (2.1).

If we use the set $Y$ (see formula (2.3)) and introduce the functions $\Phi_{j}\left(y_{j}, \pi\right)$ defined as

$$
\Phi_{j}\left(y_{j}, \pi\right):=\operatorname{Max}\left\{\left(c_{j}-\pi A_{j}\right) x_{j} \mid x_{j} \in X_{j}, B_{j} x_{j} \leqslant y_{j}\right\},
$$

$j=1, \ldots, n$, problem (3.1) can be rewritten as

$$
\begin{equation*}
\operatorname{Min}_{\pi \geqslant 0} \operatorname{Max}_{\mathrm{y} \in \mathrm{Y}} \sum_{j=1}^{n} \Phi_{j}\left(y_{j}, \pi\right)+\pi a \tag{3.2}
\end{equation*}
$$

Problem (3.1) and (3.2) are equivalent because, for every $\pi \geqslant 0$, the inner maximization problems are equivalent (see Lasdon (1970, p. 462)).

The functions $\Phi_{j}\left(y_{j}, \pi\right)$ are concave in $y_{j}$ and convex in $\pi$. Moreover, they are even piecewise linear in both $y_{f}$ and $\pi$.
Due the the presumed existence of a finite optimum to (2.1), the original Lagrangian $L(x, \pi)$ has a saddle point. So the function n $\sum_{j=1} \Phi_{j}\left(y_{j}, \pi\right)+\pi a$ has a saddle point, too. Hence, it is allowed to reverse the order of maximization and minimization in (3.2) (see Zangwill (1969, p. 45-46), thereby obtaining:

$$
\begin{equation*}
\operatorname{Max}_{y \in Y} \operatorname{Min}_{\pi>0} \sum_{j=1}^{n} \quad \Phi_{j}\left(y_{j}, \pi\right)+\pi a \tag{3.3}
\end{equation*}
$$

In the sequel, (3.2) will be referred to as (D), the dual problem, and (3.3) as ( $P$ ), the primal problem. The problem ( $P$ ) and ( $D$ ) have the same optimal solutions. Equivalent formulations of (P) and (D) are

$$
\begin{equation*}
\operatorname{Max}_{y \in Y} w \text { s.t. } w<\sum_{j=1}^{n} \Phi_{j}\left(y_{j}, \pi\right)+\pi a, \pi>0 \tag{3.4}
\end{equation*}
$$

and

$$
\begin{equation*}
\operatorname{Min}_{\pi>0} \quad v \text { s.t. } v>\sum_{j=1}^{n} \Phi_{j}\left(y_{j}, \pi\right)+\pi a, y \in Y \tag{3.5}
\end{equation*}
$$

respectively.

## 4. Relaxation of both primal and dual problem

In this section, tangential approximation is applied to derive appropriate relaxed versions of (P) and (D).

Suppose we have at hand $r$ tuples $\left(\pi^{k}, y_{1}^{k}, \ldots, y_{n}^{k}\right), k=1, \ldots, r$ of trial prices and allocations with respect to the common resources (*) and (**), respectively. Let $\pi^{k} \geqslant 0, y_{j}^{k} \in Y_{j}, j=1, \ldots, n$, and $\sum_{j=1}^{n} y_{j}^{k} \leqslant \underset{n}{ }$ for all $k$.
From w $<\sum_{j=1} \Phi_{j}\left(y_{j}, \pi\right)+\pi a, \pi>0$, it follows that

$$
\begin{equation*}
w \leqslant \sum_{j=1}^{n} \Phi_{j}\left(y_{j}, \pi^{k}\right)+\pi^{k} a, k=1, \ldots, r \tag{4.1}
\end{equation*}
$$

Similarly

$$
\begin{equation*}
v>\sum_{j=1}^{n} \Phi_{j}\left(y_{j}^{k}, \pi\right)+\pi a, k=1, \ldots, r \tag{4.2}
\end{equation*}
$$

The r right-hand sides of (4.1) are not easily handled so we apply a further relaxation. Tangential approximations are readily obtained by solving the subproblems

$$
\begin{aligned}
& \text { Maximize }\left(c_{j}-\pi^{\left.k_{A_{j}}\right) x_{j}}\right. \\
& \text { s.t. } \\
& B_{j} x_{j} \leqslant y_{j}^{k} \\
& x_{j} \in x_{j}
\end{aligned}
$$

For let $\hat{x}_{j}^{k}$ be an optimal solution, let $\hat{u}_{j}^{k}$ be an optimal dual solution associated to the constraint $\mathrm{B}_{\mathrm{j}} \mathrm{x}_{\mathrm{j}} \leqslant \mathrm{y}_{\mathrm{j}}^{\mathrm{k}}$, while the optimal solution value is $\Phi_{j}\left(y_{j}^{k}, \pi^{k}\right)$, by definition. Then it is a trivial task to show that

$$
\begin{equation*}
\Phi_{j}\left(y_{j}, \pi^{k}\right)<\Phi_{j}\left(y_{j}^{k}, \pi^{k}\right)+\hat{u}_{j}^{k}\left(y_{j}-y_{j}^{k}\right), y_{j} \in Y_{j} \tag{4.3}
\end{equation*}
$$

(See Geoffrion (1970, p. 381) or Dirickx and Jennergren (1979, p. 69).

The right-hand sides of (4.2) can also be approximated

$$
\begin{equation*}
\pi a+\sum_{j=1}^{n} \Phi_{j}\left(y_{j}^{k}, \pi\right) \geqslant f^{k}+\left(\pi-\pi^{k}\right) \Delta_{a}^{k} \tag{4.4}
\end{equation*}
$$

where $(k=1, \ldots, r)$ :

$$
\begin{aligned}
& f^{k}:=\sum_{j=1}^{n} \Phi_{j}\left(y_{j}^{k}, \pi^{k}\right)+\pi^{k} a=\sum_{j=1}^{n}\left(c_{j}-\pi^{k} A_{j}\right) \hat{x}_{j}^{k}+\pi^{k} a \\
& \Delta{ }_{a}^{k}:=a-\sum_{j=1}^{n} A_{j} \hat{x}_{j}^{k}
\end{aligned}
$$

(See Appendix B.)

Combining (3.6), (4.1) and (4.3) leads to the following relaxed primal problem:

Max w

$$
\begin{gathered}
\text { s.t. } w \leqslant f^{k}+\sum_{j=1}^{n} \hat{u}_{j}^{k}\left(y_{j}-y_{j}^{k}\right), k=1, \ldots, r \\
\left(y_{1}, \ldots, y_{n}\right) \in Y
\end{gathered}
$$

From (3.7), (4.2) and (4.4), we derive the following relaxed dual problem:

$$
\begin{aligned}
& \operatorname{Min} \quad v \\
& \text { s.t. } v \geqslant f^{k}+\left(\pi-\pi^{k}\right) \Delta_{a}^{k} \quad, k=1, \ldots, r \\
& \pi \geqslant 0
\end{aligned}
$$

We conclude this section with a useful statement concerning the optimal solution values of (4.6) and (4.7). Let $w_{p}$ be the optimal solution value of (3.4), let $v_{D}$ be the optimal solution value of (3.5). We know that $w_{D}=v_{P}$. Now, if $v_{r}$ and $w_{r}$ are the optimal solution values of (4.5) and (4.6), respectively, it holds that

$$
\begin{equation*}
v_{r} \leqslant v_{D}=w_{P} \leqslant w_{r} \tag{4.8}
\end{equation*}
$$

So the optimal solution value of the original problem lies between $\mathbf{v}_{\mathbf{r}}$ and $W_{r}$.

## 5. Solution strategy

Our algorithm approximates the solution of (P) and (D) by solving relaxed versions of ( $P$ ) and ( $D$ ), and adding new constraints to the relaxated problems when necessary.

Let $\varepsilon>0$ be the desired accuracy. Suppose one has arrived at a relaxed primal and a relaxed dual problem of the form (4.5) and (4.6), respectively, each with $r$ constraints. We call these problems $\left(P_{r}\right)$ and $\left(D_{r}\right)$. Solve $\left(P_{r}\right)$ and denote the optimal solution and objective function value by $\left(y_{1}^{r+1}, \ldots, y_{n}^{r+1}\right)$ and $w_{r}$. Similarly, $\pi^{r+1}$ and $v_{r}$ are the optimal solution and objective function value to ( $D_{r}$ ). If $w_{r}-v_{r}<\varepsilon$, we may terminate. Now we can generate a globally feasible solution with value $\geqslant \mathrm{v}_{\mathrm{r}}$ (see section 6 ).

Otherwise, if $\left.w_{r}-v_{r}\right\rangle \varepsilon$, solve the following subproblems:

$$
\begin{array}{ll}
\operatorname{Max}\left(c_{j}-\pi^{r+1} A_{j}\right) x_{j}  \tag{5.1}\\
\text { s.t. } & B_{j} x_{j} \leqslant y_{j}^{r+1} \\
& x_{j} \in x_{j}
\end{array}
$$

This yields $\hat{x}_{j}^{r+1}, \hat{u}_{j}{ }^{r+1}, \Phi_{j}\left(y_{j}^{r+1}, \pi^{r+1}\right), j=1, \ldots, n$, from which appropriate constraints to be added to ( $\mathrm{P}_{\mathrm{r}}$ ) and ( $\mathrm{D}_{\mathrm{r}}$ ), can be deduced. The augmented problems are called ( $\mathrm{P}_{\mathrm{r}+1}$ ) and ( $\mathrm{D}_{\mathrm{r}+1}$ ).
If we solve $\left(\mathrm{P}_{\mathrm{r}+1}\right)$ and $\left(\mathrm{D}_{\mathrm{r}+1}\right), \mathrm{w}_{\mathrm{r}+1}$ and $\mathrm{v}_{\mathrm{r}+1}$ will come out. These are, possibly better, upper/lower bounds for the optimal objective function value of the original problem as

$$
\mathrm{v}_{\mathrm{r}} \leqslant \mathrm{v}_{\mathrm{r}+1} \leqslant \mathrm{v}_{\mathrm{D}}=\mathrm{w}_{\mathrm{P}} \leqslant \mathrm{w}_{\mathrm{r}+1} \leqslant \mathrm{w}_{\mathrm{r}}
$$

Now it is clear that, by successively solving ( $\mathrm{P}_{\mathrm{r}}$ ) and ( $\mathrm{D}_{\mathrm{r}}$ ) and adding new constraints to them, we expect to find shrinking intervals $\left[\mathrm{v}_{\mathrm{r}}, \mathrm{w}_{\mathrm{r}}\right.$ ], $\mathrm{r}=1,2, \ldots$, which contain the optimal objective function value. Indeed, the difference between $\mathrm{v}_{\mathrm{r}}$ and $\mathrm{w}_{\mathrm{r}}$ converges to zero. A convergence proof is given in Appendix C.

The algorithm can be summarized as follows:

## Summary of algorithm:

Step 0. Choose $\pi^{1} \geqslant 0$, and $y_{j}^{1} \in Y_{j}, j=1, \ldots, n$, such that $\sum_{j=1}^{n} y_{j}^{1} \leqslant b$.

```
Set \(\mathrm{r}:=0\).
```

Step 1. For $\mathrm{j}=1, \ldots, \mathrm{n}$, solve (5.1), which yields $\hat{\mathrm{x}}_{j}^{\mathrm{r}+1}, \hat{u}_{j}^{\mathrm{r}+1}$ and $\Phi_{j}\left(y_{j}^{r+1}, \pi^{r+1}\right)$.

Step 2. Compute $f^{r+1}$ and $\Delta_{a}^{r+1}$, and add appropriate constraints to ( $P_{r}$ ) and $\left(D_{r}\right)$ thereby obtaining $\left(P_{r+1}\right)$ and $\left(D_{r+1}\right)$, respectively.

Step 3. Set $r:=r+1$ and solve $\left(P_{r}\right)$ and ( $D_{r}$ ) which yields $w_{r}, v_{r}$, $y_{1}^{\mathrm{r}+1}, \ldots, \mathrm{y}_{\mathrm{n}}^{\mathrm{r}+1}, \pi^{\mathrm{r}+1}$.

Step 4. Optimality test:
if $W_{r}-v_{r}<\varepsilon$ then terminate, otherwise return to step 1.

Up till now, we have treated the set $Y$ as if it is completely known. In practical applications it is usually impossible to obtain the set $Y$ (or the sets $Y_{1}, \ldots, Y_{n}$ ) in explicit form. The literature, in particular Geoffrion (1970, section 3.1 ), offers several useful methods to generate the sets $Y_{1}, \ldots, Y_{n}$ during the iterations of the just described algorithm. Especially in the present, linear case, each $Y_{j}$ can be specified without approximation by a finite collection of linear equalities. Each of these inequalities can be added to (4.6) "when needed". This aspect even more stresses the importance of the algorithm as an information collecting procedure.
6. Generation of globally feasible solutions

So far, we have described a procedure which simultaneously generates a decreasing sequence of upper bounds as well as an increasing sequence of lower bounds for the optimal solution value. Moreover, both sequences, i.e. $\left(v_{r}\right)_{1}^{\infty}$, and $\left(w_{r}\right)_{1}^{\infty}$, converge to this value. In this sec-
tion, we will show that, without much extra effort, a globally feasible solution can be computed.

The relaxed dual $D_{r}$ is simply an $L P$ problem and can be written as

## Minimize v

$$
\text { s.t. } \quad v-\pi \Delta_{a}^{k} \geqslant f^{k}-\pi^{k} \Delta_{a}^{k}, k=1, \ldots, r
$$

Dualization yields

$$
\begin{array}{rlrl}
\text { Maximize } & \sum_{\mathrm{k}=1}^{\mathrm{r}} \lambda^{\mathrm{k}}\left(\mathrm{f}^{\mathrm{k}}-\pi^{\mathrm{k}} \Delta_{\mathrm{a}}^{\mathrm{k}}\right) & \\
\text { s.t. } & \sum_{\mathrm{k}=1}^{\mathrm{r}} \lambda^{\mathrm{k}} & & \\
& =1 \\
-\sum_{\mathrm{k}=1}^{\mathrm{r}} \lambda^{\mathrm{k}} \Delta_{a}^{k} & \leqslant 0 \\
& \lambda^{k} & \geqslant 0
\end{array}
$$

which is equivalent to (recall (4.5)):

$$
\begin{align*}
& \operatorname{Maximize} \underset{k=1}{\sum_{k=1}^{n}} \lambda^{k} \sum_{j}^{n} \hat{x}_{j}^{k} \\
& \text { s.t. } \sum_{\mathrm{k}=1}^{\mathrm{r}} \lambda^{\mathrm{k}} \quad=1  \tag{6.1}\\
& \sum_{k=1}^{r} \lambda^{k} \sum_{j=1}^{n} A_{j} \hat{x}_{j}^{k} \leqslant a \\
& \lambda^{k} \geqslant 0
\end{align*}
$$

Now let $\left(\bar{\lambda}^{1}, \ldots, \bar{\lambda}^{r}\right)$ be an optimal solution to (6.1). Its solution value is equal to $v_{r}$, the optimal value of $D_{r}$. If we define

$$
\begin{equation*}
\bar{x}_{j}:=\sum_{k=1}^{r} \quad \bar{\lambda}^{k} \hat{x}_{j}^{k}, \quad j=1, \ldots, n \tag{6.2}
\end{equation*}
$$

then $\left(\bar{x}_{1}, \ldots, \bar{x}_{n}\right)$ is feasible to (2.1), due to the convexity properties, and it has solution value $\mathrm{v}_{\mathrm{r}}$.

Summarizing, we can derive a globally feasible solution by a convex combination of previously generated divisional solutions. The weighting factors are exactly the optimal dual variables associated to $D_{r}$, and the solution value is equal to the optimal value of $D_{r}$.

An alternative way to generate a globally feasible solution, with value $\geqslant v_{r}$ proceeds as follows. Compute ( $j=1, \ldots, n$ )

$$
\begin{equation*}
\overline{\mathrm{a}}_{\mathrm{j}}^{\mathrm{r}}:=\sum_{\mathrm{k}=1}^{\mathrm{r}} \bar{\lambda}^{\mathrm{k}} \mathrm{~A}_{\mathrm{j}} \hat{\mathrm{x}}_{\mathrm{j}}^{\mathrm{k}}, \quad \overline{\mathrm{~b}}_{\mathrm{j}}^{\mathrm{r}}:=\sum_{\mathrm{k}=1}^{\mathrm{r}} \bar{\lambda}^{\mathrm{k}} \mathrm{y}_{\mathrm{j}}^{\mathrm{k}} \tag{6.3}
\end{equation*}
$$

where $\left(\bar{\lambda}^{1}, \ldots, \bar{\lambda}^{r}\right)$ is again an optimal dual solution to ( $D_{r}$ ). Now solve for each $j=1, \ldots, n$ the problem

$$
\begin{array}{r}
\text { Maximize } c_{j} x_{j} \\
\text { s.t. } \quad A_{j} x_{j} \leqslant \bar{a}_{j} \\
B_{j} x_{j} \leqslant \bar{b}_{j}  \tag{6.4}\\
x_{j} \in X_{j}
\end{array}
$$

Because $\bar{x}_{j}$ (as defined by formula (6.2)) is feasible to (6.4), the optimal value of (6.4) is at least $c_{j} \bar{x}_{j}$. Hence the sum of the optimal values of each of the problems (6.4) is at least $\sum_{j=1}^{n} c_{j} \bar{x}_{j}=v_{r}$.

## 7. Economic interpretation

As noted before, the original problem (2.1) can be viewed as a model for a divisionalized organization. The blocks $D_{j} x_{j} \leqslant d_{j}, x_{j} \geqslant 0$ ( $j=1, \ldots, n$ ) are associated with divisions and the common constraints (*) and (**) reflect the interdependencies (e.g. allocation of common resources) between them. Furthermore, we presume that there is a central unit at the top level of the organization, that is aware of these interdependencies but does not have complete information on the divisional constraints. Identifying the objective function of (2.1) with the goal of the firm, to be strived after by the central unit, we observe that the central unit cannot immediately realize that goal due to the lack of knowledge on divisions. Instead, a planning procedure by which topmanagement gathers information, must be applied. Below we describe such a procedure. It is based on the decomposition algorithm as outlined in the previous sections.

The essential feature of the method is that

- the (*) interdependencies are coordinated by prices, while
- the (**) interdependencies are coordinated by direct allocations cq. budgets.

Hence, we provide for a mixed price-budget directive planning procedure.
For explanatory purposes, we will assume that the (*) and (**) interdependencies are due to the common use of certain resources by all divisions. The goal of the firm is assumed to be profit maximization.

The planning procedure is formed by a number of planning sessions. At the start of a new planning session, the central unit sends a price $\pi^{r}$ for the (*) resources and allocations (or budgets) $y_{1}^{r}, \ldots, y_{n}^{r}$
for the (**) resources to the divisions. These are asked to compute their maximum profit $\Phi_{j}\left(y_{j}^{r}, \pi^{r}\right)$, the required amount $A_{j} \hat{\mathbf{x}}_{j}^{r}$ of (*) resources under the price $\pi{ }^{r}$ and a marginal valuation $\hat{u}_{j}^{r}$ of the budget $y_{j}^{r}$ for (**) resources ( $j=1, \ldots, n$ ).
Formally, each division solves its problem

$$
\begin{align*}
& \operatorname{Maximize}\left(c_{j}-{ }^{r} \mathrm{~A}_{j}\right) x_{j} \\
& \text { s.t. }  \tag{7.1}\\
& B_{j} x_{j} \leqslant y_{j}^{r} \\
& x_{j} \in x_{j}
\end{align*}
$$

and reports the maximum objective function value $\Phi_{j}\left(y_{j}^{r}, \pi^{r}\right)$, the optimal dual variable $\hat{u}_{j}^{r}$ with respect to the constraint $B_{f} x_{j} \leqslant y_{j}^{r}$ and the quantity $A_{j} \hat{X}_{j}^{r}$, where $\hat{X}_{j}^{r}$ is the optimal solution to (7.1).

Based on the divisional responses, and information gathered in previous sections, the central unit can derive a lower bound $\mathrm{v}_{\mathbf{r}}$ and an upper bound $w_{r}$ for the maximum attainable profit (i.e. the optimal value of the original problem (2.1)).

The maximum attainable profit lies between these bounds, so the central unit can terminate the procedure as soon as their difference has become small enough. The central unit finds a partitioning of the (*) and (**) resouces under which the divisions together will at least realize a profit of $v_{r}$, if the previous claims for (*) resources, i.e. $A_{j} \hat{x}_{j}{ }_{j}$, $k=1, \ldots, r$, and the previous budgets for (**) resources, i.e. $\mathrm{y}_{\mathrm{j}}$, $k=1, \ldots, r$, are adequately weighted. Weighting factors with this property, which apply to both types of resources and are uniform over the divisions, can be obtained by a slight modification of the computational procedure for $v_{r}$. Formally, let $\bar{\lambda}^{1}, \ldots, \bar{\lambda}^{r}$ be these weighting factors. Now the central unit must compute ( $j=1, \ldots, n$ )

$$
\overline{\mathrm{a}}_{\mathrm{j}}^{\mathrm{r}}:=\sum_{\mathrm{k}=1}^{\mathrm{r}} \bar{\lambda}^{\mathrm{k}} A_{j} \hat{\mathrm{x}}_{\mathrm{j}}^{\mathrm{k}}, \overline{\mathrm{~b}}_{\mathrm{j}}^{\mathrm{r}}:=\sum_{\mathrm{k}=1}^{\mathrm{r}} \bar{\lambda}^{\mathrm{k}} \mathrm{y}_{\mathrm{j}}^{\mathrm{k}} .
$$

If each division optimally uses these final amounts of common resources, it solves the problem

$$
\begin{array}{r}
\text { Maximize } c_{j} x_{j} \\
\text { s.t. } \\
A_{j} x_{j} \leqslant \bar{a}_{j} \\
B_{j} x_{j} \leqslant \bar{b}_{j}^{r} \\
x_{j} \in x_{j}
\end{array}
$$

The sum of the divisional profits will be at least $v_{r}$.
On the other hand, if the central unit is not satisfied with the bounds $\mathrm{v}_{\mathrm{r}}$ and $\mathrm{w}_{\mathrm{r}}$, it can update the prices and allocations leading to new bounds $\mathrm{v}_{\mathrm{r}+1}$ and $\mathrm{w}_{\mathrm{r}+1}$. It will hold that

$$
\mathrm{v}_{\mathrm{r}} \leqslant \mathrm{v}_{\mathrm{r}+1} \leqslant O P \mathrm{~T} \leqslant \mathrm{w}_{\mathrm{r}+1} \leqslant \mathrm{w}_{\mathrm{r}}
$$

where OPT denotes the maximum attainable profit. So the more information the central unit gathers, the better it approximates the maximum attainable profit.

Now we will pay some attention to the way the central unit derives the prices, budgets and profit estimates. As a matter of fact, the prices $\pi^{r}$ and the lower bounds $v_{r}$ on the one hand, and the allocations $y_{1}^{r}, \ldots, y_{n}^{r}$ and the upper bounds ${ }^{w} r$ on the other hand follow from two separate computations. Firstly, we will consider the prices $\pi^{r}$ together with the lower bounds $\mathrm{v}_{\mathrm{r}}$.

Suppose we are at the end of the $r$-th planning session. So the central unit has at hand the divisional responses of session $1,2, \ldots, r$. From the divisional responses of each session separately, the central unit can form a linear function which approximates the profit as function of the internal prices $\pi$. Hence, combining the divisional information as collected in all previous sessions up till now, the central unit derives a piecewise linear approximation of the profit function with respect to changes in the prices for (*) resources. The collected information is used in a "pessimistic" way, since the approximating profit function lies "below" the correct profit function. As a result, the estimated profit $v^{r}$ is a lower bound for the actual maximum attainable profit. In the course of the procedure, the piecewise linear approximating function becomes better and better, hence giving rice to improved lower bounds $\mathrm{v}_{\mathrm{r}+1}, \mathrm{v}_{\mathrm{r}+2}$ etc.

The determination of subsequent $w_{r}$ and $y_{1}^{r}, \ldots, y_{n}^{r}$ proceeds in a similar way. The only difference is that here the central unit works with an improving piecewise linear approximation for the profit function with respect to changes in the allocations for (**) resources, which always lies above the correct profit function. Hence a decreasing sequence of upper bounds $\mathrm{w}^{r}$ is the result.
8. Conclusion

Our main purpose has been to derive a two-level decomposition method with prices for some resources and allocations for other resources occurring simultaneously. Furthermore, we were particularly interested in the computation of the prices and budgets. As a matter of fact,
this computation provided for an upper and lower bound for the optimal value of the problem at hand. Moreover, the lower bound, which increases during the iteration sequence, is directly associated to a globally feasible solution. In other words, during the iterations globally feasible solutions can be obtained with increasing solution value.

The author is aware that, from a computational point of view, several improving modifications could be incorporated. However, the contribution of the present paper is that it provides for the correct mathematical foundation of mixed coordination by prices and budgets in a general two-level organization. Each of the subproblems, at the top level as well as at the divisional level, has a clear appealing economic interpretation in terms of a planning procedure. Secondly, the mixed use of prices and budgets is a most realistic option when comparing the present planning procedure with planning in real-world organizations (e.g. see Atkins (1973), Obel (1981)).

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## Appendix A. Proof theorem 1

## Consider the problem

$$
\begin{array}{ll}
\text { Maximize } & \mathrm{px} \\
\text { s.t. } & \mathrm{Ax} \leqslant \mathrm{a}  \tag{A1}\\
\mathrm{Bx} & \leqslant \mathrm{~b} \\
& x>0
\end{array}
$$

with optimal solution $\hat{x}$. Due to duality theory for $L P$, there exist $\hat{u}$, $\hat{v}$ that solve the dual problem i.e.

$$
\begin{align*}
& \text { Minimize ua }+v b \\
& \text { s.t. uA }+v B \geqslant p  \tag{A2}\\
& u, v \geqslant 0
\end{align*}
$$

Furthermore, it holds that $\hat{u}(\hat{A x}-a)=0$ and $\hat{x}$ is an optimal solution to

$$
\begin{align*}
& \text { Maximize }(\mathrm{p}-\hat{\mathrm{u} A}) \mathrm{x} \\
& \text { s.t. } \quad \mathrm{B} x \tag{A3}
\end{align*}
$$

Now define:

$$
L(x, u):=p x-u(A x-a), B x \leqslant b, x \geqslant 0, u \geqslant 0
$$

Then: $(\hat{x}, \hat{u})$ is a saddle point of $L(x, u)$.
Hence, we must prove that

$$
L(x, \hat{u}) \leqslant L(\hat{x}, \hat{u}) \leqslant L(\hat{x}, u)
$$

for all $x$ with $B x \leqslant b, x \geqslant 0$, all $u \geqslant 0$.
As $\hat{x}$ solves $(A 3)$, we have $(p-\hat{u} A) x \leqslant(p-\hat{u} A) \hat{x}$, so $L(x, \hat{u}) \leqslant L(\hat{x}, \hat{u})$. Secondly, $\hat{u}(\hat{A x}-a)=0$ whereas $-u(\hat{A x}-a) \geqslant 0$, so $L(\hat{x}, \hat{u}) \leqslant L(\hat{x}, u)$. Summarizing, we have shown that if (Al) has an optimal solution $\hat{x}$, then there exist an $\hat{u} \geqslant 0$ such that $(\hat{x}, \hat{u})$ is a saddlepoint of $L(x, u)$.

Reversely, if $L(x, u)$ has a saddlepoint $(\hat{x}, \hat{u})$ then $\hat{x}$ solves the original problem (Al). This statement is even true for convex programming problems, see Lasdon (1970, p. 85).

Appendix B. Further relaxation of problem (4.2)

We will show that for each $k=1, \ldots, r$ the following inequality holds:

$$
\begin{equation*}
\Phi_{j}\left(y_{j}^{k}, \pi\right)>\Phi_{j}\left(y_{j}^{k}, \pi^{k}\right)+\left(\pi^{k}-\pi\right) A_{j} \hat{x}_{j}^{k} \tag{B1}
\end{equation*}
$$

with (obviously) equality for $\pi=\pi^{k}$.
Recall the definition of $\Phi_{j}\left(y_{j}, \pi\right)$ (section 4$)$.
For all $x_{j}$ satisfying $B_{j} x_{j} \leqslant y_{j}^{k}, x_{j} \in X_{j}$, it holds that

$$
\Phi_{j}\left(y_{j}^{k}, \pi\right) \geqslant\left(c_{j}-\pi^{k} A_{j}\right) x_{j}+\left(\pi^{k}-\pi\right) A_{j} x_{j}
$$

In particular

$$
\Phi_{j}\left(y_{j}^{k}, \pi\right) \geqslant\left(c_{j}-\pi^{k} A_{j}\right) \hat{x}_{j}^{k}+\left(\pi^{k}-\pi\right) A_{j} \hat{x}_{j}^{k}
$$

which is equivalent to

$$
\Phi_{j}\left(y_{j}^{k}, \pi\right) \geqslant \Phi_{j}\left(y_{j}^{k}, \pi^{k}\right)+\left(\pi^{k}-\pi\right) A_{j} \hat{x}_{j}^{k} .
$$

Now that we have proved (B1), it easily follows that

$$
\sum_{j=1}^{n} \Phi_{j}\left(y_{j}^{k}, \pi\right)+\pi a \geqslant \sum_{j=1}^{n}\left(\Phi_{j}\left(y_{j}^{k}, \pi^{k}\right)+\left(\pi^{k}-\pi\right) A_{j} \hat{x}_{j}^{k}\right)
$$

so

$$
\begin{equation*}
\sum_{j=1}^{n} \Phi_{j}\left(y_{j}^{k}, \pi\right)+\pi a \geqslant f^{k}+\left(\pi-\pi^{k}\right) \Delta_{a}^{k} \tag{BL}
\end{equation*}
$$

where $\quad f^{k}:=\sum_{j=1}^{n} \Phi_{j}\left(y_{j}^{k}, \pi^{k}\right)+\pi^{k} a, \Delta_{a}^{k}:=a-\sum_{j=1}^{n} A_{j} \hat{X}_{j}^{k}$,
(B2) is exactly inequality (4.4).

Appendix C. A convergence proof for the algorithm as presented in secLion 5

In this appendix we will prove convergence of the algorithm a presented in section 5 . Two more assumptions are required. After the proof, a sufficient condition for one of them is given.

Theorem:
If we assume that

1. the sequence $\left(\pi^{r}\right)_{1}^{\infty}$, is bounded,
2. the $\hat{u}_{j}^{r}$ are uniformly bounded (i.e. $0 \leqslant \hat{u}_{j}^{r} \leqslant M$ ),
then the algorithm of section 5 converges in the sense that
${ }^{\mathbf{w}} \mathbf{r}^{-} \mathrm{v}_{\mathbf{r}}+0, \mathbf{r} \rightarrow \infty$.

Proof:
We already know that $\mathbf{v}_{\mathbf{r}} \leqslant \mathrm{v}_{\mathrm{r}+1} \leqslant \mathrm{v}_{\mathrm{D}}=\mathrm{w}_{\mathrm{P}} \leqslant \mathrm{w}_{\mathrm{r}+1} \leqslant \mathrm{w}_{\mathrm{r}}$. In the sequel we will prove that $W_{r}-v_{r} \downarrow 0$ on a subset of indices. Of course, this implies that

$$
\lim _{r \rightarrow \infty} \mathrm{v}_{\mathrm{r}}=\mathrm{v}_{\mathrm{D}}=\mathrm{w}_{\mathrm{P}}=\lim _{\mathrm{r} \rightarrow \infty} \mathrm{w}_{\mathrm{r}}
$$

The reasoning proceeds as follows. The sequence $\left(\pi^{r}, y_{1}^{r}, \ldots, y_{n}^{r}\right)_{1}^{\infty}$ converges on a subset of indices, as the $\pi^{r}$ and all $y_{j}^{r}$ come from bounded sets. (The boundedness of $Y$ follows from the compactness of each $X_{j}$ and the global restriction $\sum_{j=1}^{n} y_{j} \leqslant b$.) The convergent sub-sequences are denoted by $\left(\pi^{r}\right)_{s=1}^{\infty}$ and $\left(y_{j}{ }_{s}\right)_{s=1}^{\infty}, j=1, \ldots, n$.


we have

$$
0 \leqslant w_{r_{s+1}}-v_{r_{s+1}} \leqslant\left(\pi^{r}{ }^{r+1}{ }_{-\pi}{ }^{r}{ }_{s}\right) \Delta_{a}^{r}+\sum_{j=1}^{n} \hat{u}_{j}^{r}{ }^{r}\left(y_{j}{ }^{r}{ }_{s+1}-y_{j}{ }^{r_{s}}\right)
$$

For $s \rightarrow \infty$, the right-hand side of this expression converges to 0 as $\Delta_{a}^{r} s$ and $\hat{u}_{j}{ }^{r}$ are bounded. (The boundedness of $\Delta_{a}^{r}$ is simply due to the boundedness of the sets $X_{j}, j=1, \ldots, n$. ) Hence

$$
\mathrm{v}_{\mathrm{r}_{\mathrm{s}}}-\mathrm{w}_{\mathrm{r}_{\mathrm{s}}}+0, \mathrm{~s}+\infty
$$

and the proof is completed.

Now we present a sufficient condition for assumption 1 in the theorem.

Suppose that there exists a known, feasible solution $\tilde{x}_{1}, \ldots, \tilde{x}_{n}$ such that $\sum_{j=1}^{n} A_{j} \tilde{x}_{j}<a$. The knowledge of this "interior point" can be used as follows.

From (3.1) it is clear that

$$
v_{D} \geqslant \min _{\pi>0} L(x, \pi) \text { for every fixed feasible } x
$$

As a consequence, we are allowed to add the constraint $v>L(\tilde{x}, \pi)$ to $D_{r}$, $r=1,2 \ldots$ Each $D_{r}$ remains to be a relaxed dual problem. With respect to the algorithm, we suppose that, upon initialitation, $D_{r}$ with $r=0$ has only one constraint, viz.

$$
v>\sum_{j=1}^{n} c_{j} \tilde{x}_{j}+\pi\left(a-\sum_{j=1}^{n} A_{j} \tilde{x}_{j}\right)
$$

which will be maintained throughout the subsequent iterations. An immediate consequence of this modification is that the sequence $\left(\pi^{r}\right)_{1}^{\infty}$
will be bounded. To prove this, define: $\tilde{P}:=\sum_{j=1}^{n} c_{j} \tilde{x}_{j} ; \pi_{i}^{r}:=$ the i-th component of $\pi^{r} ; \bar{\Delta}_{i}:=$ the 1 -th component of $a-\sum_{j=1}^{n} A_{j} \tilde{x}_{j}$. Now we have:

$$
0 \leqslant \pi^{r+1} \tilde{\Delta}_{1} \leqslant \sum_{i} \pi_{i}^{n+1} \tilde{\Delta}_{i} \leqslant v_{r}-\tilde{P} \leqslant v_{D}-\tilde{P}
$$

so

$$
0 \leqslant \pi_{i}^{r+1} \leqslant\left(v_{D}-\bar{P}\right) /\left(\bar{\Delta}_{1}\right) \text {, as } \tilde{\Delta}_{i}>0
$$

In other words, all future $\pi_{i}^{r}$ are bounded.

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